



**STAKEHOLDER MANAGEMENT APPROACH FOR A SUCCESSFUL PROJECT
DELIVERY: - A CASE OF ETHIOPIAN CONSTRUCTION DESIGN AND SUPERVISION
WORKS CORPORATION-CONSTRUCTION SECTOR**

A Final Project submitted to Addis Ababa university college of business and economics school of commerce presented in partial fulfilment of the requirements for Masters of Arts in Degree in project management.

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**A RESEARCH PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY, SCHOOL
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AWARD OF MA DEGREE IN PROJECT MANAGEMENT.**

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DECLARATION

I, hereby declare that this research project entitled by Stakeholder management approach for a successful project delivery/collaborative/ partnering approach: A case of Ethiopian Construction Design and Supervision Works Corporation, Construction sector” is done by myself by the help and support of my Advisor Dr, Bahran Asrat. I have followed all proper standards while conducting the research and have duly and properly accredited all references and sources.

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STATEMENT OF CERTIFICATION

This is to certify that this thesis, which is entitled by Stakeholder management approach for a successful project delivery: a Case of Ethiopian Construction Design and Supervision Works Corporation, Construction sector submitted in partial fulfilment of the requirement for the degree of Master of Arts in project management, is carried out by Elda Haddis, under my supervision.

Therefore, I approve that this thesis is not submitted to any other institution before and can be submit the project work (thesis) to the department.

Name of Advisor: _____

Signature: _____

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Table of Contents

List of Tables	viii
Abstract	x
Chapter One	1
Introduction	1
1.1 Background of the study	1
1.2 Statement of the problem	4
1.3 Research Gap	6
1.4 Research questions	6
1.6 Scope of the study	7
1.7 Limitations of the study	8
1.8 Organization of the study	8
1.9 Definition of key terms	8
Chapter Two	9
Literature review	9
2.1 Introduction	9
2.2 Theoretical Review	9
2.3 Stakeholder management	10
2.4 Stakeholder approach model	11
2.5 Partnering / Collaboration	11
2.6 Critical Factors of partnering/Collaboration	16
2.7 Empirical Review	19
2.8 Conceptual framework	21
Chapter Three	22
Research Methodology	22
3.1 Introduction	22
3.2 Research Design	22
3.3 Research Approach	22
3.4 Description of study variables	23
3.5 Description of study area and target population	23
3.7 Data collection: -Source types, instruments	24
3.8 Data analysis Method	25
3.9 Model Description	25
3.10 Reliability and validity	26
3.11 Ethical Consideration	26
Chapter four	27

Data Presentation and Analysis	27
4.1 Introduction	27
4.2 Profile of the respondents	27
4.2.1 Age	28
4.2.2 Educational Level	28
4.2.3 Years of experience	29
4.2.4 Position in the organization	29
4.3 Normalization	29
4.4 Multicollinearity test	31
4.5 Descriptive Results and Analysis	31
4.5.1 Response for mutual goal	32
4.5.2 Responses for Trust	32
4.5.3 Response for Communication	32
4.5.4 Response for Commitment	32
4.5.5 Response for successful project delivery	32
4.6 Correlation Results and Analysis	33
4.7. Regression Result and Analysis	34
4.7.1 Analysis of Variance (ANOVA)	35
4.7.2 Model Summary	35
Chapter Five	40
Summary. Conclusion and Recommendation	40
5.1 Summary of findings	40
5.2 Conclusion	41
5.3 Recommendation	41
References	42
Appendixes	45

List of Tables

Table 3-1 Reliability Analysis	26
Table 3-1 Summary of Respondents Demography	28
Table 4-2 Multicollinearity test Analysis	31
Table 4-3 Descriptive result analysis	31
Table 4-4 Pearson Correlation Test Result Analysis	34
Table 4-5 ANOVA Test Analysis	35
Table 4-6 Performance Test Result.....	35
Table 4-7 Coefficient of Regression	36
Table 4-8 Assessment Result from Respondents 1	37
Table 4-9 Assessment Result from Respondents 2.....	38
Table 4-10 Assessment result from respondents 3	38
Table 4-11 Assessment Result from respondents 4	39

List of Figures

Figure 2-1 Collaboration Factors	17
Figure 2-2 Conceptual framework	21
Figure 4-1 Frequency Versus Regression graph.....	30
Figure 4-2 Successful project delivery Versus Regression Standardized Predicted value scatter plot.....	30

Acronyms

ECDSWCo	Ethiopian Construction Design Supervision works Corporation
BUDSWS	Building and Urban Design Supervision Works Sector
SM	Stakeholder
TCDSWS	Transport Construction Design Supervision works sector
WWDSE	Water Works Design Supervision Enterprise
PMBOK	Project Management book of knowledge
PMI	Project Management Institute

Abstract

This study is aimed to investigate the relationship between the stakeholder management approach/Collaborative or partnering/ and successful project delivery. The study also tried to assess the stakeholder management approach and practice in the Ethiopian Construction Design and Supervision Works Corporation- Construction/ECDSWCo - Construction. The research design adopted was descriptive research design method which includes both primary and secondary data where primary data was conducted through questioner whereas the secondary data was gathered by reviewing relevant books, articles, journals, and any other documents and publications that are available within the organization as well as other sources. The data collection used was questionnaire. The Questionnaires were distributed to employees who are currently working within the ECDSWCo construction company which is a grade one contractor. The data obtained through questionnaire was analysed quantitatively using descriptive statistics: frequency, percentage, mean, standard deviation correlation and regression through SPSS version 20 software. The finding of the study revealed that successful project delivery is highly dependent on stakeholder management approach which is the collaboration method which is expressed in terms of trust, communication, commitment and mutual goal. Regarding the practice done on the assessment of the collaboration approach it is revealed that most of the employees agreed that the company is in the right way of practicing of the partnering approach with the stakeholders through the characteristics of trust, communication, commitment and mutual goals for a successful project delivery.

Key words: - Partnering, collaboration, trust, communication, commitment, mutual goal, stake holders, stakeholder management.

Chapter One

Introduction

This chapter mainly deals on the general information of why this research is being studied including the background of the study, its significance and what objectives are expected from the study, limitations and scope of the study & key terms.

1.1 Background of the study

Projects are series of activities whose tasks are needed to be completed with a given resource, time and within the allowed budget (Al-Hajji and Mario, 2018). Due to their procedures and relations with several parties, construction projects are exclusive in nature which are limited by time and resources for the projects to be delivered (Joseph, 2014). construction projects that are well managed with a successful project delivery, have project goals with predetermined schedule, budget and quality standards by achieving customer expectations (Tengan and Aigbavboa, 2017; Amoah et al., 2021).

According to Joseph (2014), a project is said to be completed successfully when the project stakeholders' needs are fulfilled and when the project is completed on timetable, within budget, and in accordance with the project's requirements. In addition, successful Project delivery/project success can be related to the effective and continuous management of all the project's stakeholders (Jurbe et al., 2014). Jurbe et al., 2014 also added that most of the construction project failures happen to either absence or insufficient stakeholder management during the stakeholder management. However, there is still no conclusive direction on how stakeholder management may be enhanced to maximize all anticipated benefits.

The PMBOK, PMI (2008) define stakeholders as those that directly involved in the project like the execution team in the company, the final users or the project sponsors or they can be defined where the groups, end users are easily affected by the execution company (Johansena et al., 2014). Another definition which is given by (PRINCE2, 2009) said that stakeholders are people or a well-established firm where its final outcome may have a good or bad side effect on the other firm. Since stakeholders have a great power on the project's progress and accomplishment, it is mandatory to keep updating them on every project activity and managing

them strategically. Therefore, in order to guarantee for a safe accomplishment of a project it is crucial to practice a well-established stakeholder management techniques.

Based on (Dwivedi and Dwivedi, 2021) stated that success of a project depends on the actions of each stakeholder that is involving in the project or by selecting of the stakeholders who are taking part in the project early before the commencement of a project and being aware of their role and importance. When a project meets or beats its stakeholders' expectations while accomplishing its goals, it is considered successful or the project is completed and delivered successfully (Chan G., 2021). Thus, in order to deliver a successful project stakeholder should be prioritized and given the most attention.

The other definition given by (Klaus and Iwko, 2021) stated that for a project to be successful it is very important to give attention to secondary stakeholders where most of the time they are overlooked by the by the executing company like regulators, governors, and suppliers. Stakeholder expectations, however, may vary and the results published indicates that each stakeholder group in construction projects pursues expectations in line with the social, environmental, and economic sustainability objectives (Klaus and Iwko, 2021).

For a successful project delivery selecting the right approach for stakeholder management is vital. It involves identifying of stakeholders, analysing their needs and implementing the right approach to manage them. One of managing of project stakeholders to achieve successful project delivery is to ensure collaboration techniques between the client, the consultant and execution teams and sharing their knowledges from all accessible sources (Joseph, 2014). Therefore, this research paper will mainly emphasize on one of the strategic stakeholder management approaches which is working jointly for a mutual goal which is in a co-operative way.

Most of the time it is improbable that the necessities of all stakeholders will match with the project result. But if the opinions of project stakeholders are not recognised in the beginning of the project then the project might not give the desire outcome. Thus, it is important to note that the execution team should work simultaneously both in satisfying of the stakeholders and completing of the project on time, with quality and within a budget which is the characteristics of successful project delivery. This can be implemented by introducing collaboration /partnering approach which is a process where two or more individuals or organizations, sharing their knowledge, proficiency and mutual understanding between them by creating a

positive vibe which is common respect, loyalty and trust to deliver the best solution that meets their common goal. (Joseph, 2014).

According to Swansow et al. (2010) partnering/collaboration is a process planned to generate a collaborative relationship during contract agreement between the parties to be involved. Partnering eases in creating of direct communication within the parties, reaching to common objectives and goals and creating a co-operative way that will go through till project completion.

Stakeholder management has been encouraged as a means of increasing the performance of a project by achieving the project objectives for successful project delivery. It is known that construction sector is one of the business institutions where many of the stakeholders with several requirements and provisions are expected to participate and expected to make a partner within themselves to bring a better outcome. Thus collaboration is believed to be one of the ways to create a smooth operational environment for a construction project and for a successful project delivery.

ECDSWCo is one of governmental companies that are engaged in a construction and consultation sector. It has different engineering categories from the consultation side which provides different services like design, construction supervision, and management of water infrastructures, transport infrastructure and urban development. The Corporation is founded by merging of three Federal Government Public Enterprises which are water works, Building Urban and Design supervision and transport construction design share Company (TCDSCo). ECDSWCo- Construction is a newly founded sector in the construction division. It is a Grade one construction company which is involved in high rise complex buildings such as high-rise mixed-use buildings residentials, real-estate, infrastructure and water / energy sectors. Its vision is to provide construction solutions that exceeds client's expectations for quality, safety and functionality and be number one grade one contractor in its geographical area. In order to achieve this, the organization is implementing a stakeholder management approach which is a collaboration/partnering method which helps the organization to have a successful project delivery.

Currently the organization is working with different stakeholders using collaborative approach for more than two years from both primary and secondary stakeholders which are clients, consultants, suppliers, subcontractors, regulators, government bodies and end users.

The reason that this company is selected for this research is that the stakeholder management approach that the organization currently implementing is not that much applicable in Ethiopian

construction industries. So, this study aims in adding new insights to the construction industry on how effective the partnering/collaborative approach for a successful project delivery. In addition it will give another way of managing stakeholders for Ethiopian construction industry.

1.2 Statement of the problem

The stakeholder concept was first mentioned in nineteen sixties by researchers who defined stakeholders as “those groups without whose support the organization would cease to exist”(Ngyuen et al., 2018).

According to [Freeman \(1984\)](#) the main assumption of the stakeholder concept is that an organization’s efficiency or delivering project successfully is measured not only by satisfying shareholders needs but also for those parties where their interactions and their interrelationships determine the overall performance of a construction project which helps for delivering any project in a successful manner.

The involvement of project stakeholders at all stages of the project life cycle and especially at planning and requirement analysis can lead to the key to success. The likelihoods of project delivery success can be enhanced by sharing vision and strategy with stakeholders in the project ([Dwivedi R. and Dwivedi P., 2021](#)). The research by the authors also revealed that success of the project depends by recognizing of key stakeholders and their role and contribution in the organization and in the project.

Evidences show that in a project or organization where a number of stakeholders exists, stakeholders’ requirements might differ. Some might have an optimistic feeling towards to some of the organizational initiatives while others may oppose it or be neutral to the initiative. Thus, it was hard to bring all the stakeholders into one which makes it difficult for a remarkable project performance and successful project delivery ([Chan G.,2021](#)).

In another study which is done in Australia revealed that the contractor that started to involve the stakeholders late ended up in low project performance ([Mambwe et al., 2020](#)).

According to the research done by ([Terje 2002](#)) revealed a study that was done in Norway in how project managers manage stakeholders. It was found that stakeholders are managed according to the situations or scenarios happened during project execution where some of the problems can be solved by only involving primary stakeholders whereas in case of uncertainties both primary and secondary stakeholders should be involved. But the study hasn’t clearly stated what strategy or stakeholder approach to be used if a situation has occurred ed that needs both the primary and secondary stakeholders. Thus, the researcher has suggested that more studies should be made to give into new perceptions of stakeholder management.

A practical study was done by [Akeyo \(2017\)](#) on practices of stakeholder management in Stockholm. The researcher has assessed three construction companies that were currently on construction phase and all the organizations had phased a challenge during construction because of lack of early engagement with stakeholders. Despite of the fact that the construction companies had awareness on involving of project stakeholders at the beginning of the project, they had no specific plans for stakeholder management and the senior management was reluctant with engaging of the secondary stakeholders which causes a significant delay in the construction.

[Faris H. et al., \(2022\)](#) in their study mentioned that most of the construction projects face challenges worldwide especially in developing countries. Since, these countries had more severe societal, cultural and financial problems construction projects had been challenged with a wide range of problems such as a clear lack of collaboration between involved parties /stakeholders.

In another study which is done on developing countries such as Nigeria, Stakeholder Management (SM) practice is weak. And this weakness practice often prevents to meet project goals in terms of time and cost overruns and causes lack of trust among the stakeholders which will lead to low project performance and late project delivery ([Ola-awo et al., 2021](#)).

Study which was done by ([Solomon 2020](#)) stated that the construction companies in Ethiopia has not worked to an extent where all the organizations are not fully aware of managing the stakeholders. It was found that a significant number of project stakeholders have participated in different segments of construction projects but the management team were always concerned in how they manage the stakeholders who have different needs in the project.

According to the findings which was done by ([Genet G. 2021](#)) revealed that Stakeholder management in Ethiopia is already in implementation phase starting from identification of stakeholders till management of the stakeholders according to their importance where client organizations being rated to be the most significant ones by followed by contractors, consultants, government and suppliers respectively where their management is done according to their importance. The least rated stakeholders were competitors and the media. The set back of this research is that even though they have proofed that managing of the stakeholders is essential, they manage them separately according to their needs and potential influences which in turn doesn't include or overlook of the secondary stakeholders.

([Cheng E.W L, Li Heng and love P.E.D, 2000](#)) revealed that even though the current construction industry seeks for a new way of managing stakeholders such as the partnering

approach, there is a lack of attention given to the critical factors of the strategy that should be addressed to the stakeholders.

Finally, stakeholder and customer gratification are the most essential elements of project success. So, it becomes important that organizations must engage stakeholders and must establish clear and effective channels for communications. In addition, stakeholders must be updated about every development periodically. According to (Lohrey, 2020) as cited by Dwivedi R, & Dwivedi P, 2021, considering the role of stakeholders and keeping their interests and expectations can lead to project success.

In conclusion this project focuses mainly on the stakeholder's management strategies or approaches on how to bring all the primary and secondary stakeholders to come together for mutual goal which is partnering /collaboration which can lead to successful project delivery.

1.3 Research Gap

Based on the above literature, it can be concluded that most of the construction companies has awareness in the importance of managing a project stakeholder for project success. However, the way they manage their stakeholders is in traditional way or responsive approach where for every problem created in the site, they try to solve it accordingly to whom the stakeholders are responsible or accountable which is a sign of loss of coordination between the primary and secondary stakeholders. If there is any scenario occurred that needs the involvement of both primary and secondary stakeholders, it will be difficult to bring them all together which leads to poor performance and unsuccessful project delivery. This research aims to solve the above problem by assessing how to bring all the stakeholders all together and to work in a collaborative way for successful project delivery. In order to bring this system, first the relationship between the collaboration/partnering approach and successful project delivery should be evaluated. This relationship will be evaluated by studying the relationship between partnering approach which is expressed in terms of trust, collaboration, commitment and mutual goal with the dependent variable which is /successful project delivery/. The research paper also examines the practice through the critical factors/trust, communication, commitment and mutual goal/ that is being implemented in ECDSWCo construction on how effective collaborative/partnering is for successful project delivery.

1.4 Research questions

- a. How effective is the current stakeholder management /partnering/ which is expressed in terms of trust, communication, commitment in ECDSWCo looks like?

- b. What are the common critical factors of partnering approach that lead to successful project delivery.

1.4.1 Research Objectives

1.4.1.1 General Objectives

The main objective of this study is to assess the relationship between partnering approach and successful project delivery.

1.4.1.2 Specific Objectives

- a. To access the current practice of ECDSWCo stakeholder management approach/partnering/ which is expressed in terms of trust, communication, commitment and mutual goal and how the stakeholders are adopting to this new system.
- b. To identify whether the critical factors of partnering which are trust, communication, commitment and mutual goal are directly related to successful project delivery.

1.5 Significance of the study

The purpose of this study is to assess the management approach that is being implemented in the organization. Evidences show that the construction industry has a well understanding on the importance of stakeholder management for successful project delivery/project success. However, the way they manage them is similar in most of the construction companies which is a responsive approach where every problem will be sorted according to the stakeholder's responsibility. So, this study is intended to give additional approach of managing stakeholders where every stakeholder will be responsible and will be involved for every problem to be faced which is a collaboration/partnering approach. And this study will try to assess how effective the approach is.

1.6 Scope of the study

Project execution is a difficult endeavour because project stakeholders may have divergent and conflicting interests. For a smooth and good project performance stakeholder management should be managed properly. Since stakeholder's have a various level of impact & interest during project execution there should be a controlling and managing system.

In light of this, this study aims to show a different approach that is not usually implemented in most of the construction companies of Ethiopia.

Currently ECDSWCo construction have different projects that are from both building and infrastructure sectors and the research will focus only on the building sector. The reason for choosing building construction is that it involves a lot of stakeholders more than the infrastructures which involves suppliers, subcontractors, consultants, legal parties and

employees of the contractor. The scope is limited to building projects that are found in Addis Ababa for the accessibility of statistics and data. The conceptual scope of the research is focused on the relation of two variables which is one dependent variable/successful project delivery/ and the other one is independent variable /partnering approach/ which is expressed in terms of trust, communication, commitment and mutual goal.

1.7 Limitations of the study

This paper work is limited to this specific company which is a governmental company and could not include the private sectors experience in handling of stakeholder's management due to the time frame to deliver the project. The finding of project is also based on stakeholders that are currently working with the company and their experience with the organization. The questioner is distributed/limited to the organization regardless of the other stakeholders like Client and/or the Consultant.

1.8 Organization of the study

The study will be organized into five chapters. Chapter one will focus on introduction, statement of the problem, objective of the study, significance of the study, and scope and limitation of the study. Chapter two will bring review on related literature. Chapter three is dedicated for research design and methodology. The next (chapter four) will focus on result and analysis and the final chapter (chapter five) will give summery and conclusion.

1.9 Definition of key terms

According to ECDSWC (2022) Procedure manual

Partnering: - "Partnerships are cooperative partnerships based on mutual respect, trust, cooperation, commitment, and shared objectives. In such a relationship, good faith frequently governs rather than a written agreement" (ECDSWCo Construction manual).

Collaboration: - simply signifies that teams are cooperating to complete a job, like in building. Without having to rely on gatekeepers or travel great distances to distant offices, everyone can access the core plans and objectives of a project at any time (ECDSWCo Construction manual).

Stakeholder: -a person or entity that has the power to influence, is influenced by, or believes it is being affected by a choice or action (ECDSWCo Construction manual).

Chapter Two

Literature review

2.1 Introduction

This part of the section study's in detail on the types of stakeholder, their management systems on how to deliver a project successfully.

The two most significant topics with regard to this study are covered in this section of the literature. These include conceptual reviews (or theoretical vantage points) of stakeholder management methodologies and approaches in related with project success, as well as empirical reviews and empirical evidence about project stakeholder management in the construction industry.

2.2 Theoretical Review

Early studies that were made in 1990 revealed that the construction industry has been inherently ineffective and unproductive (Chae B, Kim J and Lee D. Gyun, 2022). This is because the construction industry by its nature is unique and cannot be undertaken repeatedly. The site conditions, topography, the technology that is being used and budgets makes it exclusive which needs an advanced level of management (Saqib et al 2010 as cited by Singh M. et al.;2020).

The construction industry by its nature comprises a lot of stakeholders and if they are not managed efficiently the progress of the project will be slow which leads to unsuccessful project delivery (Walker ,1994 as cited by Cheng E.W.L, Li H and Love P.E.D,2000). In the architectural – engineering construction sector where working in a collaborative way was mandatory, due to lack of time & ability to keep and maintain the relationship, the projects were not successful (Koutsikouri D, Austin S & Danity A, 2016).

Successful project delivery is defined when project is delivered with a maximum business value to the customer within the constraints of time, quality and budget (Klaus and Iwko, 2021). Researchers claim that in order to get a significant result in project performance, delivering a project with time, cost and quality is not enough rather there should be a greater innovation and improved stakeholder satisfaction (Bresnen M. & Marshall N,2000).Another researcher which was done by Joseph (2014) stated that traditional perception of project success was being judged based on cost, quality and time and missed to include micro and macro viewpoints which are reducing of conflicts and disputes, environmental friendliness and stakeholder satisfaction. Therefore, in order to achieve project success in line with the current perception of successful construction delivery, it is important to engage/manage stakeholders effectively by using the partnering approach. According to Klaus and Iwko (2021) project success is not

only about the project itself which are the project manager and the project teams but also about the customer. Thus, managing of stakeholders should be taken as priority in order for a project to be successful. [PMBOK, PMI \(2008\)](#) define stakeholders as: "Persons and organizations such as customers, sponsors, the performing organization, and the public that are actively involved in the project, or needs may be affected in a positive or negative ways by the work implementation or accomplishment of the project" or "People or groups, who are interested in the performance and or success of the project, or who are constrained by the project" or any individual, group or organization that can affect, be affected by, or perceives itself to be affected by an initiative program, project, activity.

Primary stakeholders: -These stakeholders can be defined as those where without their support the project or the organization will not exist. These groups mainly include owners, workforces, end users and traders, and the public sector ([Benna et al., 2016](#)).

Secondary stakeholders: -are those that are not directly with the project but that have a direct or indirect impact on the project or they can be defined as those who can be affected by the outcome of the project([Stott L., 2009](#)).

2.3 Stakeholder management

Stakeholder management is the process of identifying, assessing, and managing with individuals or groups who have an interest in a project, organization or business. The goal of stakeholder management is to ensure that stakeholders are satisfied with the outcomes of the project or organization and their interests are considered during decision making processes. An effective stakeholder management strategy should be backed by data and put a clear picture to everyone involved since stakeholder management and what methodology to use can positively or negatively influence the projects life cycle and successful project delivery ([Trovato S., 2022.](#)). Thus, securing stakeholder support is a key for the successful implementation of most organizational initiatives, and without this system the projects will fail ([Chan G., 2021](#)).

Stakeholder management approach is a means of selecting the effective way of managing stakeholders by first identifying, analysing and engaging stakeholders who have a vested interest or stake in the organization and its activities. According to the research conducted by ([Neville & Menguc,2006 as cited by Kujala et al.,2019](#)) stated that at first most of the academic scholars thought that identifying the key stakeholders and their interest were the main issue to be focused but after some time it was found out that the most important issue to be focused is in the relation between the primarily stakeholders and the hosting organization.

2.4 Stakeholder approach model

According to the research done by (Kujala et al., 2019) presented two approaches on how to manage the relationship between stakeholder and the hosting organization to establish a strong relation with partners to projects successfully. The first stakeholder management approach is responsiveness approach & the second one is stakeholder Value Creation (SVC).

Responsiveness Approach: -suggests that organisations should work in such a way where stakeholders interests and needs will be achieved or fulfilled according to the stakeholder's responsibility and degree of demand by the stakeholders (Kujala et al., 2019). It is known that the contribution and support of the stakeholders participating differ from one another. In the construction industry where a lot of stakeholders needed for the project to exist the main ones are contractors, clients and consultants. These stakeholders which are classified as primary stakeholders are the main part of the project where without them, the project cannot proceed. These stakeholders are managed by having a close relationship with them. Their interests will be fully kept since they have a great impact on the progress and success of the project.

[Kujala et al., 2019](#) on his research added that organizations operation strategy should aim in finding out the key stakeholders' benefits by assessing and evaluating their interests. Thus, the research has identified three criteria's that serve as a basis for managing stakeholders which are

- 1.Power of the stakeholder
- 2.Level of degree of demand requested by the stakeholder.
- 3.Legality of the stakeholder demand

This approach also used to measure and assess stakeholder impact and liability.

Stakeholder Value Creation (SVC): - is concerned in creating value of stakeholder relationship which focuses on three characteristics which are Joint interests, ability to collaborate and trust ([Kujala et al., 2019](#)). Joint interests create the basis for collaboration, interaction and development of a relationship by building shared objectives, aligned strategic goals and a sense of understanding between the organisation and its stakeholders ([Kujala et al., 2019](#)). Hence collaboration can be taken as the second approach model to manage stakeholders.

2.5 Partnering / Collaboration

Partnering is one of the latest approaches for stakeholder management. Partnering was first mentioned by U.S army corps in aiming of dispute resolution where the best strategy for conflict resolution is avoiding of conflict as much as possible before it happens which is by

identifying shared goals, interests, ways of communication and commitment to cooperate in solving a problem without difficulty (Eisenhart,2011).

According to the authors (Carr et al., 2010) partnering is a relation formed between the owner and the contractor for their mutual goals. The authors also added that partnering does not mean making of a contractual agreement rather it creates a new collaborative way to complete government conventions by working for common goals and objectives and seek win-win for both parties (Carr et al., 2010)

Eisenhart (2011) defined partnering process as a device and a process where the process depends on the type of partnering organiser that works on how to align with the specific project and stakeholders. Partnering helps in encouraging of creating value engineering solutions. This means partnering creates a platform where all the stakeholders will be invited and asked for their opinion for any changes or decisions to be made. This helps to avoid changes that doesn't bring any value to the project and can fulfil every stakeholder's expectation and needs. Another advantage of partnering is that it helps in avoiding of any problems that are related with tendering (Bayramoglu S, 2001). Partnering helps in awarding of contractors based on their qualitative criteria rather than going for lowest bid. The system strongly recommends to select its stakeholders through interviews which is based on their compatibility, competence, perceptions on partnering approach and experience (Bayramoglu S, 2001). The author claims that selection of stakeholders through interviews may not always be applicable in public construction sector as private construction sectors since it needs a legal way of processing the tendering system. However, post award project specific partnering can be applicable to situations where competitive tendering procurement is needed. According to (Bayramoglu S, 2001) some of the advantages of using this approach are

- Discard unqualified contractors
- Allows the contractor to retain a reasonable profit margin
- Helps in increasing of the satisfaction of both the client and the contractor
- Eliminates the process in which the contractor is obliged to submit the lowest bid
- Saves the contractor from having financial risk & reducing requests for additional payments.

Another use of partnering is that it helps to avoid or resolve disputes as early as possible. It is known than conflicts are common in projects where different stakeholders exist. If the conflicts are not resolved as early as possible the progress of the project will be affected. There are different types of conflict resolution techniques such as coercion, confrontation and outside

arbitration (Cheng et al., 2000). This types of resolving problems are not advised in a construction projects since the result is not a win – win but if partnering approach is used it helps in creating an environment where all the responsible parties will come together to resolve issues by taking everyone’s opinions and suggestions so that everyone will be comfortable on the decisions to be made.

(Wu S., Greenwood et al.,2008) has discussed on the importance of partnership especially in the construction industry. The research stated that if there is a partnership between client & contractor, working together can help them to improve internal efficiency, to tackle external challenge, to decrease transaction costs by avoiding unnecessary tendering costs

According to the research done by (Ecoregional Conservation Strategies Unit Research and Development, 2000) stated that collaboration/Partnering depends on trust, inclusion, and commitment from the partners participating in the project to accomplish a big common goal. The research added that partnering does not use the advantage of being superior and control over others to reach its goals rather it creates an environment where power and ownership will be shared between the partners to create a right way and settings for collaboration. (World Economic Forum, 2022) stated that working in a collaborative way and across different divisions is important for establishing relationships and creating of new ideas and making accountable of each participant in the partnership. The author (World Economic Forum, 2022) also stated that by working across divisions, the participants will be able to create great visions which in turn creates unexpected interactions within the stakeholders.

The research done by (Klaus and Iwko, 2021) stated that collaboration may not be applicable in a situation when there is no system created for partnership or if there is unnecessary involvement from some of the key stakeholders’ which would be difficult for the secondary stakeholders to participate. Thus, for any collaboration to occur there should be a platform or system created to how extent or amount should collaboration is done so that all the stakeholders /primary and secondary/ could engage in the system equally. In conclusion, for a project to be successful or to have a successful project delivery, selecting the right stakeholders, analysing their needs and creating a policy to manage and engage with them is very important (Klaus and Iwko, 2021).

The ability to collaborate is the basic feature of all relationships and is based on a mutual understanding of the importance of interaction and information sharing (Kujala et al., 2019). This practice and development of partnering/collaborative approach has had a significant role in the construction industry for a successful project delivery by creating a safe working

environment which encourages for more innovation (Forbes & Ahmed, 2010, cited by Moradi S & Kahkonen K 2022). But in order for this to happen all the participants has to give a lot of effort to make it work by fulfilling all the resources required and engaging the right people at the right time (Wu s, Greenwood D and Steel G, 2008).

Effectiveness of collaboration/partnering is greatly affected by partnering structure. This starts from selection of the partners or stakeholders that are going to be participated in the project which comprises stakeholder identifying, analysing and engaging of stakeholders followed by the roles and responsibilities that is expected from each participant. (Cheng et al. 2000) stated that any organizations before applying or using this approach should first check weather this approach is aligned with their corporation strategy or not. In addition, the organization should also need to inquire questions like whether this approach helps in reducing or avoiding of conflicts that may arise within the stakeholders and increase chances of creating another new contract. Any organization before signing any partnership approach or strategy, the partners or stakeholders selected for the partnership should be examined for their potential capabilities, their background as organization and their perception for working in a collaborate way so that long term relationship will be established and it would cause unpleasant atmosphere during project execution.

(Geiringer 1991 as cited by Dikmen et al., 2008) on his research stated that partner selection is vital before starting the partnership. According to (Dikmen et al., 2008) the partnering selection criteria is classified into two which are Partner related and task related factor. Partner related criteria includes character, culture, back history of the involved parties such as experience of management, past association between partners, business compatibility between the partners, corporate culture of the partners and experience in partnership. Task related factors include technical knowledge, operational skills, market contacts, complementary resources and relations with local authorities. Among these criteria's, this research has taken some of the criteria's that can align with ECDSWCo company which are experience in similar projects, image/profile/ of the company, relation with the client, management/organizational system of the company, organizational culture and adequate resources of the company. For the operation phase criteria, includes top management support, clear definition of roles and responsibilities, mutual decision making and dispute resolution, cooperation among partners, effective coordination among partners, effective communication among partners, trust among partners, commitment to win-win attitude, long term orientation, regular monitoring and control of partnership performance and shared corporate culture and innovation.

(Cheng et al., 2000) on their research revealed that for the partnering to be effective and success, subjective measures should be used which are critical management skills and critical contextual characteristics. Critical contextual characteristic skills include adequate resources, mutual trust, top management support, coordination, creativity and long-term commitment (Cheng et al., 2000). Critical management skills include effective communication and conflict resolution. These subjective measures are checked by the satisfaction of the partners expectation and compatible goals. Partnering are said to be a success when the expectation or interest of the stakeholders/partners/ are fulfilled. On the other hand, compatible goals are defined when the goals or objectives of the individual organizations or partners are aligned or meet with the project's goal.

The research done by [Ecoregional conservation strategies unit research and development \(2000\)](#) stated that a partnering process will be effective when there is a chance for negotiation, willingness to participate and striving in accomplishing for both individual and shared goals. The research also added that collaboration will not be effective when there is a continuous conflict among the stakeholders, lack of resource or threats of trials among interdependent parties.

(Cheng et al., 2000) on their research stated the five guidelines for partnering.

1. The partnership should be signed before the contract signature. Workshop should be organized so that all the stakeholder /primary and secondary/ will have a chance to get to know each other. The workshop helps the stakeholders to introduce them to the goal and objective of the project and what to be expected from each of them. The partnering paper should include

- Completing of the project within budget, cost and on time.
- Commitment of each stakeholder and what is expected from each of them
- Commitment on sharing of knowledges and best practices

2. The partnering chart should also include commitment for sharing of knowledge, resources and technologies. This helps in attaining of the project goal before the expected time and to increase trust and confidence within the stakeholders.

3. The partnering party should include two senior members from each participating party. One is from the executive team of the organization who knows the company's strategic plan and goal and the other to be project based senior member. It would be best if these two members from each organization have a knowledge of problem solving

4. There should always be a consistent workshop to discuss on the progress of the project and to address issues that happened during project execution. This will help the team to resolve any issue difficulty as early as possible.

5. Evaluation of the performance of partnering and working on the improvements to be made. Different researchers have pointed out different factors that affect partnering.

According to ([Standardization construction project partnering playbook, 2022](#)) there are three factors that affect the successful partnering. The factors- are commitment, communication, and collaboration. In general, when the stakeholders conduct this approach on daily/weekly/monthly basis, the stakeholders should have a partnering mindset or behaviour that adhere to a set of core values. These behaviours should embrace putting the project ahead of personal interests, being dependable and respectful of others, being fair and reasonable in all dealings, being transparent and truthful in all communications, seeking to understand, working as a team to solve problems and resolve issues quickly at the lowest level to achieve mutual gain, having a positive attitude, continuing to be committed to excellence, and being proactive and prepared.

2.6 Critical Factors of partnering/Collaboration

([Shelbourn et al., 2007](#)) stated that the current construction industry needs a new way of managing stakeholders which is a collaborative way of working with different parties for a common goal while working simultaneously with their individual goals. ([Dikmen et al., 2008](#)) stated that currently partnering approach is becoming a new agenda for managing of stakeholders. Thus, for a partnering approach to be successful there are some critical factors that should be considered.

According to the research done by ([Chan et al. 2015, Heidemann & Giehbauer .2010, Ibrahim et al., 2016,2018; Kent and bercerik-Gerber,2010 ; Moradi et al.,2020; Mesa et al.,2019 as cited by Moradi S. & Kahkonen K. 2022](#)) mutual goals, trust , communication , sharing of risk-reward and commitment are key factors for partnering/collaborative approach. Another research which was done by ([Shelbourn et al., 2007](#)) stated that to have an effective collaboration system vision/mutual goal/, trust, engagement /Commitment/, Communication, processes and technologies should be addressed to stakeholders effectively. Researchers during different times have tried to investigate why partnering processes fail to work. They claim that the most important factors that affect this system is environment of the project, partnering structure, personal/organizational knowledge, Skills and attitude during formation and implementation of the partnering approach. ([Li et al.2000, Ng et al.2002; Cheng et al. 2000;](#)

(Cheng and Li 2004 & Chan et al.2004 as cited by Dikmen et al.2008). Nystrom 2005 as cited by Faris H et al. (2022) classified factors of partnering into two, Prerequisites and components. Prerequisites are factors that should be done before the commencement of the project. These factors are mandatory before project beginning where without these factors the collaborative platform will not be established. The other components are those factors that are formulated during the process of collaboration. Prerequisites includes top management support, early involvement of key participants and resource sharing. Components factors includes trust, mutual goal, commitment, conflict resolution, communication, gain pain sharing, culture and clear roles.

The other classification which was done by (Shelbourn et al., & Yeung et al,2007 as cited by Faris et al.,2022) stated that collaboration factors can be classified into two which are soft and hard factors. Soft factor depends on the behaviour or actions of the stakeholders that should be implemented from start of the project till completion where as hard factors are those that are mainly depend on distinguishable items and tools that depend on the contractual agreement.

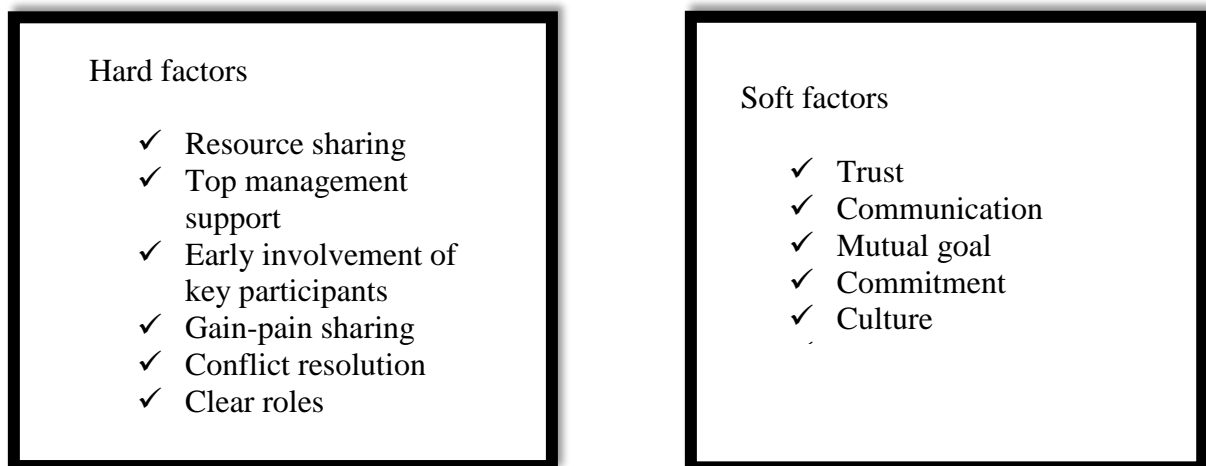


Figure 2-1 Collaboration Factors

(Moradi S., & Kahkonen K,2022) identified success factors for partnering as trust, early engagement of core participants, sharing of risk - reward, revenue based on project product/mutual goal and agreed decision-making (Wu S et al.,2008) on their research stated that partnering can be interpreted in two ways where the first one is by its feature which consists of trust, commitment and win-win philosophy and by its processes such as mutual goals and communication.

The referred sites are international studies where the researchers have tried to show different factors for collaboration where some of the factors overlap with each other. The conclusions

made on each of the research are based on the experience and knowledge of the researchers and organization in which they are working. Thus, for this specific study the four common factors that are mentioned in most of the researches are selected for further analysis which are trust, communication, commitment and mutual goal.

Communication / information sharing: - Partnering to be effective there should be direct communication between the partners which helps in exchanging ideas and visions within themselves. If the partners fail in communicating then there will be a great chance of misunderstanding and confusion and suspicion which eventually will lead to poor economic result (Dikmen I,2008).

Commitment: - refers to the willingness of the partners to put effort for the success of partnership. Commitment from the top management helps in developing the collaborative approach and achieving the project objective at a faster rate. Commitment helps to achieve to strengthen the future relationship with the other participating stakeholders (Dikmen I,2008).

Trust: - Helps in building flexibility and reduces tension in relationships. The higher the trust the easier for collaboration. Trust helps to remove unnecessary stress and facilitates in solving problem jointly for better outcomes (Chae et al., 2022 & Dikmen et al., 2008).

Joint interest /Mutual goal/: - Helps to attain the project objectives or goals by fulfilling individual or each participating organization interest to a converging system and align it with the project objectives/goal (Cheng et al.,2000). Stakeholders which are participating in any project may have different conflicting objectives from the project and striving for mutual goal helps in achieving for both their separate objectives and the project as a whole.

The organization on which the research is being done has already started implementing the partnering approach and the following are the procedures that stakeholders undergo or understand before getting into the collaboration process. According to (ECDSWCo – Construction company standard procedure, 2022) manual the procedures are

- a. Clarifying objectives: - identifying of the stakeholder's purpose and expectations of the collaboration processes so that each stakeholder will be consistent.
- b. Selection of tools: -The tools that are chosen for the process will be used to identify goals. It could be an equipment used for communication or to generate agreement for scheduling purposes.

- c. Cost-benefit analysis: - Stakeholders should evaluate the costs and advantages of participating in the right way. A matrix of criteria with relative weights can be created by the facilitator to help direct the process. Based on the group's input, this should be modified.
- d. Adaptive management of the process: - It's likely that adjustment will need to be made as the process progresses. This requires immediate preparation. It comprises information about the accessible choices, the facilities that can be used to support, and indicators to be used for adaptive reactions.

In any collaboration / partnering process, some influential stakeholders may choose not to join the process or the process can be abused by taking advantage of their importance in the project like key stakeholders such as owners, designers and contractors. The most common abusing actions are justifying one's selfish action on the basis of partnering or when teammates assume that since they are partners there will be no need for due diligence to maintain requisite documentation or when some partners decide to stop the process after they have joined (Eisehart, 2011).

According to the research done by Eisehart (2011) there are cases where partnering doesn't work.

1. When each member of the partnering team could not play their role as expected or when the team members or the key stakeholders are not committed to the processes.
2. When the partnering teams do not give enough time for the process by not making their first priority.
3. When the principals do not participate in any workshop which in turn make reluctant to the team who is under the organization.

In general, projects will be unsuccessful when the benefits and requirements of stakeholders are disregarded. When the interests of the key stakeholders are overlooked the progress of the project will go downward which may lead to a project failure but when stakeholders believe that their requirements are fulfilled they will support the project which will lead to a project success.

2.7 Empirical Review

(Částek & Cenek 2017) studied the relationship between the stakeholder management and work performance in Czech Republic. The study was done by setting a goal to review empirical research of the relationship between stakeholder management and performance of companies / performance of companies can be interpreted as delivering projects successfully in our case/.

After taking necessary steps the actual review of the empirical studies with an examination of the static and dynamic effects of relationship to stakeholders on business performance was conducted. It was found that the outcome was unaccepted. Even though Several authors have empirically confirmed the positive relationship between the application of the stakeholder approach and company performance, the studies conducted that on the companies based in the Czech Republic do not bring any conclusive result. Most of the studies assumed the existence of a positive relationship between the stakeholder approach and performance of Czech companies without any verification and the level of the relationship towards these groups was not measured adequately.

The study done by (Faris H. et al., 2022) revealed that Collaborative construction practices are not still well developed in developing countries. The author stated that even though there are several factors that affect collaboration still there is no clear idea given on which one of them are the most critical ones. Thus, future researches should be continuously done in order to give focus on those special factors that helps in developing a successful collaboration. The authors also added that the ability to collaborate is the basic attribute of all relationships and is based on a mutual understanding of the importance of interaction and information sharing. Another research that was done by Kujala et al. (2019) studied that salience model is one of the broadly used methods in managing of stakeholder. It is used to measure and assess stakeholder influence, to examine stakeholder prioritising, to identify stakeholder management strategies in supply chain, stakeholder culture and to analyse the dynamics of stakeholder relationships. However, the salience model did not well understand the collaborative nature of stakeholder relationships. The researchers have analysed the model for its restricted understanding of stakeholder relationship and assumed stakeholder relations to be a give and take process instead of collaborating way. It emphasises on responding to short term problems instead of seeking to long term stakeholder collaboration. Thus, the researchers came to conclusion that SVC model encourages ideas to establish a relationship between stakeholders which is sharing of common goals, the capacity for cooperation, and trust by bringing the attention to the procedures to be used to jointly create value with stakeholders.

According to Forsman P.Akeyo (2017) stakeholders have power and influence and since they have these traits potential stakeholders need to be well managed and engaged their power & influence and their potential should be better understood. Stakeholders can be a key risk-management issue for project managers in construction organization and it is important to include them in the project plan. Several researchers have tried to see the importance of

stakeholder management in construction when a large number of stakeholders are involved. However, despite of much study in this area, construction projects have little record of how Stakeholder are managed in their organisations. Only a few project organisations involve stakeholders in their plan before they begin their project.

2.8 Conceptual framework

This project is a study of two different variables which are believed to have a relationship among themselves. The dependent variable is successful project delivery and the independent variable is stakeholder management approach/partnering or collaboration/ which can be explained in terms of its characteristics such as trust, communication, commitment and mutual goal. The review of the literature mentioned above can be served as the foundation for the conceptual framework for this investigation.

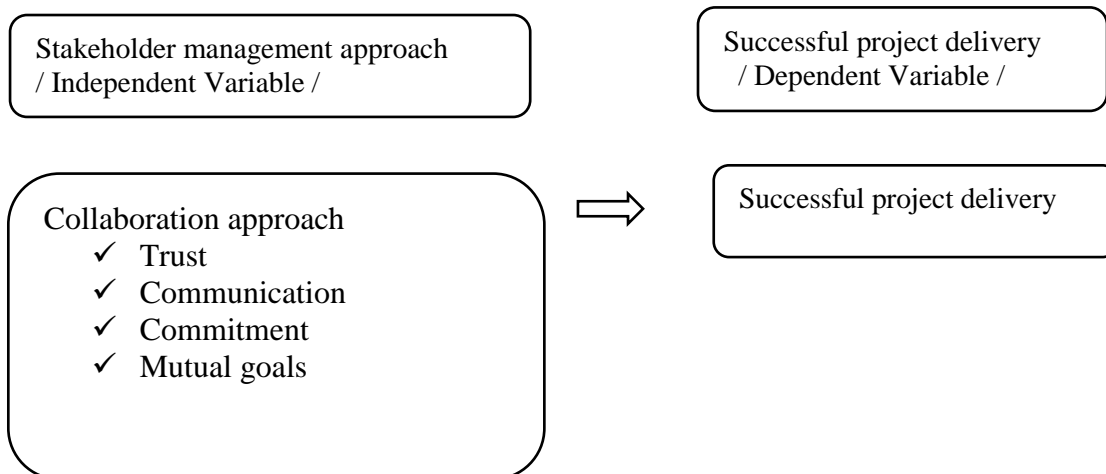


Figure 2-2 Conceptual framework

Chapter Three

Research Methodology

3.1 Introduction

This chapter describes in detail the research design, the target population, sampling methods, data collection sources and tools, data analysis methods, general survey methods and surveys for the questions. The target population for the research is selected from a government organization which is located in Addis Ababa. Explanatory and descriptive tools are used for the statistical analysis. In addition, SPSS is used for detail analysis.

3.2 Research Design

A research is a systematic study which is based on idea of the procedures to be followed on a specific knowledge area or related issue knowledge on a particular topic related or subject, (according to Creswell (2003) as cited by Pawar N., 2020).

A research design is a method of following and setting of processes which starts from gathering of the data needed, examining and arranging the data and reporting the result to the responsible party or to the research sector. According to Robson (2002); as cited by Tesfaye (2018) three different types of research design exists and among these researches, this specific research will be focused on explanatory study. Explanatory study is responsible to answer for the source of the problem along with the impact that is going to bring.

This study used explanatory research along with descriptive tools. The descriptive tools used to analyse the demographic characteristics of the population to be studied and responses that are associated with the frequency, mean and standard deviation of the questions to be raised while explanatory research answers independent and dependent variables cause and effect. This type of research design is used because the main purpose of this researcher is to assess & understand stakeholder management approaches that are being implemented for successful project delivery of the designated organizations.

3.3 Research Approach

The goal of the study is to determine how stakeholder management affects the successful project delivery under the ECDSWCo Construction. So, the approach used in this study is the causality of the relationship between the dependent and independent variables which will be examined using an explanatory research design with a quantitative descriptive data,

The study will be conducted with explanatory methodology. The main concern in this type of research approach is that how one variable affects, or is responsible for changes in another

variable. And the main analysis that is going to be concluded from this is that the cause of some exterior factor brings a change in the dependent variable. (Goundar, 2021).

Quantitative research involves gathering of data to measure and quantify variables by using statistical and mathematical techniques approve or disapprove the alternative knowledge. Furthermore, quantitative research starts with a statement of a problem, generating of hypothesis or research question, reviewing related literature, and a quantitative analysis of data (Destiny, 2017). In other words, quantitative methods can be explained as the collection and analysis of numerical data that represents the properties of the phenomenon being measured.

The research focuses on the relation between the dependent/successful project delivery/ & independent variable /collaboration approach/ and assess the current practice of stakeholder management in the organization for a successful project delivery. Hence, the researcher adopted a cross-sectional survey strategy. Cross sectional research is a type of research where different groups or individuals are being tested for a specific research at a given time and once without repeating of the tests over and over again for a long period of time.

3.4 Description of study variables

In this project there are two variables which are independent and dependent. The dependent variable is successful project delivery and the independent variable is stakeholder management approach which is /collaboration/. The stakeholder management depends on how the stakeholders are managed which starts from identification to collaboration/partnering processes whereas the dependent variable is successful project delivery which incorporates cost, time and quality.

Active participation and openness between the organisation and stakeholders are important

3.5 Description of study area and target population

The populations used in this research is ECDSWCo – Construction. The company is a recent addition to the ECDSWCo Corporation. It is a Grade One construction company that works on high-end and complex construction projects, mostly in the real estate, infrastructure, water/energy, and high-rise commercial and residential building sectors. Its mission is to be the top grade one contractor in its geographical area by offering construction solutions that meet or exceed clients' expectations for quality, safety, and functionality. Currently the organization is implementing a new way of stakeholder management approach which is a form of collaboration /partnering that aids in the company's effective project delivery.

The population of this research work consists of employees that are believed to be directly related with the study such as the executive and management levels, department heads, project

managers, senior site engineers, senior office engineers and general foreman's that are to be considered to have a strong knowledge on the study. The study is limited to only the contractor size due to time limitation.

aspects of collaboration.

3.6 Sampling technique and sample size

The population/sample/ of this research is taken only from contractor side. For this study census survey is used because the survey in which the research to be conducted is small & it helps in gathering of information from all employees that are believed to have a direct or indirect communication with the stakeholders and that are found in different levels/hierarchy/ of the organization. The total number of sample size for this study were around 60 in number which includes the organization's top management teams starting from CEO, different sectors of directors, department heads, project managers, senior site engineers, senior office engineers and general foremen who are believed to be have a direct relation or communication with the stakeholders who are participating in the project.

3.7 Data collection: -Source types, instruments

The research has used explanatory research design with descriptive tools. It was done both by primary and secondary data collection to achieve the targeted research aims. Primary data are sourced through exploratory and descriptive designs. Secondary data are historical data which were previously collected and assembled for some research problem or opportunity situation other than the current situation. Such data can be sourced internally and/or externally depending on the objective of the research (Udu et al., 2018).

Thus, for this research, primary data was collected through questioners to employees of the organization. The questions included were focused on both dependent and independent variables /collaboration /that are expressed in terms of trust, communication, commitment, mutual goal and successful project delivery. The main questions for this research were focused mainly on questions like whether these each factor has a direct impact or influence on the successful project delivery. In addition, it assesses how these factors in the organization has helped in achieving successful project delivery in the organization. The variables were measured using correlation and regression where each variable is evaluated by likert scale where each scale helps in giving evidence on how much it puts an impact on the dependent variable which stretches from strongly agree to strongly disagree.

3.8 Data analysis Method

Statistical methods were used to analyse the acquired data. In order to characterize the phenomena of the variables, a five-point Likert scale with the values 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = highly agree, was used to measure the variables of the study. The link between the variables was determined using correlation and regression. Correlation was used to determine whether there exist association or correlation between the two variables and to what degree. Regression was used to determine the statistical measure of bivariate population for the cause and effect relationship between the two variables and to what degree and in which direction would the cause directs. (Kothari,2004)

With the aid of the statistical program SPSS statistics package, the quantitative component of the data was examined. Different methods of descriptive statistics analysis, including frequencies, means, percentages, and standard deviation, were employed depending on the nature of the questions raise. In addition to this, the qualitative aspect was studied and interpreted using narratives that are logical and deductive as well as transcribed.

3.9 Model Description

The factors chosen to be examined were stakeholder management approach - collaboration/partnering which is the independent variable & successful project delivery which is the dependent variable. Partnering/collaboration/ independent variable / facilitates the parties' ability to define common goals, improve communication, and create a collaborative attitude , develop trust and commitment among a group of individuals who must work together throughout contract performance for successful project delivery where as Successful project delivery / Dependent variable / can be defined when the project meets its objectives and is completed within the agreed timeline ,budget, quality and scope where all the stakeholders involved are satisfied with the project outcome.

The study employed regression and correlation analysis to find the link between the variable's relationships. Correlation was used to measure how strong a relationship is between two variables. Pearson's Correlation Coefficient is the most common analysis for a correlation. The sign of the correlation coefficient indicates the direction of the association. The magnitude of the correlation coefficient indicates the strength of the association. Linear correlation coefficient lies between -1 and +1. A -1 means there is a strong negative correlation and +1 means that there is a strong positive correlation. A 0 means that there is no correlation (this is also called zero correlation).

Regression is the determination of a statistical relationship between two or more variables. In simple regression, we have only two variables, one variable (defined as independent) is the cause of the behaviour of another one (defined as dependent variable). Regression can only interpret what exists physically i.e., there must be a physical way in which independent variable X can affect dependent variable Y (Kothari, 2004).

$$Y = a + bx_1 + bx_2 + bx_3 + bx_4$$

Where

Y - represents the dependent variable which is successful project delivery.

X - represents the four-independent variable of collaboration which are trust, communication, commitment and mutual goal.

3.10 Reliability and validity

The complete research procedure, including the data and study contributions, will be relevant and trusted by researchers in order to uphold the study's quality and guarantee that it is accepted by all stakeholders. As a result, the researcher will combine technologies for data collecting, such as questionnaires, interviews, and examinations of supporting documentation. Triangulation of data collection is morally acceptable from an ethical standpoint because it includes process verification. Triangulation also increases the accuracy of data collecting and analysis. In order to examine the validity of the survey, researchers will use Cronbach's Alpha.

Table 3-1 Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.947	6

3.11 Ethical Consideration

All participants will be made aware of the evaluation's objectives, benefits, and right to refuse any therapy or interview. It shall be made clear to each participant that participation is entirely optional. The confidentiality of the responses is ensured before to data collection, and informed consent is obtained. The names of the people are not covered by confidentiality.

Chapter four

Data Presentation and Analysis

4.1 Introduction

This chapter discusses about the data results and discussions of how stakeholder management approaches /Partnering/ have a great impact on the successful project delivery in ECDSWCo construction and the assessment of ECDSWCo construction company in using the partnering approach.

The analysis is done with the concept of identifying whether collaboration approach has a direct relation with the successful project delivery by analysing the characteristics of the collaboration approach which are trust, communication, culture, mutual goal and commitment /independent variable/ with successful project delivery/dependent variable/. In addition, assessment is done on ECDSWCo construction on how they are practicing the partnering approach.

The survey is done using questioners by choosing a census method since the number of target population is very small. The questioners were distributed to 60 respondents which consists of executive team members, department managers, project managers, senior engineers, quantity surveyors, cost controllers and foreman. The data was analysed using correlation and multiple regression analysis to evaluate the degree of association and relationship between dependent and independent variables. And the data was analysed using SPSS version 20.

4.2 Profile of the respondents

The first section of the questionnaires includes demographic information which includes the respondents' age, educational level, position in the organization and work experience. The purpose of studying the respondent's demography is because the way they perceive, understand and interpret things depends on their level of maturity which can be expressed in terms of their age, educational level, position in the organization and their years of experience. The questioner was distributed to 60 respondents however only 50 of them has responded. The following table summarizes the above information.

Table 3-1 Summary of Respondents Demography

No	Category	No of Respondents	
		No	Percentage
1	Age		
	Below 30	13	26%
	31-40	25	50%
	41-50	12	24%
	Total	50	100%
2	Education		
	Diploma	9	18%
	Degree	31	62%
	Masters	10	20%
	Total	50	100%
3	Years of experience		
	0-5	9	18%
	6'-10	24	48%
	11'-15	14	28%
	Above 15 years	3	6%
	Total	50	70
4	Position in the organization		
	Junior Engineer	13	26%
	Senior Engineer	24	48%
	Management level	10	20%
	Directors and Executives	3	6%
	Total	50	100%

4.2.1 Age

Age is one of the main factors that determines the results of this study. Because it can be understood that how things are perceived will be determined on how mature the respondent is. Thus, as it can be seen from the table 26% of the respondents are below 30 years and age between 31 to 40 years is 50 %. The rest 24% are ages that lies above 40 years. Thus, it can be concluded that more than 74% of the respondents are seniors and at management/executive levels which are believed to have more knowledge and experience on the subject matter.

4.2.2 Educational Level

Educational level is another main factor that can be taken as how questions will be understood and observed. Thus, according to the above table 18% of the respondents are diploma and 62% of the respondents are degree holders. The rest 20% of the respondents are MA/MSC holders. From this it can be concluded that the majority of the respondents are degree and Masters holders which implies that they have a better understanding of the questions to be raised.

4.2.3 Years of experience

The level of work experience has a direct influence on the project performance. Accordingly, 18% of the respondents are juniors which is 0-5 years, 48% of the respondents are senior engineers and foremen with an experience of 6-10 years, 28% of the respondents are 11 to 15 years and the rest 7.5 years are above 15 years. From this it can be concluded that more than 82% of the respondents has an experience of more than 6 years which implies they have a great chance of experiencing things that are related with the questions in their previous projects or work areas.

4.2.4 Position in the organization

The final characteristics which is taken as one of the critical factors that determine the result of this paper is the respondent's position in the organization. It is known that as the level of position in the organization increases the responsibility and decision power of the respondent increases which implies how they understand and observe things can be interpreted as crucial for this study. Accordingly, 26% of the respondents are at junior level, 48% of the respondents are senior engineers. 20% of respondents are at managerial level and the rest 6% of the respondents are at executive and directors' level. In summary more than 74% of the respondents are at senior level and position.

4.3 Normalization

The below scatter dot graph indicated that the factor and dependent model variable of regression model analysis data is normal, because the normality curve graphs looks like a bell shape, and pp plot scattered graph is fit to the straight line. Therefore, the data is normal and significantly accepted.

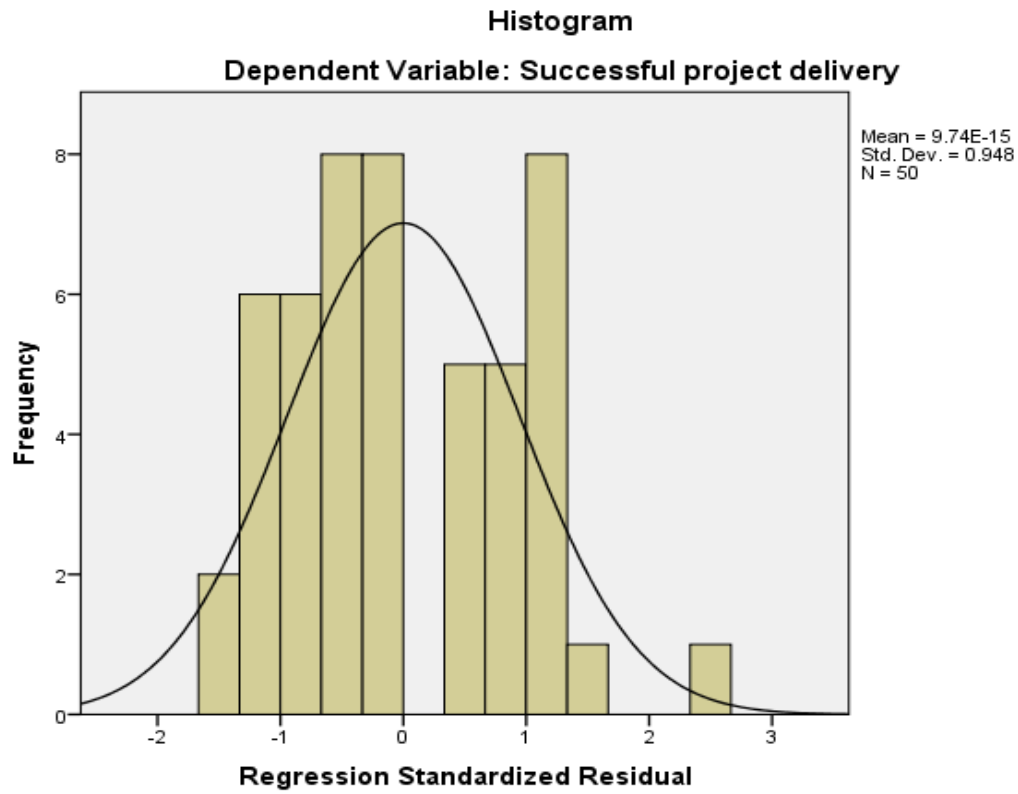


Figure 4-1 Frequency Versus Regression graph

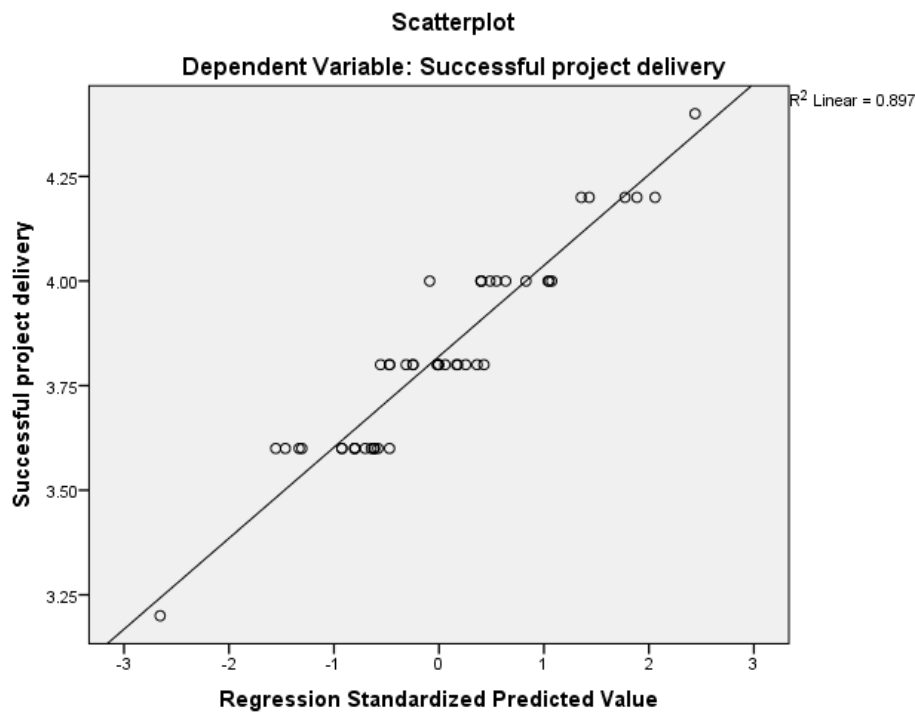


Figure 4-2 Successful project delivery Versus Regression Standardized Predicted value scatter plot

4.4 Multicollinearity test

Multicollinearity test is a statistical technique which is used to examine whether two or more variables in a regression model have a high degree of correlation with each other. It means if the extent to which the variables are linearly related to each other it may lead to unreliable and unstable. (as cited by Groom,2021, Gujarati,2004). A VIF below 10 is often considered as a safe level to work with. The table below shows the VIF of all variables to be below 10 which means there is no multicollinearity within the variables

Table 4-2 Multicollinearity test Analysis

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.137	.226		-.607	.547	
	Trust	.390	.094	.411	4.167	.000	.253
	Communication	.240	.095	.236	2.524	.015	.282
	Commitment	.253	.083	.214	3.049	.004	.497
	Mutual goals	.183	.086	.187	2.127	.039	.320

4.5 Descriptive Results and Analysis

Descriptive statistics is used to describe the respondents of the study paper. The results are presented below.

Table 4-3 Descriptive result analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Trust	50	3.20	4.20	3.7240	.24207
Communication	50	3.20	4.20	3.7040	.22584
Commitment	50	3.20	4.20	3.6880	.19445
Mutual goals	50	3.20	4.20	3.7360	.23366
Successful project delivery	50	3.20	4.40	3.8200	.22946
Valid N (listwise)	50				

4.5.1 Response for mutual goal

As it can be seen from the table the first factor to be identified as critical or have a relation with successful project delivery is mutual goal with a value of 3.73. The research done by (Faris et al.,2019) also supported that having mutual goal has a potential effect on the delivery of the project. The research which was done by (Kujala et al.,2019) explained the role of joint interests as one of the major factors in collaboration system which helps in achieving of mutual goals.

4.5.2 Responses for Trust

The second factor to be believed to have a strong relation with the dependent variable is trust which has a value of 3.72. And this finding is consistent with the research that was done by (Faris et al., 2019) where around eleven factors (trust, communication, commitment, mutual goal, culture, gain pain sharing, top management support, clarity of objectives, resource sharing and early involvement) were analysed and among them trust is taken as the first critical factor for partnering from the other factors. The other research which was also done by (Wu et al.,2008) identified trust as one of the attributes for partnering among communication, mutual goal, innovation, creativity, win-win and equality which in turn helps in delivering the project successfully. (Black et al.,1999) on their research also revealed that trust is mandatory and the main contributor in establishing and developing of trust with in the partners.

4.5.3 Response for Communication

The next factor that was replied by the respondents to be the other critical factor is communication. This finding is similar with the research that was done by (Wu et al.,2008) (Cheng et al., 2000) and (Black et al.,1999). On their research they have found that communication is the other factor that should be taken as critical if partnering has to work which helps in delivering projects successfully.

4.5.4 Response for Commitment

The last factor which is find to be with a result of 3.68 and to be taken as critical factor for partnering is commitment. This result is also consistent with the research done by (Kujala et al., 2019), (Faris et al., 2019) & (Cheng et al., 2000) where all the researchers concluded that commitment should be taken as one of the critical factors for partnering.

4.5.5 Response for successful project delivery

As it can be seen from the table successful project delivery has the largest result with a value of 3.82. This implies that most of the respondents has replied that it is dependent on partnering/collaboration approach. (Dikmen et al.,2008) concluded in their research that in order for the construction to be successful, partnering should be a way of managing

stakeholders. (Kujala et al., 2019, Faris et al., 2019, Cheng et al., 2000, Wu et al., 2008 and Black et al., 1999) also concluded that partnering is the most efficient way to manage projects effectively by avoiding disputes that may rise in the project and by being proactively engaged with stakeholders prior to commencement of the project

4.6 Correlation Results and Analysis

Correlation is used to indicate if there is any association and strength between independent and dependent variable. Correlation helps if there is a relationship between the variables. (Pandas N. 2016). Correlation makes it possible to ascertain the relationship's direction and strength/magnitude. The relationship's direction might be either positive, negative, or zero. The degree to which a relationship is linear between which ranges from -1, 0, and +1, measures the relationship between the two variables; +1 and -1 correlation coefficients indicate a perfect relationship; correlation that ranges from 0.9 to 0.7 have a strong correlation, correlation that lies from 0.6 to 0.4 is said to be moderate correlation that lies from $-/+ 0.3$ to $-/+ 0.1$ correlation indicates a weak relationship; and zero correlation coefficients indicate no correlation (Dancey & Reidy, 2007 as cited by Groom 2021).

(The results of the Pearson's correlation test are shown in below)

4.7. Regression Result and Analysis

Table 4-4 Pearson Correlation Test Result Analysis

		Correlations				
		Trust	Communication	Commitment	Mutual golas	Successful project delivery
Trust	Pearson Correlation	1	.819**	.665**	.793**	.895**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	50	50	50	50	50
Communication	Pearson Correlation	.819**	1	.661**	.763**	.857**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	50	50	50	50	50
Commitment	Pearson Correlation	.665**	.661**	1	.648**	.765**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	50	50	50	50	50
Mutual golas	Pearson Correlation	.793**	.763**	.648**	1	.831**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	50	50	50	50	50
Successful project delivery	Pearson Correlation	.895**	.857**	.765**	.831**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	50	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Regression analysis is used to determine the relationship between dependent and independent variables and the degree to how much they are related or it can be expressed when variable is estimated on the basis of the other variable.(Gaddis L. Monica & Gaddis M, Monica 1990). Thus multiple regression analysis was conducted to determine the statistical dependence of successful project delivery (dependent variable) on the stakeholder management approach/collaboration approach which is an independent variables such as trust, communication, mutual goal, commitment and culture.

From the table it can be seen that all the four independent variables which are trust, communication, commitment and mutual goal lies in the range of +0.7 to +0.9. The positive sign indicates that as the level of trust, communication, commitment and mutual goal increase

successful project delivery increases. As it is stated above, in a correlation that lies between 0.7 to 0.9 it can be concluded as successful project delivery has a strong relationship with all the independent variables which are trust, communication, commitment and mutual goal. This implies that all of them have a strong relationship with successful project delivery.

4.7.1 Analysis of Variance (ANOVA)

The below regression model table indicated that (ANOVA F statistics sig value =0.000), this figure clearly shows that there is a significant relationship between model variable and predictors or explanatory variables.

Table 4-5 ANOVA Test Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.294	4	.574	90.328	.000 ^b
	Residual	.286	45	.006		
	Total	2.580	49			

a. Dependent Variable: Successful project delivery

b. Predictors: (Constant), Mutual golas, Commitment, Communication, Trust

4.7.2 Model Summary

The Model summary value of correlation coefficient R=0.947 it is revealed that there is positive relationship between model variable and factor or explanatory variables and the R² figure is accounts 0.897it means that 89.7% of the model variable is depend on the predictor variables trust, communication, culture commitment and mutual goads.

Table 4-6 Performance Test Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 ^a	.889	.879	.07969

a. Predictors: (Constant), Mutual golas, Commitment, Communication, Trust

Table 4-7 Coefficient of Regression

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.137	.226		-.607	.547		
	Trust	.390	.094	.411	4.167	.000	.253	3.955
	Communication	.240	.095	.236	2.524	.015	.282	3.549
	Commitment	.253	.083	.214	3.049	.004	.497	2.011
	Mutual goals	.183	.086	.187	2.127	.039	.320	3.124

$$Y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4$$

$$= -0.137 + 0.390X_1 + 0.24X_2 + 0.253X_3 + 0.183X_4 \text{ (Maina \& Kimutai, 2018)}$$

The above regression coefficient table shows the significance of the independent variables that are expressed in terms of Sig value and beta values to know how much extent does the dependent variable will be influenced by the independent variable.

The coefficient of beta for trust has a value of 0.390 with a significant value of 0.000. From this it can be concluded that for a significance values (p-value <0.05) and beta value being 0.390 it can be interpreted as trust has a positive and significant effect on successful project delivery. For beta value of 0.390 and keeping other factors constant, a unit increase in trust has an increment of 0.390 in successful project delivery.

This findings of this study is consistent with the findings of (Wamugu J.Wamaita & Ogollah K.2017) & (Kimutai & Maina 2018)

The coefficient of beta for communication has a value of 0.240 with a significant value of 0.015. From this it can be concluded that for a significance values (p-value < 0.05) and beta value being 0.24 it can be interpreted as communication has a positive and significant effect on successful project delivery. For beta value of 0.24 and keeping other factors constant, a unit increase in communication has 0.24 increment in successful project delivery.

The finding of this study is consistent with the findings of (Wamugu J.Wamaita & Ogollah K.2017) & (Kimutai & Maina 2018)

The coefficient of beta for commitment has a value of 0.253 with a significant value of 0.004. From this it can be concluded that for a significance values (p-value < 0.05) and beta value being 0.253 it can be interpreted as commitment has a positive and significant effect on

successful project delivery. For beta value of 0.253 and keeping another factors constant, a unit increase in commitment has 0.253 increment in successful project delivery.

The finding of this study is consistent with the findings of (Wamugu J.Wamaita & Ogollah K.2017) , (Kimutai & Maina 2018) and (Faris H. et al 2022)

The coefficient of beta for mutual goal has a value of 0.183 with a significant value of 0.039. From this it can be concluded that for a significance values (p-value < 0.05) and beta value being 0.183 it can be interpreted as mutual goal has a positive and significant effect on successful project delivery. For beta value of 0.183 and keeping other factors constant, a unit increase in mutual goal has 0.183 increment in successful project delivery.

The finding of this study is consistent with the findings of (Wamugu J.Wamaita & Ogollah K.2017) , (Kimutai & Maina 2018) and (Faris H. et al 2022).

The other research question for this research was to assess what the partnering approach looks like in the organization which is evaluation of the collaboration factors on the partnering approach and the stakeholders as a whole. Below are the findings of the assessment. Trust has developed between the stakeholders and the organization (see table below).

Table 4-8 Assessment Result from Respondents 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.0	6.0	6.0
	Neutral	10	20.0	20.0	26.0
	Agree	32	64.0	64.0	90.0
	Strongly agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

As it can be read from the table the first question that was raised was how much trust has developed between the partners or stakeholder. According to the table more than 74% of the respondents agreed that trust has already developed between the organization and stakeholders and only 20% of the respondents say that they are not sure on weather trust has developed or not and 6% of the respondents has disagreed on the idea of trust being developed within the partners. A well-defined collaboration culture has created a positive environment in the organization (see table below).

Table 4-9 Assessment Result from Respondents 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.0	4.0	4.0
	Neutral	8	16.0	16.0	20.0
	Agree	35	70.0	70.0	90.0
	Strongly agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

The next question that was raised was whether collaboration approach is being adopted or is being practiced as a culture in the organization and has created a positive working environment and the result shows that more than 80% of the respondents said that collaboration culture has created a positive working environment and only 20% of the respondents believed that the company has not yet reached the culture that is being expected to be implemented in the organization. Stakeholders are trying to adapt the new stakeholder management approach that is being applied by the organization (See table below).

Table 4-10 Assessment result from respondents 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.0	4.0	4.0
	Neutral	12	24.0	24.0	28.0
	Agree	32	64.0	64.0	92.0
	Strongly agree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

The third question that was raised was whether the stakeholders that are currently working with the organization are adapting the partnering approach or not and the result found was that more than 72% of the respondents agreed that more than 88% of the respondents believed that the current stakeholders that are working with the organization are trying to adopt the system and only 24% of the respondents replied that the stakeholders are not that much being adopted to the system. Collaborative approach has helped the stakeholders to have a good communication among themselves (See table below).

Table 4-11 Assessment Result from respondents 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.0	6.0	6.0
	Neutral	12	24.0	24.0	30.0
	Agree	31	62.0	62.0	92.0
	Strongly agree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

The last question raised was if the collaborative approach has created a platform where all the stakeholders have a good communication within themselves and 70% of the respondents replied that collaborative system has created a good platform for communication which in turn helps in avoiding of misinformation or misunderstanding and disputes that may rise. The rest 6% of the respondents think that communication is not that much being implemented in the organization and needs to be improved.

Chapter Five

Summary. Conclusion and Recommendation

5.1 Summary of findings

The major findings of this research are that successful project delivery is highly dependent on the partnering/collaboration approach. This was proven by checking all the mathematical parameters that helps in finding out the relations that exists between the dependent and independent variables.

The tests were done using descriptive analysis, correlation and regression. The results found were all to be positive and all the independent variables which are trust, communication, commitment and mutual goal has a strong relation with the dependent variable which is successful project delivery. If we start from one of the critical factors of collaboration which is independent variable it was found that it has a great relation with partnering where if there is no trust developed within the stakeholders then there is no point of establishing the partnering system. The second variable was communication between the stakeholders and was found that without direct and transparent communication there will be no partnering or if it was created it will not be successful as it may create unnecessary conflicts that may be caused between the stakeholders. The third factor that was found to be positive in the relation was commitment and as it is already known in order for the project to be successful all the stakeholders or the partners should all be committed to the projects objective and if one of them fails to be reluctant or unwilling to the partnering system, then all the other members will lose courage and motivation which will lead to unsuccessful project delivery. The last one tested was mutual goal and this was also found to be positive. The stakeholders or the partners should know that in order to achieve their specific objective they should work first for their common or mutual goal which makes it easier to achieve their individual goals.

The other assessment done on this research was evaluation of the partnering approach that was being implemented in the organization and it was found out that most of the employees agreed that the organization is doing great in implementing the partnering approach which helps in developing of trust, direct communication and creating a positive working environment that is good in preventing or avoiding of conflicts that may rise within the stakeholders. But it should be noted the total average result found from the employees regarding this assessment was around 80% which indicates that there is still a room for improvement and the organization should work hard in implanting this system to the fullest that to get the best result and share its experience with other government offices on the implementing of the system.

5.2 Conclusion

The aim of this study is to determine the influence of stakeholder management /Collaborative approach/ on successful project delivery. The paper has assessed basic concepts theoretically on how the stakeholder management approach /partnering/ has a great impact on the delivery of the project. According to the literature it was stated that the independent variables that are under collaboration/partnering approach / trust, communication, culture, commitment and mutual goal / has a direct impact on the success of a project. In addition, previous researchers were referred which are related to this topic. Research questions were prepared to check their direct relationship and the extent to which they have impacted the project.

The main survey was done on ECDSWCo construction on their practice of stakeholder management. The questioner consists of a likert scale survey and was distributed to the organizations members that are believed to be directly related with study. Since the survey used a census sample a total sample size 50 are participated in the survey.

According to the response found, managing of stakeholders using collaborative/partnering approach has a positive impact on delivering of a project successfully. Correlation analysis was done using SPSS version 20 to check whether the dependent variables are related to independent variables and it was found to be positive. The other basic test that was done was a regression test to conduct the extent to how much percent the dependent variable /successful project delivery/ is related to independent variable /trust, communication, culture, commitment and mutual goals. It was found out to be positive and significant.

5.3 Recommendation

From the study it can be concluded that even though there is a small difference between the variables, literatures show that all of them has to be given a full focus to get the best of the partnering/collaboration system which helps in achieving of a successful project delivery and Thus it is recommended that in order to have a full image of how partnering has a positive influence on the successful project delivery, additional researchers should be conducted that includes all the stakeholders like:-clients, consultants, suppliers, subcontractors, end users ,regulators ,governors and other inputs in order to see the effect of partnering approach as a whole.

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Appendixes



Questionnaire

Addis Ababa University College of Business and Economics

School of Commerce

Master of Project Management Program

Dear Respondents

My name is Elda Haddis. I am a graduate student at Addis Ababa university school of commerce. I am currently conducting a research on the title — Stakeholder Management approach for a successful Project delivery collaborative/partnering approach: - A case study of Ethiopian construction and works corporation - construction as a partial fulfilment of the requirements for the master 's degree.

This survey is designed to gather information on how stakeholder management approach / collaboration/partnering affects successful project delivery in ECDSWCo. – Construction. The information that will be gathered via the questionnaire will be extremely helpful in achieving the goals of this study. Thus, I kindly ask you to Fill out the form, then send it back. Your provided information will only be used for academic purposes and will remain confidential.

Thank you in advance for your cooperation.

Appendix I: - Basic Information

1) Age

Below 30 years 31 - 40 years 41-50 Above 50

2) Position in the organization

Junior team member of the organization Senior member of the organization team
Department manage Management or Executive team member

3) Educational level

Diploma Degree Masters PHD

4) Years of work experience

0-5 year

6-10 years

11-15 years

16 years and above

Appendix II- Successful project delivery

Please mark (√) inside the box for each of the statement

Questions	Response questions				
	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Collaboration					
Trust					
Trust has a significant influence on partners' commitment to a project's completion.					
Having mutual trust among partners while working on a project enhances project performance					
Trust encourages stakeholders to communicate openly with one another which helps in delivering the project on time					
Trust avoids conflict that may speed up in the future which helps in delivering of a project on time					
Trust creates a positive working environment which helps in facilitating the project performance					
Communication					
Communication fosters effective collaboration amongst the stakeholders which raises the work performance and early project completion					
Direct communication between partners aids in early problem resolution and project delivery on time.					
Honest communication between stakeholders helps is essential in maintaining trust needed by the stakeholders.					
Communicating and sharing information as early as possible helps in delivering the project on time					
Communication helps in clarifying any confusion that may arise during work execution that hinder the project progress					
Culture					
Creating a culture for risk sharing among stakeholders is one of the pushing factor for Successful project delivery					
Organizations can be benefited in delivering of a project on time from the practice and culture of collaboration					
Having a well organised culture of stakeholder management has a great impact in delivering a project on time					

Questions	Response questions				
	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Collaboration					
Culture helps to have the same beliefs and norms across all the stakeholders which helps in delivering of a project on time					
Cultural supports help in making a strong decisions within the stakeholders which makes it easy and time saving					
Commitment					
Commitment of each stakeholder in a project helps in successful project delivery					
Top management commitment and support for stakeholder management system helps in delivering project successfully					
Commitment in resolving of issues from all stakeholders helps in delivering project successfully					
Commitment to a stakeholders management system beliefs and norms helps in delivering of a project on time					
Commitment to a project goals and values has a great impact in delivering a project on time					
Mutual goals					
Stakeholders having the same understanding on organizations mutual goals helps in facilitating project delivery					
Having a clear understanding of company mutual goals by the stakeholders helps in delivering project success					
Stakeholders should agree on a shared set of common goal to achieve at project completion on time					
Stakeholders should set a separate mutual goal for delivering a project successfully.					
Stakeholders should strive on meeting the organizations mutual goals and objectives to have an a good project performance.					
Successful project delivery					
Having a good commitment from all stakeholder in collaboration approach helps in delivering the project on time					
Trust in collaborative approach helps in delivering the project on time					
Culture can help the stakeholders to work in a collaboration system for a mutual goal and for delivering a project successfully					
A direct honest and transparent communication in a collaboration system helps in delivering a project on time					
Giving a clear direction and mutual goals among Stakeholders working as a team can increase the speed in successful project delivery.					
Assessment					

Questions	Response questions				
	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Collaboration					
Trust has developed between the stakeholders and the organization					
A well-defined collaboration culture has created a positive environment in the organization					
Stakeholders are trying to adapt the new stakeholder management that is being applied by the organization					
Collaborative approach has helped the stakeholders to have a good communication among themselves					