



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

**PRACTICE AND CHALLENGES OF STAKEHOLDER MANAGEMENT:
THE CASE OF ADDIS ABABA CITY GOVERNMENT MEGA
CONSTRUCTION PROJECTS**

BY
REDIET TAYE

JUNE, 2021
ADDIS ABABA, ETHIOPIA

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REDIET TAYE

**A RESEARCH PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL
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FOR THE AWARD OF MASTER OF ARTS IN PROJECT MANAGEMENT**

ADVISOR
BANTIE WORKIE (Ph.D)

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STATEMENT OF DECLARATION

I **Rediet Taye** hereby declare that the thesis entitled: “Practice and Challenges of Stakeholder Management: The Case of Addis Ababa City Government Mega Construction Projects” has been conducted by myself under the guidance and supervision of Bantie Workie (Ph.D). In relation to this, the materials and sources used in this research are all properly credited. This study has not been presented for any education degree or a graduate program at this or any other institution.

Rediet Taye

Signature _____

Date _____

STATEMENT OF CERTIFICATION

This is to certify that **Rediet Taye** has carried out this project work on the topic entitled **“Practice and Challenges of Stakeholder Management: The Case of Addis Ababa City Government Mega Construction Projects”**. This work is authentic, and it is eligible for submission as partial fulfillment for the requirements of the award of Master of Arts in project management.

Bantie Workie (Ph.D)

Signature: _____

Date: _____

APPROVAL SHEET

**Practice and Challenges of Stakeholder Management: The Case of Addis Ababa City
Government Mega Construction Projects**

By

Rediet Taye

Approved by the board of examiners

Advisor

Signature

Date

Internal examiner Name

Signature

Date

External examiner Name

Signature

Date

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ABSTRACT

This research topic shades a light into the practice of stakeholder management of mega construction projects under Addis Ababa City Government and the challenges that were encountered in the process. It draws a conceptual framework for future research relating to the topic. The main purpose of this project work was to identify the challenges of stakeholder management practice on the delivery of Addis Ababa City Government Mega Construction projects in order to improve stakeholder management practices. Qualitative research approach was applied. Data was gathered through semi-structured interviews with ten respondents and through company documentation. The data was analyzed with the help of the five steps identified by Yin (2015). With the data, codes were detected and later themes were developed. This process revealed five primary themes: The Organizational culture influenced the outlooks and methods of the stakeholder process, The Organizational maturity contributed to the practice of stakeholder management, Outlooks and methods to the stakeholder process were influenced by management strategies , Competencies of internal stakeholders' influenced the outlooks and methods of the stakeholder process and Implementation reviews impacted the outlooks and methods of the stakeholder process. The findings revealed the importance of managers expressing management practices that enable stakeholders to reach a similar understanding of project goals, as well as providing a foundation for construction project managers to establish effective stakeholder management strategies. The findings could aid in the promotion of positive social change by encouraging effective stakeholder management to improve exchange of information, individual and team motivation, cross-cultural management, and develop a culture of sustainability. The findings also revealed that the implementation of effective stakeholder management methods was based on a number of elements, including organizational culture, management strategies, competencies, implementation reviews and organizational maturity, which were revealed as themes. According to the study, the project management team must be intimately acquainted on project objectives and convey these to their separate teams, build a strong organizational culture, perform regular reviews, and perform a complete analysis of the project management team's abilities.

Key words: Stakeholder Management, Mega Construction, Project Management, Addis Ababa City Government Mega Construction Project

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LIST OF ACRONYMS AND ABBREVIATIONS

PM – Project Management

PMI – Project management institute

PMBOK – project management body of knowledge

SM – stakeholder management

CHAPTER ONE

INTRODUCTION

The purpose of this chapter is to set the groundwork for investigating the practice and challenges of project stakeholder management of Addis Ababa City Government Mega Construction Projects. This chapter briefs readers about the organization's background, construction projects management practice in relation to stakeholder management, the problem statement, research objectives and research questions. This chapter also discloses the study's significance, scope, limitations of the study and definitions and terms used throughout the study.

1.1 Background

Background of the Study

In light of this, a project is a set of activities and tasks with a specific goal to be completed within a set of specifications, with a set of deadlines, a budget limit, and the consumption of human and non-human resources (i.e., money and equipment) with a multifunctional nature (PMI, 2013). To achieve the project requirements, these project activities necessitate the application of knowledge, skills, tools, and procedures, which is known as project management (Kerzner, 2009). According to PMI (2013), each project contains stakeholders who are affected by or have the potential to affect the project positively or negatively; although some stakeholders may have minimal power, others have a considerable influence on the system and its planned outcomes. It is worth mentioning Lock (2007) who gave a brief description of stakeholder management. The author states that Stakeholder management encompasses more than just the individuals and businesses involved in a project or event. Rather, it is a process that entails a methodical approach to identifying all stakeholders, prioritizing their needs and interests, and reviewing and monitoring all actions involving the stakeholders to assure project success.

Construction projects, according to Gardiner (2005), entail individuals and organizations actively involved in the project, or whose interests may be positively or negatively affected by the project outcomes, due to its diversified nature. When compared to small-scale projects, more complicated construction projects will require more stakeholders, according to Cicmil and Marshall (2005), levitating the stakeholders' uncertainty about the project. According to Tadesse,

Zakaria, and Zoubeir (2016), despite the Ethiopian construction industry's significant importance and achievements, it is not without its challenges; in addition to quality gaps, time/cost overruns, and a lack of human resources, there have been concerns about stakeholders' engagement in projects. Ward and Chapman (2008) claim that stakeholders are a major source of uncertainty in construction project management. This means that stakeholders expose construction projects to varying degrees of risk and uncertainty. The goal of this study is to identify the challenges of stakeholder management practice on the delivery of Addis Ababa City Government Mega Construction projects in order to improve stakeholder management practices.

Background of the company

According to the data retrieved from the archives of Addis Ababa City Government Mega Construction Projects Office, there are currently six existing projects. These projects include Addis Ababa city public library, renewal of the mayor's office, transport bureau head office, grand palace smart parking, Adwa zero-zero historical museum and Mesqel square smart parking. These projects are targeted on the development of such public/communal spaces, there is high influence attached to it. This makes stakeholder management very critical as to achieve project success. Most large construction projects involve a number of stakeholders, whose unique interests has a positive or negative impact on the project. The number of stakeholders involved in construction projects is sometimes determined by the complexity and type of project.

According to the city administration office of Addis Ababa, the city administration office views Addis Ababa as a safe and livable city, a true center for national economic progress, and Africa's diplomatic capital. With better-quality access to social services, the city would ensure a safe and clean environment for a healthy and productive society.

1.2 Problem statement

Researchers have already shown methods for recognizing stakeholders' expectations and understanding how to respond to their wants and needs. However, due to variances in stakeholder definitions and the rapid emergence of new and innovative construction methods that affect a larger stakeholder population, the research findings were inconclusive.

According to Mok, Shen, and Yang (2015), large-scale building projects necessitate an increased stakeholder involvement, which leads to complicated stakeholder interrelationships and competing interests. According to Yeo (1995) complex project dynamics result in greater project uncertainty, which has an impact on the project outcomes. Project management is one of the most demanding operations in the construction industry. Managers must deal with a vast array of expectation, some of which are contradictory, as well as competing interests from a large number of stakeholders (Ika, 2010). Effective project management is exclusively difficult due to the diverse needs and expectations of various stakeholders participating in projects. The project manager's ability to effectively manage the project can mean the difference between success and failure (PMBOK guide, 2013).

Consequently, it is vital to take note and try to adopt to changes that often occur in projects further altering the scope, dealing with lack of resources allocated to the project and negative social responses to the project as these all contributed to the project's failure (Karlsen, 2002). The author claims that these are some of the ambiguities that emerge from stakeholders. Based on this, planning ahead of time to reduce the risk of ambiguity and problems generated by stakeholders is vital; otherwise, the project would fail.

Previous studies have examined the barriers to stakeholder management in construction project. Eyiah-Botwe, Aigbabavboa, and Thwala (2015) investigated the significant barriers affecting stakeholder management in the construction industry in a study conducted in South Africa. A structured interview was employed in the study. The study's limitation is that it only identified ten barriers to successful stakeholder management in construction project delivery. Similarly, El-Sawalhi and Hammad (2015), Newcombe (2003), Chinyio and Akintoye (2008) and Mok et al. (2015) listed a few factors militating against the achievement of successful stakeholder management.

Depending on a preliminary investigation conducted by the researcher on the Addis Ababa City Government Mega Construction Projects, it was identified that there were lots of complains from several bodies about the lack of information on the status of the projects. Several issues and reservations about the project were raised at the outset. There were complaints regarding a lack of efficiency in identifying, analyzing, prioritizing, and engaging stakeholders.

According to the preliminary study, due to the widespread worries at the outset, various activities were undertaken to alleviate these fears. To manage the procedure, an ad hoc committee was formed. The committee was in charge of forming a special committee made up of engineers and other stakeholders who would be in charge of, among other things, overseeing. However, because this material was not made public at the outset, it has raised more issues. This research was carried because the researcher feels that these are significant construction projects with numerous stakeholders with varying interests and stakes.

1.3 Research Objectives

1.3.1 General objectives

Here, the main objective of the research is to identify the challenges of stakeholder management practice on the delivery of Addis Ababa City Government Mega Construction projects in order to improve stakeholder management practices.

1.3.2 Specific Objectives

- To evaluate the existing stakeholder management practice in the Addis Ababa City Government Mega Construction projects
- To investigate the challenges associated with managing various stakeholder expectations and influences
- To identify the critical success factors affecting the stakeholder management process of Addis Ababa City Government Mega Construction projects
- To evaluate the availability of any stakeholder engagement and communication approaches that is in use.
- To examine the tools and techniques to be used for better stakeholder management in such mega construction projects.

1.4 Research Questions

1. What is the current practice of stakeholder management of Addis Ababa City Government Mega Construction projects?

2. What are the challenges associated with managing various stakeholder expectations and influences that Addis Ababa City Government Mega Construction projects face?
3. What are the critical success factors affecting mega construction projects stakeholder management and how could they be used to improve the stakeholder management practices?
4. What is the stakeholder engagement and communication approach that is in use?
5. What are the tools and techniques that are being used for stakeholder management in these projects and to what extent are they used?

1.5 Significance of the study

There are various upcoming development projects that are in progress in ‘Addis Ababa City Government Mega Construction Projects Office’. The findings of this study aid Mega Construction Projects in evaluating how current stakeholder management practices achieve project objectives, analyzing the importance of stakeholder management practice, and assessing the effectiveness of stakeholder management practice, because stakeholder response affect project success or failure. The study highlights possible suggestions on how to improve project outcomes by incorporating stakeholder engagement approaches. These include positive social change ramifications constitute of building a strong stakeholder management that can embrace sustainability, celebration of the diversity and enable managing through it, potential to encourage discoursing, develop motivation levels of the relevant parties involved. Given the realities of projects, the findings and recommendations provide useful and possible suggestions for how comparable projects could be improved in the future through proper project stakeholder management practice selection and implementation.

1.6 Scope of the study

Due to probable resource, time, and skill constraints, this study only focused on one of the project management knowledge areas. It was found to be very unrealistic to cover all due to the above listed constraints. Accordingly, this study particularly aims at identifying the challenges of stakeholder management practices on the delivery of Addis Ababa City Government Mega Construction projects in order to improve stakeholder management practices. Furthermore, the study focused on only the specified projects with data gathered through interviews and secondary

sources. This meant looking into the strategies and key success criteria needed for effective stakeholder management.

With the study's limited time and resources, reaching out to all stakeholders was tough; so, the focused on key informants that are responsible for contract administering, coordinating, managing and supporting the projects implementation and consulting. In this regard, the perspective of the community and other institutions was not included.

1.7 Limitation of the study

It is irresponsible to claim that any study is without flaws. Researcher communication bias could have a negative impact on the study process, hence precautions should be made to avoid it (Cronin, 2014; Miyazaki & Taylor, 2007; Yin, 2014). As a result, various preventative precautions were followed, including selecting the most representative interview participants, adopting the proper sample approach, and remaining emotionally separate from the issue. To avoid bias and evaluating data from a personal standpoint, the researcher used these measures throughout the research procedure. The limitations included:

- The case study's focus limited the study's potential for theory development. More information may have been gained by comparing stakeholder procedures at other companies.
- In general, the little number of interviews conducted for this study was considered a drawback. Simultaneously, the most pertinent personnel were interviewed.
- Due to the inherent subjectivity of qualitative data research, the findings of this study has a chance to be biased.
- The study's scope was limited to one project management knowledge area, stakeholder management; the study's conclusions will not be applicable to the organization's whole project management practice.

1.8 Definition of terms

Project: A project is a specific set of coordinated activities with a defined beginning and end point that is undertaken by an individual or organization to achieve specific goals within defined schedule, cost, and performance parameters (British Standards Institution, 2000).

Project management: According to PMBOOK, (2013) it is involved with how knowledge, abilities, tools, and processes are applied to project operations in order to achieve project goals.

Stakeholder: Any person or group that can influence or is influenced by the achievement of the organization's goals (Freeman R. E., 1984).

Stakeholders Management: Stakeholder management, according to Moloney (2006), entails managing relationships in order to persuade stakeholders to behave in ways that support a firm's goals.

Mega construction projects: Mega construction projects are complex building projects and infrastructural projects which aids the production process of goods and services, translating to increased economic growth of countries (Jia *et al.*, 2011).

Project Manager: the person ultimately in charge of overseeing and directing the project to a successful end (Gardner, 2005)

1.9 Organization of the paper

This research document is divided into five sections: The study's introduction is presented throughout the first chapter. This included the study's background, the organization's background, statement of the problem, the research questions, the objectives of the research, the scope of the investigation, the relevance of the study, and the study's constraints. This chapter also discloses the motivation for choosing such subject matter. The second chapter discusses literatures related to the study's subject of interest. The third chapter describes the research design and methodologies. The Fourth chapter discloses about data analysis and results. The last chapter covers the conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter deals with the literature regarding project, project management body of knowledge, theory of stakeholder, the role of stakeholder, stakeholder management, classification of stakeholders, project stakeholder management process, significance of project stakeholder management, factors affecting stakeholder management in construction and challenges, project stakeholder management practices in Ethiopian construction projects and tools to help stakeholder management. Apart from the theoretical framework, empirical review is also included.

Literature reviews support researchers to better understand the research topic, and assist in identifying the boundaries of the current body of knowledge. This section analysed the latest research developments on stakeholder characteristics and effective stakeholder management in the context of construction projects. In this study, the researched topic was specifically focused on stakeholder management.

2.2 Theoretical reviews

2.2.1 Project and Project Management

Project

Several definitions have been provided by many scholars on the matter. Projects are short-term activities that aim to provide a unique product, service, or outcome (PMBOOK, 2013). One of the most important qualities of a project is that it has a clear goal, a defined beginning and finish, and that it involves multiple departments and specialists. It also does something new that has never been done before, and it has certain time, cost, and performance criteria (Larson, 2011).

Project Management

According to Kerzner (2009), project management entails using a variety of information, tools, and abilities to get best outcomes. It is the process of planning, organizing, directing, and regulating resources for a relatively short-term aim or target. Information/communications,

contract/procurement, human resources, and risk management are all integrated into project management.

2.2.2 Theory of Stakeholders

The stakeholder concept was first mentioned in 1963 by researchers in an internal memorandum at the Stanford Research Institute. The stakeholder concept has evolved from the Institute's original work into four key research themes: corporate planning, systems theory, corporate social responsibility, and organization theory (Freeman, 2010). These were combined and introduced as the strategic management process—a stakeholder approach that has been widely hailed as a watershed moment in the evolution of stakeholder management research, with stakeholders in accordance to the organization's strategy's success according to Freeman (2010) the individuals or groups with influence to it.

Numerous scholars recognize the book by Freeman (1984) when discussing the time the theory came to light. As a result, some researchers credit Freeman for introducing modern stakeholder theory. According to Freeman, systematic managerial attention to stakeholder interests is crucial to project success.

The modern organization, according to Freeman, is influenced by a diverse collection of forces. These forces, for example, include stockholders, employees, suppliers, and management, who are together referred to as primary stakeholders. These categories of stakeholders are distinct in that they are critical to the organization's survival and success. Peter (2008), a more modern one, defined stakeholder as "anyone whose interests may be negatively or positively affected by the project and who may be able to influence the project's success or failure."

2.2.3 The role of stakeholder

Bryson (1995) summarized the importance of stakeholder: "Attention to stakeholders is vital throughout the strategic management process because 'success' and surely survival for public enterprises depends on satisfying key stakeholders." According to Bryson (2004), public agencies are founded on and exist to serve interests that are powerful enough to retain the agencies' political legitimacy and the resources that come with it.

2.2.4 Stakeholder Management

Stakeholder management has been defined from both a broad and narrow views. Carroll (1993) States the definition from a narrow view and claims that, Persons or institutions (members, shareholders, administration, authorities, community, etc.) have stated stakes and/or interest groups in the organizations with which the organization comes into direct contact. Securing stakeholder support could be extremely crucial that it could determine whether or not the organization survives (Freeman & Reed, 1983). In another context, the term "stakeholder" includes not only those with expressed stakes or values in the organization, but also all those who may impact and/or be impacted by its operations (Starik, 1994).

Stakeholders, according to IFC (2007), are people or organizations who are directly or indirectly affected by a project, as well as those who may have an interest in it and/or the power to influence its result, either positively or negatively. Locally affected communities or individuals, as well as their formal and informal representatives, national or local government authorities, legislators, religious leaders, civil society organizations and special interest groups, academics, and other corporations, are examples of stakeholders.

In general, according to PMI (2013), a stakeholder is an individual, group, or organization who may influence, be influenced by, or have the perception of being influenced by a decision made in project administration, a project activity, or the project's effectiveness. Consequently, project stakeholders even include project team members as well as any other interested individuals, both inside and outside of the organization.

2.2.5 Classification of Stakeholders

There is a common way of categorizing stakeholders. Several authors have disclosed several ways of classifying stakeholders. Stakeholders can be classified as primary or secondary stakeholders based on their stake, according to Carroll (2016). Based on their involvement in the project, Lutchman (2011) divided stakeholders into internal and external categories. Internal stakeholders are individuals who are directly involved in a company's decision-making. Top management, project team members, the project manager, peers, the resource manager, and internal customers are examples of internal stakeholders. Customers, the government, contractors and subcontractors, and suppliers are examples of external stakeholders.

Internal stakeholder

- Hierarchy – formal power like authority and senior position;
- Influence - informal power e.g. Leadership style;
- Control of strategic resource - responsibility for strategic products;
- Possession of knowledge and skills - expert knowledge that forms the organizations core competence;
- Control of the environment - negotiation & network of relationships to external stakeholders;
- Participation in strategy execution, either as a change agent or as a project manager for strategic initiatives.

External stakeholders

- Control of strategic resources - materials, labor and money;
- Involvement in strategy Implementation - strategic partners in distribution channels;
- Possession of skills and knowledge - cooperating partners, subcontractors;
- Through internal links – networking.

Stakeholders were classified by Mitchell, Agle, and Wood (1997) based on their possession of power, urgency, and legitimacy attributes. Stakeholders can be classified into different types based on this attribute, and each category requires a particular level of attention. As a result, the following classification is used:

- Dormant - These proclaim just by their strength, with no pressing demand or valid relationship;
- Discretionary - The relationship is simply lawful; it lacks the ability to influence. The privileges of these stakeholders are not pressing;
- Demanding - have a pressing need, yet lack the legal authority or power to sway;
- Dominant - have an authority with a reasonable but non-urgent claim;
- Dependent - having a reasonable claim and a pressing demand, but little power to affect;
- Dangerous - having a pressing claim and power, but lack legal authority to make requests;

- Definitive - possess all the three attributes which are power urgency and legitimacy. These stakeholders need high attention;
- Other - possess none of the attributes and yet, these stakeholders could be influenced by the activities/outcomes of the project.

Newcombe (2013) disclose that the stakeholder groups are:

Top management: covers the people in charge of the organization's strategy and growth. These individuals could include the company's president, vice presidents, directors, division managers, and so on. It is usually deemed easier to hire the best workers to complete the project and secure the necessary materials and resources with upper management's assistance.

The project team: comprised of persons who are either fully committed to the project or have been hired on a part-time basis. The project manager is responsible for providing leadership, guidance, and, most importantly, support to team members as they complete their jobs.

Manager of the project manager: In most circumstances, the boss determines the nature of the assignment and who is permitted to collaborate with the project manager on projects. Keeping the project manager informed will aid in the acquisition of the resources needed to execute the project.

Peers: These people will be invested in the product, but they will not be in charge of the project's success or failure.

Resource manager: are in charge of the resources needed for the project.

Internal customers: Individuals who are customers for projects that address internal requests inside the organization.

External customers: At time where projects might be sold to outside consumers, the identified customers can be categorized here.

Government: there could be opportunities where there will be a heavily regulated project. In this case project managers will have no choice but to interact with government agencies and departments. It is possible included all or perhaps some branches of government, from local to provincial to federal to global.

Contractors, Subcontractors, and Suppliers: When an organization lacks the expertise or resources to complete a task in-house, work is outsourced to contractors or subcontractors.

2.2.6 Project Stakeholder Management Process

Project stakeholder management, according to Cleland and Ireland (2002), is the process of determining and successfully managing one's interactions with important individuals and/or groups especially potential stakeholders who will affect or be affected by the project. This needs notice according to these authors, because it helps to predict how stakeholders react to project activities and decisions, what impact their responses, and how stakeholders encounter with one another and with the project team affects the project's success. Stakeholder management is divided into four process groups, as per the PMI (2013):

2.2.6.1 Project Stakeholder Identification

Identifying Stakeholders comprises of the following: determining who, what groups, or what organizations affect or be affected by the project's choice, activity, or consequences. The process requires:

- Making a carefully list of potential stakeholders;
- Recognizing mutuality. This means, critically knowing the level of stakeholder's importance. In relation to this, knowing the expectations of stakeholders is critical. A comprehensive examination of this will provide valuable insight because, in general, the success or failure of a single organizational action has the potential to impact a stakeholder personally or organizationally. It's vital to consider all sides of the stakeholder relationship. This helps for progressing through the stakeholder mapping process and developing appropriate communication strategies;
- Categorize: Keeping track of relevant information about their interests, involvement, interdependencies, and potential impact on the project's success. This helps to organize the list of stakeholders into more digestible data. There are two groups to examine in the influence category:

Is the stakeholder's influence directed upwards, downwards, outwards, or sideways?

And

Is the stakeholder an internal or external party to the organization?

According to Bourne (2008), influence categories are:

- Upwards (managing sponsors and maintaining organizational commitment): outlines the power that senior management, particularly the sponsor, wields over the activities;
- Downwards (team management): refers to full-time personnel, experts, contractors, or professionals who work with management to fulfill the activity's objectives;
- Outwards (customers, partners, unions, supplies, the public, regulators, shareholders and government): which are outside the team;
- Side wards (competition and relationships with peers and communities of practice): which comprise of organizations and managers within the company that are deemed to be on the same professional standard.

The following are the inputs, tools & methodologies, and outcomes of the stakeholder identification, according to PMI (2013).

Inputs – project charter, procurement documents, enterprise environmental factors and organizational process assets

Tools and techniques – stakeholder analysis and meetings

Outputs – stakeholder register

This enables the project team to choose the important platform for every stakeholder or set of stakeholders' interaction. It's vital to understand the phrase stakeholder myopia, which refers to an unspoken limit on the number of stakeholders that might be considered a "good number." Though the original number of stakeholders identified may appear unwieldy or vast, it is critical for the team and their management to understand this. This approach is carried out on a regular basis throughout the project as needed. Internal and external categorizations are generally focused on the information required for communication and planning.

2.2.6.2 Planning Stakeholder Management

Planning stakeholder management, according to PMI (2013), entails establishing procedures to include all project stakeholders. This could be in regards to their requirements, expectations, and interests, as well as the project's possible impact. This process provides a solid plan to interact

effectively with stakeholders. Develop a helpful list of current stakeholders, evaluate some of their key qualities, and present statistics to aid the team's planning for engaging these stakeholders are all included in this process. Reduce subjectivity, make the assessment process transparent by clearly articulating the complicated data obtained for easy comprehension, and provide a solid foundation for analysis and discussion.

The level of interaction of project stakeholders can be classified into five categories, according to PMI (2013):-

- **Unaware:** such stakeholders are uninformed of the project and its potential consequences;
- **Resilient:** found aware of the project and its potential consequences, and they wish to mitigate the potential ramifications of change in the future of its execution;
- **Neutral:** people who are familiar of the initiative but have no strong feelings about it;
- **Supportive:** These groups are referred to be aware of the initiative and its possible influence, and they are willing to support change as a result of the effort;
- **Leading:** those stakeholders who are aware of the project's potential effects and are actively involved in ensuring that it is completed effectively.

In relation to this, PMI (2013) outlined the following significant plan stakeholder management inputs, methods & approaches, and outputs:

Inputs – project management plan, stakeholder register, enterprise environmental factors and organizational process assets

Tools and techniques – expert judgment, meetings and analytical techniques

Outputs – stakeholder management plan and project documents update

As needed throughout the project, this process is performed periodically.

2.2.6.3 Managing Project Stakeholder Communication and Engagement

According to PMI (2013), the process comprises speaking with and interacting with stakeholders to understand and accommodate their needs and expectations, deal with difficulties

as they surface, and encourage proper stakeholder participation in project tasks throughout the project's execution. In regard to this the following have been presented:

Inputs – stakeholder management plan, communications management plan, change log and organizational process assets

Tools and techniques – communication methods, interpersonal skills and abilities in conducting management

Outputs – issue log, change request, project management plan updates, project documents update and organizational process assets updates

In relation, PMI (2013) adds that managing stakeholder engagement involves several activities. These include gaining or maintaining relevant stakeholders' commitment to the project's success at appropriate project stages; negotiating and communicating with stakeholders' expectations; identifying and discussing possible issues, analyzing associated project risk, and addressing possible problems.

2.2.6.4 Controlling Project Stakeholder Engagement

According to PMI (2013), a stakeholder management plan should include stakeholder engagement activities, and stakeholder involvement should be monitored on a regular basis throughout the project life cycle. Stakeholder engagement management is a crucial step for safeguarding and better yet upholding the project's stakeholder engagement activities are successful and efficient as it evolves in response to changing circumstances.

Controlling Stakeholder Engagement, according to PMI (2013), entails monitoring project stakeholder interactions and modifying and developing ways for engaging stakeholders through changing engagement methods and plans. Monitoring the efficiency of communication entails the following steps:

- Conducting proper review of the stakeholder group to verify that enrollment is up to date, and that the stakeholders are fitting for the current stage or period;
- Assessment of the stakeholder engagement profile.

As a result the following is presented:

Inputs – project management plan, issue log, work performance data and project documents

Tools and techniques – information management systems, expert judgment and meeting

Outputs – work performance information, change requests, project management plan updates, project documents updates and organizational process assets updates

2.2.7 Significance of Project Stakeholder Management

Stakeholder identification and analysis, according to PMI (2013), is effective for understanding the emphasis of each stakeholder or set of stakeholders and assisting the project manager in emphasizing the critical relationships that are critical for the project's success. It also argues that engaging with stakeholders has the advantage of obtaining their support and reducing stakeholder resistance. Stakeholder engagement management increases the likelihood of project success by raising awareness and clarifying the project's goal, objective, and advantages among project stakeholders. Stakeholders may be able to participate in facilitating and supporting project activities and choices as a result of the process. Anticipating how important stakeholders will react to project outcomes and activities, as well as proactive stakeholder engagement management, may aid in gaining their support or limiting negative consequences.

Furthermore, Cleland and Ireland (2002) argue that stakeholder management is critical in fostering the necessary stakeholder collaboration for achieving the project's objectives, whereas failing to pay enough attention to stakeholder management may result in difficulties in achieving the project's intended goal. Project stakeholder management, according to the authors, can be used to encourage the use of proactive project management for restraining stakeholder activities that could harm the project, maintaining better control, and assisting the project team in making the most of opportunities to encourage stakeholders to support the project's goal.

2.2.8 Factors Affecting Stakeholder Management

Critical success factors, according to Yang, et al., (2011), are "areas in which good results will ensure successful competitive performance for the firm." Stakeholder attributes, behavior, potential influence, disputes, and coalitions among stakeholders could all be examined using

information on stakeholders. The authors also disclose that, actions and practices that need be handled in order to achieve good stakeholder management in projects that revolve around the construction industry (even in most industries) are referred to as critical success factors and are grouped six which are:

1. **Management support group** – involves stakeholder management, corporate social responsibility, project organization flexibility, and project manager competency.
2. **Information input group** – consists of establishing common goals, identifying stakeholders, and determining stakeholder requirements and expectations.
3. **Stakeholder assessment group** – include stakeholder attitudes, interests, power, legitimacy, urgency, closeness, and knowledge, as well as disputes and coalitions.

Attitude of stakeholders

As stated by Freeman (2001) the attitudes of stakeholders is classified into three categories: observed behavior, cooperative potential and competitive threat and a project manager need to clearly understand the range of stakeholder reactions and behaviors. It is worthy to mention that, McElroy and Mills (2015), stated active resistance, passive opposition, no commitment, passive support, and active support as the five levels of stakeholder attitude. These authors also stated that identifying objectors and supporters is necessary since stakeholders can have bad or beneficial effects on projects.

Interest of stakeholders

Stakeholder interests include product safety, financial reporting integrity, new product services, and financial returns, and identifying stakeholder interests is a crucial responsibility in assessing stakeholders (Freeman, 2001).

Influence of stakeholders

Stakeholder influence must be distinguished in order to "design and execute a sufficiently rigorous stakeholder management methodology" (Olander & Landin, 2005). They also claim that project stakeholders have an impact on project management techniques.

Conflict and coalition of stakeholders

Analysis of stakeholder disputes and coalitions is a crucial stage in stakeholder management. Conflicts can arise from both external and internal stakeholders. This is in regard to their diversity and the lack of defined methods for dealing with the issues. As such the most troubling and challenging conflict type is the one that comes along with this. This is due to the fact that project conflicts are widespread, disputing parties seek mutually acceptable solutions, which can be found through collaborative problem solving to find alternate answers (Freeman, 2007).

Power of stakeholders

For various reasons, according to Mitchell, Agle, and Wood (1997), stakeholder-manager relation is thought to be driven by power as a major variable. In light of this, stakeholder characterizations imply that ties between stakeholders and the project represent social-business interactions. As a result, the authors state that power is defined as the ability to manage resources, establish dependencies, and favor the interests of some organization members or groups over the interests of others.

Legitimacy of stakeholders

This term represents a qualification for the success of dealings with stakeholders. This is further elaborated by Mitchell, Agle & Wood (1997) who claim that Legitimacy is a societal benefit which is more than just consciousness. The authors mention that it can be established and maintained differently at various levels of organization. Stakeholders who are legitimate are those whose acts and assertions are supported by evidence and need managers to account for because of their possible impact on normative stakeholders.

Urgency of stakeholders

The most suitable description of urgency, according to Mitchell, Agle, and Wood (1997), is "the degree to which stakeholder claims ask for rapid action." It is also argued that urgency develops when a relationship or a claim has a time-sensitive nature and is significant or crucial to the stakeholder. This makes it possess two attributes which are time- sensitive and critical.

Proximity of stakeholders

This metric indicates how involved a stakeholder is in the project. Bourne and Walker (2005) suggest that proximity is critical in stakeholder analysis, arguing that stakeholders with significant power and influence but who are located distant from the project center may appear undetectable.

Knowledge of stakeholders

Stakeholder knowledge, according to McElroy and Mills (2015), varies from complete awareness to complete ignorance. The former refers to stakeholders' desire to learn about the project through gathering information that will aid them in achieving their own goals. The latter, on the other hand, relates to stakeholders' perceptions of the project, which are based on information and beliefs rather than actual reliable evidence.

4. **Decision making group** – Evaluation of various alternatives, effective communication, and the formulation of acceptable tactics are all part of this process.
5. **Action and evaluation group** – This process includes the evaluation of diverse options, effective communication, and the design of appropriate methods.
6. **Constant support group** – includes frequent communication with stakeholders, stakeholder involvement, promoting stakeholder relationships, realizing stakeholder changes, trust, reducing uncertainty, and maintaining alignment, as well as access to resources and information and support from higher authorities.

2.2.9 Stakeholder management in Construction

Like any other project type, there are stakeholders in construction endeavors. Almost all of these factors would have an impact on the project's progress at some point.

Stakeholder management in developing countries

Infrastructure development, according to Oyedele (2013), is a measure of a state's political achievement in Africa. As a result, political involvement in project development has occurred. The diversified, unorganized, and unregulated nature of the construction industry and its players need continual efforts to improve it. Furthermore, in developing countries, this has led to a

deterioration of industrial performance in terms of set targets being met. In the past various studies have been conducted on CSFs. Nonetheless, there is a lack of study on critical barrier factors (CBFs) in developing nations when it comes to efficient stakeholder management. If not adequately managed, these tasks become a problem and a barrier to stakeholder management.

Stakeholder management in Ethiopia

Tadesse Ayalew, Zakaria Dahli and Zoubeir Lafhaj (2016) indicate that Stakeholders' collaboration was mentioned as a potential solution for the Challenges of Ethiopian Construction Industry. External or internal stakeholders, or a combination of both, can cause conflicts in construction projects. Lewis (2011) further claims that the new stakeholder may have completely impractical expectations for deliveries and outcomes, and that the new stakeholder must be brought up to speed with reality. Inadequate stakeholder engagement, project managers that possess ambiguous stakeholder management practices, difficulty recognizing the unknown stakeholder, and poor stakeholder interaction are only a few of the issues raised by prior scholars (Walker, 2008).

Key stakeholders in construction projects

According to Hammod (2013), Construction project stakeholders are:

Client – It might be either a public or a private gathering. There is a significant difference between a private and a public construction project. Both the consumer and the recipient are that in a privatized construction project and a community development project.

Consultant – This body is in charge of design, cost estimation, technical concerns, and recommendations, among other things.

Contractor and sub-contractor – These take part in the construction process in accordance with the appropriate entities' designs, requirements, and project manual.

Government – The government takes the lead in developing and maintaining regulations and rules, as well as ensuring that they are followed. The government is in charge of establishing guidelines for the completion of housing reconstruction projects.

Funding body – provides the funding required for the community project. It verifies that the funds are being used for the desired purpose. In circumstances when a donor is expected to use donations for development initiatives, the donor must make certain that the money is spent for that intention.

Beneficiary/ End User – These are the project's beneficiaries, and their role should be to express their needs/requirements relating to the project. One of the most significant stakeholders is this group.

General public – have a proactive role in demolition work and labor supply during the construction process

Construction project success

Construction projects are the industries that rely on information the most (Olanrewaju, Seong and Lee 2017). Furthermore, social components of construction projects, such as communication and interdisciplinary collaboration, have emerged as essential success factors in project delivery. According to David and Michael (2006), the following are essential for effective construction project communication:

- Reaching coordinated results
- Accepting and adapting to change - Because change is unavoidable, acceptance and willingness to embrace it can only be achieved if the reasons for the change are clearly explained.
- Encouraging workforce
- Recognizing the workforce's requirements

2.2.10 Challenges or Barriers of Stakeholder Management in Construction Projects

Stakeholder management, according to PMI (2013), entails more than just talking with stakeholders. Due to their disparate and competing agendas, managing the interests and expectations of various stakeholders is difficult and time-consuming. The project manager's job is to balance stakeholder interests. The project manager is also expected to assist team members in even more constructive and effective interactions with stakeholders. Underestimating stakeholders' negative interests can result in postponements, cost overruns, unforeseen obstacles,

and other damaging results, such as project failures. Various parties may hold opposing perspectives on the project.

According to (Eyiah-Botwe, 2016), the sector is often fragmented in terms of participant roles as well as the size distribution of its component enterprises. Critical success factors in stakeholder management are activities, methods, and considerations that can assure successful stakeholder management either directly or indirectly. Critical barriers, in this context, are impediments that prevent successful stakeholder management and project cost, schedule, and quality targets from being met. Eyiah-Botwe (2016) identified aspects defined and classified presenting the process of development and planning of projects, project set goals and objectives, and stakeholder management of projects process based. This is all presented in regards to much literature review. In the first group, factors such as stakeholder management being new territory for project managers, strategies on how to conduct procurement, power possessed from political encounters are disclosed. The second group encompasses spike in project costs, variations in project level of quality and scope and disruptions in the project timeline. Under the third factor group identifying, engaging and monitoring also analyzing stakeholders are included.

2.2.11 Tools to help Stakeholder Management

Clarkson (1995) listed the following to succeed in stakeholder management:

From the managers perspective

- Recognize and actively monitor all genuine stakeholders' concerns, and take their interests into account appropriately in decision-making and operations.
- Listen to stakeholders' concerns and contributions, as well as the risks, and communicate honestly with them.
- Implement procedures and behaviors that are attentive to each stakeholder constituency's concerns and capabilities.
- Recognize and differentiate the interdependence of stakeholders' efforts and rewards, and accomplish a fair allocation of benefits and burdens.
- Collaborate with other public and private organizations to reduce the risks and consequences associated with corporate activity.
- Stay away from anything that can undermine inalienable human rights.

- Recognize the potential for confrontation. These conflicts may occur as a result of their own function as company stakeholders, as well as their legal and moral responsibility to protect stakeholders' interests.

2.3 Empirical Review / Evidence

As shown by such presented related literatures; stakeholder management on construction projects has been carried out by several authors. Therefore, in this part of the literature review, the empirical evidences on the stakeholder management of construction projects are discussed. The most relevant project stakeholders identified are clients and end consumers, according to the limited research done on stakeholder management focused on projects in developing countries. Furthermore, the most important component for successful project stakeholder management is to understand stakeholders' needs and limits. Furthermore, maintaining and nurturing a positive relationship is essential.

Opeyemi *et al.* (2019) conducted a study with a purpose to dig into the elements that make stakeholder management of large construction projects challenging. The study, that was a case study, picked project managers from 40 large projects that were focused on construction in Lagos, Nigeria. The study used a questionnaire, as well as a purposive sampling strategy to choose the study's samples. Unproductive communication platforms, inadequate action in identification of stakeholder, project complexity, and alterations in stakeholder interests were determined to be the most major constraining factors affecting stakeholder management of projects, according to the study. The study also discovered that as the project progresses, changes in stakeholder interest and conflict subsidizes to project failure. A change in interest could be the outcome of a disagreement that arises during the project. According to the report, project managers should ensure that good communication is in place throughout the construction process to facilitate information sharing among project stakeholders. Efforts should be made to identify all types of stakeholders so that all issues may be highlighted and sorted out.

A study conducted by Nguyen *et al.* (2018), presented a comprehensive literature review of Stakeholder Management in the context of Construction Projects, focusing on articles published between 2005 and 2016. The goal of the review was to improve comprehension of the topic while also emphasizing the current state of research and trends. Social network analysis emerged

as a viable method for studying the complexity of stakeholder interrelationships in the context of construction projects, according to the review. Stakeholder analysis and stakeholder engagement methodologies are also effective in dealing with complex projects. The study examined techniques and methodologies that have been used to examine stakeholders in building projects, each with its own set of benefits and drawbacks. It concludes that, to get a more full view of stakeholders in the context of construction projects, joining traditional stakeholder analysis and social network analysis should be well-thought-out. Future empirical study should also examine the relevance and usefulness of the frameworks, tools, and procedures described above for assessing and classifying stakeholders in various construction projects.

In the Ethiopian context, it would be very wise to disclose a study by Worku (2018), this author focused on the identification and analysis, the practice of revealing information to stakeholders, the practice of conducting discussions with stakeholders, the conflict management system, stakeholder participation and involvement in the project monitoring process, and the form of the reporting system. The author conducted the study to see if there was a link between stakeholder engagement practices and project success. Communicating strategies on issue resolving and associating with stakeholders, as well as the extent of management participation in stakeholder engagement and project performance, were all highlighted. Improving the stakeholder identification process and analysis, asserting information to stakeholders, organizing stakeholder consultations, problem management, documenting to stakeholders about the general project, creating the opportunity for stakeholders to be involved in resolving disputes and collaborations, and concerning management all had substantially significant implications for project performance, according to the study.

Another one that relates to this is a study conducted on the assessment of stakeholders' roles in the Ethiopian construction sector. According to the author Melese (2018), the most important stakeholders in the sector are not using their full potential. Professionals, consultants, and contractors make up these identified important stakeholders. Failure to apply their role in responsibility; inability to fulfill deadlines; and schedule, cost, and quality overruns were all found to be the major issues. The research also revealed obstacles that arose during the procedure. Constraints of hard cash, corruption, inefficient resource usage, inflation, raw

material supply shortages, a poor regulatory framework, a lack of suitable budget and capital, and a non-transparent procurement system were among the obstacles.

In this qualitative case study, the researcher explored strategies for managing mega construction project stakeholders. Researchers have already shown methods for recognizing stakeholders' expectations and understanding how to respond to their wants and needs. However, due to variances in stakeholder definitions and the rapid emergence of new and innovative construction methods that affect a larger stakeholder population, the research findings were inconclusive.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the research paradigm. It focuses on research design, the research approach used for the study, population and sampling technique, research tools that were used to gather the needed data, data collecting technique, analytical techniques, and ethical considerations followed in conducting the study. Brynard and Hanekom (1997) say that research technique or data collection methods involve a reflection on the design, organizing, and execution of the research in order to meet the demands of truth, objectivity, and validity. As a result, research methodology focuses on the research process and the decisions that the researcher must make in order to complete the research endeavor.

3.2 Research Approach

Referring to Yin (2014) researchers execute studies in three ways: quantitative, which uses numerical data; qualitative, which uses nonnumeric data; and a mixed approach which combines each of the above approaches and to conduct researches. Quantitative method studies are used by researchers to answer questions about hypothesized correlations or differences between variables. As a result, Sheppard (2016) explains that verifying prior preconceptions is a part of both quantitative and mixed-method procedures, which goes against the exploratory nature of qualitative research.

The goal of this research was to look into the stakeholder management practices used by Addis Ababa City Government mega construction projects. This study uses a qualitative research approach. A qualitative approach is excellent for uncovering and investigating alternate or new perspectives on a topic as stated by Berg & Karlsen (2013). When researchers employ this approach they are usually more able to interpret subjective experience that could result in good outcome by using the qualitative methodology. This also aids them to acquire a better grasp of essential professional processes (Doh & Quigley, 2014). As a result, this approach was chosen; Since, a qualitative research technique is deemed appropriate for gaining insight into a variety of tangible and intangible aspects that interact to influence stakeholder views (Badewi, 2016).

3.3 Research Design

Case study, ethnography, story, and phenomenology are examples of qualitative research designs (Yin, 2014). To achieve their research goals, researchers use the most appropriate design. The second type is well put by Bevan (2014) as he claims that phenomenological researchers can be viewed from an angle that they mostly identify a mutual experience. They base this on the experience of several individuals. Then they finish up by articulating it as a phenomenon.

In another note ethnographic studies are based on anthropology, and researchers employ this design to investigate culture, according to Kahlke (2014). A narrative design can be used by researchers to study real-life experiences, but it lacks scientific consistency. This study employed a case study design to collect the necessary data. As a result, the researcher used a case study design to investigate people's lived experiences by collecting various sorts of data.

3.4 Research Population and Sampling

The target population for the study was the six projects currently under Addis Ababa City Government Mega Construction Projects Office. These projects were Addis Ababa city public library, renewal of the mayor's office, grand palace smart parking, transport bureau head office and Adwa zero-zero historical museum and Mesqel square smart parking.

3.4.1 Sample design

It is always mentioned in this section that, if a sample is to be used, by whatever method it is chosen, it is important that the individuals selected are representative of the whole population. This study used a judgmental (or purposive) sampling. Purposeful sampling was identified by Olsen, Orr, Bell, and Stuart (2013) as a viable method for selecting interview participants. When determining who to ask to participate, this sampling approach, also known as selective or subjective sampling, depends on the researcher's judgment. The researcher implicitly thus chose a “representative” sample that is best found to be appropriate. The justification for selecting this form of sample design is that judgment sampling is both time and cost effective while providing a wide range of responses.

3.4.2 Sample size

Based on the information gathered from the administration head department of Addis Ababa City Government Mega Projects Construction office, the identified relevant sample for this study responsible for contract administering, coordinating, managing and supporting the projects implementation and consulting are a total of ten respondents.

3.5 Data Collection

The study employs both primary and secondary data sources in order to obtain the most relevant information. For the best possible results, the researcher used two sources: semi-structured interviews and data included inside documentation.

Interviews - Carvalho and Junior (2015) discovered that selecting acceptable interview questions to reflect the objective of the research technique was attainable by considering the relationship between the study goal and the semi-structured interviews as a loop. The researcher agreed that semi-structured interviews were the best option for conducting the interviews. As a result, the interviews were held at places that were most convenient for both the researcher and participants. The interviewees received protocol from the researcher prior to the interview.

The researcher utilized open-ended questions and gave interviewees the option of returning to any question to provide retrospective feedback. The present practices of stakeholder management strategies, problems in adopting effective stakeholder management strategies, assessment of success factors, and implementation evaluations were the main focus areas. Interviewees were given the option to go beyond the basic questions in order to uncover new ideas. The face-to-face interview was audio recorded to reduce researcher interaction bias. The interview was transcribed and synthesized after that.

Documentation – Yin (2014) explains this well, as he indicates that this process usually provides with a ton of information to carry out the project. Although this need caution as it may not be so reliable. Project reports, protocols and project status presentations evaluations were all used in this case to gather secondary data.

3.6 Data Analysis

Here it would be wise to mention the insight provided by Gale et al., (2013) who claim that this process mainly targets the outcome of deriving meaning. This can be done from the act of structuring the data. The researcher followed Yin's (2014) five-step procedure to follow an organized approach to data analysis in this study. The steps used in this study are listed as below:

Step 1: Compiled all the raw data for retaining a complete untreated database, and then created another one for the actual process.

Step 1.1: Transcribing the interview into written data

Step 2: Coding for the sole reason of acquiring a well-structured data set. As a result, coding is a strategy for organizing contextualized data into hierarchical levels. This is mostly expresses in numbers ascending assigned with the word “level” so that data may be evaluated in a systematic manner (Cronin, 2014; Gale et al., 2013). Gale et al. (2013) suggest that to ensure that significant elements of the data are evaluated; researchers should adopt and use a mixture of the two coding techniques. Usually as it is recommended, for inductive studies, open coding is the way to go. It would also be worthy to add deductive investigations for better results. The researcher used both to create a structured dataset that included all project-related information. In order to avoid prejudice, coding software was utilized.

The initial level 1 codes were:

1. Organization
2. Processes
3. The project administrative and supervisory management
4. Management of the project
5. Stakeholders of the project

To maintain the integrity of the data structure, the researcher developed another level of categories to follow up with the level one category. This was done where it was most found to be fitting. This was kept up until the point when the structuring and categorizing the data was sufficient.

Step 3: The researcher carried on to iteratively arrange the data in order to reconstruct it. The goal was to search the data for patterns and themes. According to Gale et al. (2013),

there are two approaches to selecting themes. This is based on how the themes are generated. If the case is that there were earlier literatures or some type of basis, then it is clearly deductive. In another note, if open coding is the way to go then it is inductive. To ensure that all stakeholder-related material was holistically collected, the researcher evaluated both inductive and deductive aspects, structuring with the question raised in the previous section. As a result with the use of this method, the researcher was able to develop themes. As the researcher continued through the analytical process utilizing an iterative approach, main themes emerged from the data.

Step 4: The researcher employed a process that entails digging through the previous steps to extensively evaluate the data.

Step 5: To sum up the data, the researcher analyzed and deduced significance for the research study, as well as the implications for the findings, links to literature, managerial practice, societal change, and future research directions.

Additionally, Step 6: Develop conceptual framework.

3.7 Ethical Consideration

During the study process, a researcher is expected to follow strict ethical guidelines. In order to meet the ethical consideration, an official support letter from Addis Ababa University School of Commerce was written to the projects offices. Following the confirmations, all data was gathered. Throughout the investigation, the researcher followed all of the necessary ethical and morally appropriate procedures. The ethical considerations include maintaining the study participants' privacy, anonymity, and permission, as well as data confidentiality.

The researcher employed a crucial step that is basically conducted for the benefit of both parties. In these kind of researches the procedures need to fully assure the participants that privacy is a priority. The researcher acquired the permissions from the interviewees. The interview procedure provided transparency of the process. There is an ethical obligation according to Phillips (2015) that the researcher should address to the participants about the legitimacy of the process. The permission form included a statement informing participants that participation in the study was entirely voluntary.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

Hereunder, the data has been presented. It was conducted based on the study's main topic in the case of Addis Ababa City government mega construction projects. Face-to-face audio-recorded semi-structured interviews were used to interview ten individuals. The transcribed data was sorted and processed in order to uncover and develop themes relevant to the study's objectives. This has provided a thorough understanding of key stakeholders' viewpoints, familiarities and methods for defining, identifying and showing research gaps. Due to the involvement of several major stakeholders, this has permitted seeing and gaining information from numerous angles. This has led to a greater knowledge of a variety of features of research gaps, including definitions and methodological approaches/practices for identifying and displaying gaps.

The researcher expected to conduct 10 to 15 interviews at most. This number of interviews resulted in data saturation (i.e. the point when new data don't add to a better understanding of the studied phenomenon but rather duplicate what was formerly expressed). This option was chosen by the researcher because it allows for a wide range of replies from the designated stakeholder group. To get the information needed to answer these questions, ten respondents were interviewed. The subjects were chosen based on their level of engagement with the projects under the Addis Ababa City government mega construction office between the time of the organization's inception and May 2021.

The participants interviewed were:

- One program manager who is the head of the representatives of each project from the client side
- Three representatives of the organization that were active participants in the process
- Four consultants identified from project records as having been important in process management.
- Two frontline project staff

The researcher used Yin's (2014) five step data analysis methodology as previous addressed in detail in the last chapter.

The themes that emerged during data analysis:

1. The organizational culture influenced the outlooks and methods of the stakeholder management process;
 2. The organizational maturity contributed to the practice of stakeholder management;
 3. Outlooks and methods to the stakeholder process were influenced by management strategies;
 4. Competencies of internal stakeholders influenced the outlooks and methods of the stakeholder process;
 5. Implementation reviews impacted the outlooks and methods of the stakeholder process;
- Develop conceptual framework.

To evaluate the data, the researcher utilized an iterative approach, which involves reexamining earlier steps in the data analysis process to verify that the researcher could derive meaning from the information. This process entailed addressing the research problem. For such step, the researcher had to stem meaning for it. Afterwards connections were made with the literature to make it more solid; recommendations were also laid for future research paths.

4.2 Presentation of the findings

In accordance, all of the participants agreed that managing stakeholders in mega construction projects is very critical. It was also disclosed that, in such construction projects where stakeholders' expectations were not properly handled, projects entirely or largely failed causing postponements, issues with budgets, termination of projects, and overall unrest among stakeholders and teams. In addition, all participants mentioned that there were inadequate implementation reviews. They theorized that this was due to managers' concentration on short-range project outcomes rather than investing time in formal learning to advance future project efficiency.

Moreover, at times where stakeholders and project sponsors sidestepped critical reflection and showed a reluctance to learn from their prior mistakes, process gaps and unevenness emerged resulting in inefficiency, poor relations and misunderstandings. Managers can mitigate the negative consequence of inadequate stakeholder management by implementing a project management framework that encapsulates organization strategies, aligns objectives and encourages an open, trusting and mutually respectful culture. They also play an important role in prompting organizational learning by requiring that implementation reviews be undertaken on a regular basis and that improvement initiatives be considered, agreed upon, and executed.

This study addresses the principal research question: What is the practice and challenges of stakeholder management in Addis Ababa City Government Mega Construction Projects? In accordance, five themes emerged from the data analysis. Furthermore, the researcher identified Sub-themes under each theme that provided a deep understanding of organizational dynamics.

THEME 1: THE ORGANIZATIONAL CULTURE INFLUENCED THE OUTLOOKS AND METHODS OF THE STAKEHOLDER PROCESS

As Doh & Quigley (2014) stated, organizations that were able to gain and transfer information throughout the interaction of stakeholders has seemingly good project outcomes. As a result, they had the opportunity to an open and shared culture. All of the participants agreed that in order to operate effectively together, stakeholders must have an open and shared culture.

“In my opinion, the nature of the shared belief and values established by leaders and managers which are further communicated through various methods dictated the nature of the engagement with the mega construction project stakeholders.”

[Interviewee 1]

Under this the following sub themes were developed. These include:

Influence and role within the organization: when identifying stakeholders, managers used two criteria: the influence and role of the stakeholders on the project. Field authority, decision making capacity and interaction with other stakeholders were examples of stakeholder impact. Despite the fact that there is a lot of overlap among stakeholders, managers have a set of

stakeholder group or individuals for which they are responsible within their own position in the firm.

“You need to prudently detect the stakeholders and have all parties on board, or everyone needs to have the opportunity to contribute or be a part of the process for things to genuinely function.” [Interviewee 1]

Urgency, power of stakeholder and interest – in prioritizing the stakeholders, the analysis of the organizational tools showed these three criteria. At the stakeholder team meeting and general management team meetings, the stakeholder team emphasizes the most significant stakeholder issue and determines which stakeholders demand immediate attention based on the stakeholders potential influence. Most managers who are in contact with stakeholders on a regular basis prioritized them based on their level of authority, the importance of the problem to the stakeholder, the level of pushback from the stakeholder, and the danger to their reputation or regulatory compliance.

“Some stakeholders we want and gave an effort to try and better manage, but we are incompetent to manage due to the reason that they are unwilling to have a dialogue with us.” [Interviewee 3]

“In the mega construction projects, to avoid upsetting stakeholders with power and influence, the method was sensitive to political factors inside the organization.” [Interviewee 4]

As a result, stakeholders are assigned to one of the four quadrants: monitor, keep satisfied, closely manage, and keep informed (PMI, 2013). Managers sought to use these methods to deal with stakeholder changes unpredictability and complexity. According to the research of organizational process, the instruments contribute in the construction of a continuous monitoring and response process to stakeholder issues, as indicated by follow-up failure.

Communication and engagement – according to Chen (2016), this greatly affects stakeholder management. The author mentions that communication has been identified as a key factor and in addition to this, collaboration is also included. The latter denotes to the formation of mutually beneficial partnership to generate win-win scenarios, while communication referred to

multidirectional exchange by the project management team. Stakeholder management would be challenging if the corporate culture did not support open and transparent communication, according to all of the participants. Another important strategy, which was part of the formal engagement plan, was identified to be reporting.

“In the process, complications arose at times when stakeholder’s anticipation was not properly expressed which in turn created a gap.” [Interviewee 2]

“If something really needs to be escalated or we really feel to engage with the higher levels of those organizations, then if it’s extremely significant, we communicate by email or schedule a meeting with specific individuals.” [Interviewee 3]

“If stakeholders had a hard time expressing themselves, the project representatives in charge of stakeholder management were less inclined to engage actively in stakeholder exchange of ideas. “ [Interviewee 4]

“A monthly report between the client, consultant and contractor has been found to be very significant. This has made the process at ease and made it possible to conduct the communication. Nevertheless, this needs to be upgraded for efficient communication platform.” [Interviewee 6]

“Trust was a prerequisite for successful construction projects. In some cases, challenges arose regarding trust, which demonstrated in stakeholders blaming each other. The lack of trust ruined the working environment and it is advised that by hosting frequent gathering for communication, it can be regained. This can help as it creates a platform for undertaking the most demanding issues. As I conclude, when people and groups worked in such states, they were usually more driven.” [Interviewee 7]

Individually, all the participants agreed that addressing stakeholders informally is essential for guiding discussion during formal round table sessions (conducted in few occasions to solve the communication issues that arose during the process, a platform for communication with stakeholders called ‘Addis Hall’. The hall holds discussion opportunities from time to time to

discuss about these projects). Informal strategies to engage with stakeholders were found highly important in order to create a relationship with the stakeholders.

THEME 2: THE ORGANIZATIONAL MATURITY CONTRIBUTED TO THE PRACTICES OF STAKEHOLDER MANAGEMENT

This had a significant impact on how stakeholders interacted with project management teams, according to the participants. Badewi (2016) argues that the more closely an organization's project management and stakeholder benefit management practices were implemented simultaneously, the more firmly integrated the organization became, resulting in superior project performance.

The following sub-themes evolved as a result of this.

Organizational values – the maturity of the company, according to most of the participants, had an impact on how the project management team interacted with stakeholders.

“Organizational maturity somewhat produced positive stakeholder relations for the fact that individuals fixated on organizational values and collaborative process but still it wasn't satisfactory.” [Interviewee 4]

“Organizational and personal values were put at risk at times where managers set destructive targets and were inflexible in the quest of the targets.” [Interviewee 5]

While, all the participants agreed that one of the biggest impediments to construction project success was not fully involving the end-users.

“I think that too often, organizational values like guaranteeing a high degree of end-user interest were not included into construction projects. It was possible to develop conceptual alignment between stakeholders if they instilled a common sense of organizational values.” [Interviewee 2]

Education – the institutionalization of project management practice enhanced organizational maturity (Badewi, 2016).

“I believe it was conceivable to aid an organization's transition to maturity by educating employees on the industry's best practice. I would also like to point out that these approaches could be used to alleviate stakeholder concerns.”
[Interviewee 3]

“I think that because it provides a great platform for enhancing a common understanding of project management frameworks, education was a critical component of effective stakeholder management strategies.” [Interviewee 7]

Process agility Vs. Procedural bureaucracy – in this case, the participants confirmed that there was an advantageous impact caused by project management. Relying on the participant's perspective, this was seen on the organization and donating to an accomplishment that spans for a lengthy time period of management procedures and systems.

“As far as I know, project management processes, such as committed project sponsors, governing boards, advisory boards and several levels of governance, were in place in mature organizations to ensure that concerns were addressed on time and decisions were made effectively.” [Interviewee 1]

“Although these processes were documented, it was not always ‘expressed’ which had a negative impact on project outcomes.” [Interviewee 3]

Stakeholder behavior – stakeholders were observed to exhibit both positive and negative behaviors according to the participants.

“I believe that stakeholder behavior changes are unavoidable, and professionals must stay professional by being positive and persistent in their engagement with them.” [Interviewee 5]

THEME 3: OUTLOOKS AND METHODS TO THE STAKEHOLDER PROCESS WERE INFLUENCED BY MANAGEMENT STRATEGIES

All of the participants agreed that excellent project management is critical to project success, and that projects should ideally be tied to corporate strategy.

The following sub theme emerged during data analysis:

Strategic alignment – according to Tashman and Raelin (2013), project managers struggled to handle different and even opposing points of view since stakeholders’ goals were not always matched with corporate goals.

“I believe that, organizational efforts to build effective stakeholder management methods are hampered by misalignment of project objectives.” [Interviewee 7]

According to the participants, if members were not aligned on critical strategic construction projects, challenges in stakeholder relationships arose. It’s been revealed that manager and stakeholder connections would improve even more if they demonstrated their dedication to the project not just through words, but also through their actions.

“It was found helpful in the process to avoid picking just a regular start off meeting. But, by initiating projects within a committee of the leadership and managing teams, it was found to be efficient to control negativity.” [Interviewee 3]

“The best type of manager for cultivating stakeholder connections is one who can adjust distressed environments in an approach that helps to resolve the issues. [Interviewee 5]

THEME 4: COMPETENCIES OF INTERNAL STAKEHOLDERS’ INFLUENCED THE OUTLOOKS AND METHODS OF THE STAKEHOLDER PROCESS

Lindgreen, Packendorff & Sergi (2014) suggest that to deal with a wider spectrum of stakeholder demands, project managers need a larger combination of hard and soft skills. These are technical and emotional skills. Due to the fact that projects frequently result in changes in procedural and working habits, project managers should have non-technical abilities in order to deal with the psychological stress that comes with organizational change programs.

The following sub themes emerged during data analysis:

Project environment – all participants agreed that technical capabilities, as well as good communication and interpersonal skills, are required to cope adequately with the demands of these projects and interfaces with stakeholders.

“I think that project managers conducted projects in fast-paced environments, which mean that stakeholders frequently sought changes to the project scope or design.” [Interviewee 3]

“From my observation, managers become more motivated when they realized they weren’t the only ones accountable for the project’s success.” [Interviewee 4]

“As I have encountered several similar projects, the optimal course of action was for project managers to operate continuously and competently in processing changes, according to stakeholders.” [Interviewee 8]

“In these mega construction projects, the ones who can’t grasp the organizational dynamics would be at a disadvantage, because the more costly the project was, the more organizational expertise was needed to determine who to involve.” [Interviewee 10]

Technical Vs. Soft skills – in this sub-theme, all of the participants agreed that the people in charge of stakeholder management had the necessary technical abilities to complete the projects, however, these were not completely satisfactory regarding their interpersonal and communication skills.

“In these mega construction projects, project status meetings were primarily used by stakeholders and project management teams to interact, discuss, progress and address problems.” [Interviewee 5]

“At times where stakeholders solely used formal lines of communication, stakeholder management initiatives generally failed, but informal communication was necessary to discuss and resolve possible concerns before they became concerns.” [Interviewee 8]

“Formal lines of communication become platforms for managerial escalation if stakeholder’s interaction were bad. It was unproductive and stressful for everyone involved and participating in the project.” [Interviewee 9]

As a result, the participants stated that there is a communication basis but it is better if more efforts were made to advance it.

“I recommend encouraging organizations to concentrate on increasing stakeholders communication skills in order to improve project engagement.”

[Interviewee 6]

“While proficient communication skills were a key competence, to expedite ‘trustworthy communications’ truthfulness and respect are required.”

[Interviewee 7]

“To integrate and understand stakeholders’ demands, realize complexity, and detect any risk involved, the project management team should have solid technical capabilities.” [Interviewee 10]

THEME 5: IMPLEMENTATION REVIEWS IMPACTED THE OUTLOOKS AND METHODS OF THE STAKEHOLDER PROCESS

Since stakeholders sometimes disagree on what constitutes success, the construction project management team confronts difficulty in formulating and evaluating project success criteria. PMI (2013) states that in order to get a comprehensive portrayal of project performance, it is better to view it from the perspective that includes project success criteria. Because of the wide diversity of stakeholder demands, success criteria were found to be challenging to quantify objectively. Despite the fact that the majority of academic literature on project performance focuses on the primacy of the measuring indicators, all of the participants indicated that project management teams and stakeholders often failed to measure project performance for a variety of reasons. These reasons included time constraints, a refusal to waste working hour on previous events, too many concurrent projects and management failure to learn from previous works.

In regards to this, the following sub-themes emerged:

Stakeholder commitment- it was discovered that stakeholder involvement is essential to boost the chances of project success.

“In my opinion, implementation reviews’ worth is very high. This review had the power to impact the project from start to finish.” [Interviewee 2]

“Improvement actions had the possibility of increasing the accomplishments of the project if only the reviews were undertaken in a methodical manner, which was only achievable if key stakeholders were deeply invested and committed to improvement initiatives.” [Interviewee 5]

“If I must comment on this, I would say that, project stakeholders could acquire a clear idea of how the project management process should be done if there is good participation in implementation reviews.” [Interviewee 7]

Learning culture – manager, according to the participants, has a responsibility to play in fostering a learning culture, and they should insist on project reviews.

“In my experience from previous projects, Implementation evaluations are not conducted by stakeholders or project management teams since:

- *Teams were eager to finish the project and move on from it*
- *Teams were obligated to embark on other projects promptly to absorb the high project volumes*
- *The stakeholders evaded critical observations*
- *The idea that they claim they tried it before and it didn't work. ”[Interviewee 5]*

Likewise, all of the participants reported that the project management team was reluctant to disclose the reality of the situation during any project performance reflection, especially when there was a breach in stakeholder confidence.

Leadership commitment - as discussed before in theme two, management required consistency and commitment to perform project evaluation.

“Implementation reviews rarely took place and as a result, it was impossible to tell whether or not the goals stated had been met. I couldn’t comprehend why managers and leaders didn’t want or feel the need to learn about the elements that determine whether a project is successful or not. It is for a fact that without

good project execution, the organization wouldn't be able to develop and grow.”
[Interviewee 3]

The interview indicated that, Measurement of project results was ignored by stakeholders for fear of exposing process flaws or detecting project failure. Teams might be unwilling to use data to evaluate performance because they see it as a personal evaluation instead of just a chance to do better next time.

DEVELOP CONCEPTUAL FRAMEWORK

The conceptual framework below was developed based on the findings of the study.

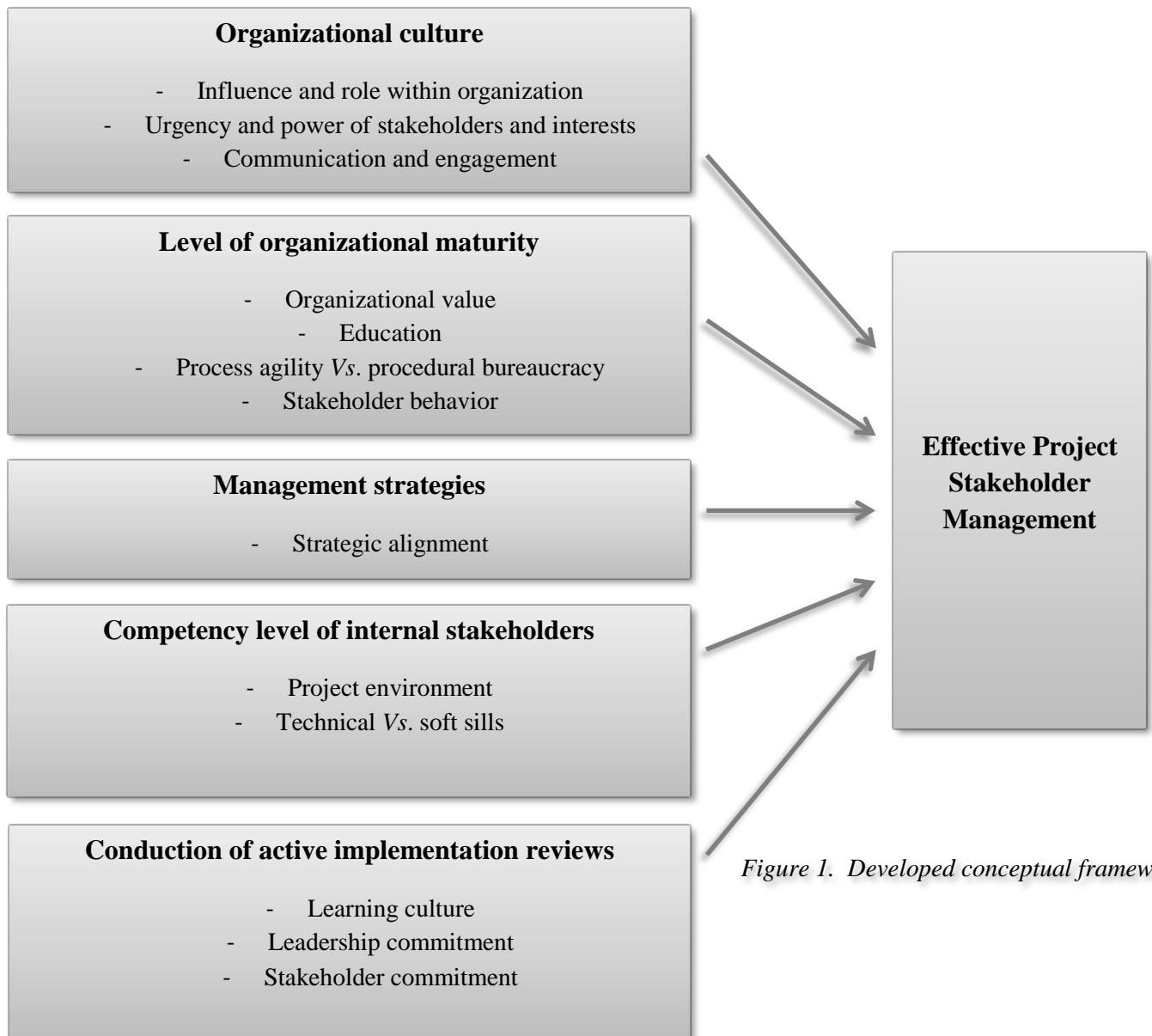


Figure 1. Developed conceptual framework

4.3 Connections to Existing literature on the practice

Through the primary topics, the results of this research connect to the previously identified literature on stakeholder management techniques in construction projects. The outcomes of this study show that assimilating a project management team's knowledge, support, abilities, and experience into the projects they work on boosted an organization's value. It also found that having the relevant skills is critical for implementing effective stakeholder management methods. However, the findings also show that project teams should not place sole emphasis on project manager capabilities, because all stakeholders have an impact on project results by providing critical inputs. The outcomes of this study also suggest that, in most circumstances, it is the softer skills that need to be developed in order to properly manage stakeholder relationships. Chen (2016) found that project stakeholder management was based on information exchange consisting of both communication and collaboration, with communication referring to the project management team's multidirectional exchanges and collaboration referring to the growth of strong relationships in order to foster higher clarity.

Likewise, the findings revealed that organizations need to highly advance their recruitment of competent project management teams since it was seen that softer abilities, such as the ability to interact and communicate, are undervalued. The findings highlight the influence organizational maturity has on the project outcomes.

A formal change management process was in place in most of the organizations that the participants had worked in, but the level of process maturity impacted how effective the approach was implemented. Gao and Slawinski (2015) in order to properly manage stakeholder relationships, companies should have the ability to handle friction.

In relation, Davenport (2015) at times where managers were able to improve stakeholders' ability to cooperate and socialize, they established an effective organization. As a result, this study corroborates this theory. Furthermore, the findings of this study show that while managers acknowledge the reimbursements of close collaboration, achieving these benefits requires instilling a culture of transparency and trust in order to achieve superior results.

4.4 Application to professional practice

Stakeholders have a crucial role in projects, as the study reveals, because of their capacity to affect project outcomes. Project failures are possible to happen, with experts claiming that inefficient stakeholder management practices are a major contributor. (Badewi, 2016). This study is useful for such practices since the findings give practitioners with new knowledge to improve project success rates, resulting in higher speed and quality in crucial system deployment, as well as upgraded organizational effectiveness to please stakeholders.

4.5 Association for social change

Through the use of appropriate stakeholder management practices, this study has the potential to contribute to societal change. It covers both direct and indirect advantages to an organization and the community. This can be grasped from the perspectives that, organizations could take much advantage from establishing strong relationships with stakeholders by boosting knowledge sharing. This has the power to lead to higher levels of individual motivation; managers could accomplish a more consistent application of project management methods. This approach lays the basis for better understandings, improved and properly practiced management strategies and admirations with each other. Accordingly, stakeholder management solutions that are competent encourage a shift in company culture in terms of moral and communal skills.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

Hereunder, this section discloses in detail a summary of the findings, conclusions driven from the findings and recommendations for future research.

5.2 Summary of major findings

The main purpose of this project work was to identify the challenges of stakeholder management practice on the delivery of Addis Ababa City Government Mega Construction projects in order to improve stakeholder management practices. The main themes identified were: the organization culture influenced the outlooks and methods of stakeholder process; the organizational maturity contributed to the practice of stakeholder management; outlooks and methods to the stakeholder process were influenced by management strategies; competencies of internal stakeholders' influenced the outlooks and methods of the stakeholder process and implementation reviews impacted the outlooks and methods of the stakeholder process.

As described in the first theme, at times where there were difficulties dealing with the culture of the organization mainly with its communication strategies, achieving a productive stakeholder management was near impossible. This causes a strain in general that deteriorates trust as well as motivation of the team and individuals. Hosting consistent stakeholder meetings to keep all parties up to date and create platform for the exchange of ideas, working with shared/mutual (from each and every interested stakeholder group) project objectives, developing a shared vision, and management giving all the essential inputs could all contribute to enhance this situation.

The second theme showed that, the use of effective stakeholder management strategies (as of their experience with the organization and previous works), was impacted by organizational maturity. Under this four sub-themes were identified. The first one was organizational values which were linked to stakeholder perspective that was often misaligned and that could be solved if project managers distinguished the link between the objectives of the project and of the strategies. Next to this was education that was found to be very critical as it could create a better

understanding and communication platform among internal and external stakeholders. It was revealed that most of the participants agreed that they themselves could do a better job if they were provided with the opportunity. Other themes under this main theme were process agility vs. procedural bureaucracy and stakeholder behavior. Under these it was found that the project management team could take great advantage by organizational alignment if project volumes were reduced, project quality was advanced and tension between the internal and external stakeholders were reduced. It was also shown that the institutionalization of project management processes benefited organizations by assisting in the development of organizational maturity. Better outcomes can be achieved by educating personnel on project management industry best practices, reviewing performance and cohesion, and undertaking benchmarking activities in this regard.

In the third theme, the findings highlighted that it was very important for managers to develop a solid strategy that incorporates a list of major strategic projects. Strategic alignment was the sub-theme identified. Team performance can be improved by effective management, and change adoption can be achieved in this case.

The fourth theme showed that project managers retain technical skills that are usually expected from them. But this was inconsistent with the ever-changing project environment. But the major issue here was that they lacked in the department of interpersonal skills. This was identified by most of the participants as a very critical aspect as it helps them deal with demands of the projects and interaction with stakeholders. This was found to put a major strain in performance of projects within the organization.

In the fifth theme, stakeholder commitment, learning culture and management commitment were discussed. It was revealed from this that project managers and stakeholders overlook implementation reviews. As a result, an organization's ability to learn from past mistakes is severely limited. Lack of time, a reluctance to spend much time on actual experiences, too many simultaneous projects, and a lack of leadership willingness to learn from previous initiatives were the main reasons for stakeholders' reticence to undertake implementation reviews, according to the findings of this study.

5.3 Conclusion

In conclusion, Addis Ababa City Government Mega Construction Project office's practice in project stakeholder management showed both constructive and contradictory remarks. As a result,

- The relevance of the project management team in formulating organizational strategies that link strategic objectives with those included within projects was agreed upon by most of the participants. This was also linked to organizational culture, stakeholder impact, management techniques, and implementation reviews which all influenced the process.
- Lack of adequate trust and communication between stakeholders impeded the work environment. Majority of the participants responded that consistent communication with stakeholders for idea sharing and updating progress, management giving all the essential inputs could all contribute to enhance this situation and developing a shared vision could be the means to improve this.
- Most of the participants had experience that shaped their view of organizational maturity. Most of all, the majority of the participants disclosed that stakeholder perspectives were misaligned. The end-user of most of these mega construction projects is the general public. As a result, Addis Ababa City Government Mega construction projects office's stakeholder management strategy on the matters of education of internal stakeholders, reviewing performance and cohesion, and undertaking benchmarking activities among the many attributes need to be analyzed for better outcomes.
- The response was mostly contradictory when project objective alignment was examined against mega construction projects stakeholder management objectives. Majority of the participants responded that the emphasis given to stakeholder management plan on paper is not parallel to the actual practice. Change adoption and effective management were put as top priorities by the participants.
- Majority of the participants experienced drawbacks that emerged from the competency level of internal stakeholders particularly on the soft skills.
- Project stakeholder management effectiveness in the Addis Ababa City Government Mega Construction projects had its challenges. Majority of the participants mention that

they were aware of a plan regarding stakeholder management but were mostly uncertain on its practice. Follow up and implementation reviews rarely took place.

- High emphasis was put on the need for management to place a greater attention on the formulation, development, and communication of stakeholder management strategies in order to develop and nourish a new/better organizational approach for the management of construction project stakeholders.

5.4 Recommendations

Managers realize the necessity of addressing stakeholders' requirements, yet they shockingly struggle with effective stakeholder management solutions. In this regard, projects which fail to engage stakeholders were more likely deemed to fail, resulting in unanticipated negative effects to the company.

The following recommendations are stated based on the major findings collected and conclusions reached in order to improve stakeholder management of mega construction projects.

- Addis Ababa City Government Mega Construction projects were challenged mostly by the implementation and follow up of the project stakeholder management practices. The researcher recommends that stakeholder management be practiced not only in the initiation phase but throughout the project lifecycle for effective and successful project outcomes.
- The study indicated that, stakeholder management was largely influenced by the organizational culture. This was found to be the result of inadequate communication specifically with external stakeholders. The management team should be completely in sync with the project's goals and communicate them to their relevant teams. The influence was also relied on organizational maturity level. Educating staff on project management industry best practices, monitoring performance and cohesion, and conducting benchmarking exercises can pave the way to project success.
- Addis Ababa City Government Mega Construction projects were found to be affected by several factors appearing under each theme. As indicated in the themes, support from management, stakeholder assessment, decision making, continuous support and action and implementation reviews have been discussed in detail under each theme. In order to

use this to its advantage there should be work done that allows for experience sharing learning from previous initiative before jumping to other projects. The city administration is planning on engaging in many more projects. A thorough analysis of the project management teams' technical, interpersonal, and social capabilities for managing projects and their associated stakeholders is required.

- There is awareness to some extent on the project's objectives, resources, budget, and performance indicators throughout the project commencement phase, as well as communication of expected conduct. But this is not a practice that is being followed upon. In this case for the Addis Ababa City Government Mega Construction Projects, there is a platform created for the purpose of communication of stakeholders ('Addis Hall' an initiative created for communication and discussion on projects under the city administration) although there is a need for a proper follow-up. In relation to this continuous reviews should be conducted at all necessary stages of the project lifecycle.

As a result, successful stakeholder management solutions potentially enrich a variety of stakeholders. The project management team should benefit from a shared knowledge of the project's goals. Public meetings, group discussions and publications can be used by managers to guarantee that all the relevant personnel within the organization and external stakeholders are informed and are aware of the project's goals. This would allow stakeholders to develop a shared understanding of the project management frameworks, fostering a collaborative working environment.

Managers assuming charge of executive steering committees could strengthen project governance by fostering stronger relationships between top management and employees, as well as trust and transparency. Similarly, project management organizations that are continually striving to enhance project and stakeholder management methods may benefit from this research.

5.4.1 Recommendations for future research

Here, it is worthy to mention that the finding can be put as Doh and Quigley (2014) stated. As a result the authors claim that, there is a great need for managers to establish effective stakeholder management techniques. These authors have put this statement basing on organizations issues with performance. While the goal of this study was to identify measures that construction project

managers might use to establish effective stakeholder management strategies, there is still need for more research.

Future research could address the limitations that this study faced in order to improve outcomes. There were few potential limitations identified in this study. For starters, interviewees may lack sufficient knowledge about stakeholders' interests, demands, and expectations. This possible limitation did not materialize since the interview participants were chosen based on their knowledge and expertise, ensuring that they had the necessary information and expertise to provide a detailed and holistic picture of the success of stakeholder management initiatives. Second, the limitation was regarding the sample size. Future research could either increase the number of participants or broaden the scope of the study to include other stakeholders. Consequently, future research may look into stakeholder management practices in small and medium-sized organizations.

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APPENDIX

KEY INFORMANT INTERVIEW GUIDE

Interview protocol

Prior to the interview,

- Address the fact that interviews are conducted on a voluntary basis.
- choose a location with little distractions;
- describe the interview's purpose;
- deal with the issue of confidentiality;
- describe the interview's format;
- state the average length of the interview;
- Before the interview, ask interviewees if they have any queries;
- Request permission to record.

General introduction,

Could you roughly clarify your position in the organization?

Question 1 - What is the current stakeholder management practice that is applied in Addis Ababa City Government Mega Construction Projects?

1. What is your definition of stakeholders?
2. How were the stakeholders selected, managed and engaged in the process?

Question 2 - What are the challenges associated with managing various stakeholder expectations and influences in these projects?

1. What methods did you come up with to overcome potential obstacles in implementing the construction project management strategies? if there are any?
2. How do you create actions and strategies regarding your key stakeholders?
3. In your opinion, how could the organization tackle these challenges?

Question 3 - What are the critical success factors for such mega construction projects stakeholder management and how could they be used to improve the stakeholder management practices?

1. How do you approach these factors?

Question 4 - Is there any stakeholder engagement and communication approach that is in use?

1. If so, how do you see its effectiveness?

Question 5 - What are the tools and techniques that are being used for stakeholder management in the projects and to what extent are they used?

1. In your opinion, how could it be improved?

Question 6 – Is there any information you would like to add on managing mega construction project stakeholders? What would you like to disclose?

At the end of the interview:

- Is there any question you would like to raise?
- Would you possibly recommend anyone else I can interview.
- Ask if they are willing for follow-up questions.