ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

ASSESSING THE ROLE OF STAKEHOLDER MANAGEMENT ON PROJECT SUCCESS IN CASE OF ADDIS ABABA CITY ROAD AUTHORITY

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LETTER OF CERTIFICATION

This is to certify that the thesis entitled "Assessing the Role of Stakeholder management on project success in case of Addis Ababa city road Authority" submitted in partial fulfillment of the requirements for the degree of Masters of Arts in Project Management, has been carried out by Sosena Ashenafi, under my supervision. Therefore, I recommend that the student has fulfilled the requirements and hence hereby can submit the Project Work to the department.

Advisor: Mengistu Bogale (PhD) _____

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ADDIS ABABA UNIVERSITY
GRADUATE STUDIES PROGRAM
MASTER OF ARTS IN PROJECT MANAGEMENT

Assessing the Role of Stakeholder management on project success in case of Addis Ababa city road Authority.

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DECLARATION

I declare that this Project work entitled "Assessing the Role of Stakeholder management on project success in case of Addis Ababa city road Authority" is submitted to the Partial Fulfillment of Master of Art Degree in Project management (MA), is my own original work and that it has not been submitted anywhere for any approval. Any materials borrowed from other sources, whether published or unpublished have been properly cited and acknowledged in accordance with appropriate academic conventions.

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Acronyms

AACRA: Addis Ababa City Road Authority

CM: Conflict Management

CR: Conflict resolution

CRM: Conflict resolution management

PMBOK: Project Management Body of Knowledge

PMI: Project Management Institute

PS: Project Success

SPSS Statistical: Package for the Social Sciences

Std. Deviation: Standard deviation

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ABSTRACT

Stakeholder management is the process of maintaining good relationship with stakeholders, these needs establishing effective communication and conflict resolution management between stakeholders. This is particularly relevant to the success of a construction project. A large number of road projects are currently been undertaken and many have been implemented in Addis Ababa in recent times. So Addis Ababa City Roads authority (AACRA) has responsible for the city roads construction. So these Construction projects are done by a collaboration of different stakeholders and these needs to develop effective communication and conflict resolution management on project success. The objectives of this research were to assess practical implementation of the Stakeholders management practice look like within the AACRA. Moreover, would also able to determine the relationship between Projects stakeholder management and project success and to describing the effective conflict resolution mechanism used to maximize project success. Also the research was to assess stakeholder communication barriers on AACRA project. The research used descriptive and also explanatory research design. A mixed method of qualitative and quantitative approaches used. The study also used both primary and secondary data sources. Structured questioner were distributed to fifty-one stakeholders. The findings of the study show that there is lack of practice of Stakeholders communication management and conflict resolution management in AACRA projects. The result shows that the practice of stakeholder management has statistically positive and significant influence on project success. To provide project success, it is recommended that AACRA should work on improving the stakeholder communication and conflict resolution management practice between stakeholders.

Key Words: Stakeholder management, Stakeholders communication management, conflict resolution management, project success

CHAPTER ONE

Introduction

1.1 Background of the Study

Addis Ababa found at the horn of Africa, which is the capital city of Ethiopia and the sit of African Union. Numerous projects have turned around Ethiopian economic rise, particularly in the city of Addis Ababa. Currently the country forms the heart of African economic evolution due to high demands in the construction sectors. Well-Developed road transport sector in developing countries like Ethiopia is assumed to fuel up the growth process through a variety of activities of the development endeavors of a nation (Yosef, Emer and Mamuye, 2017).

The construction sector particularly road construction is an economic investment, and its relationship with economic growth and development of developing country (Olanrewaju, Seong and Lee, 2017). Project stakeholders are individuals, groups, or organizations who may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a project (PMI, 2013).

Stakeholder management is the process of maintaining good relationship with stakeholders, these needs establishing effective communication and conflict resolution management between stakeholders. This is particularly relevant to the success of a construction project (Freeman et al., (2011). If a project is completed on time, within the agreed budget and the desired quality, referred us the project success (Toor & Ogunlana, 2009).

The construction industry is a complex enterprise with several stakeholders whose relations requires information to be analyzed and transmitted. Because of this, communication play an important role and a strategic consideration. For instance, most construction conflicts are due to gap or inadequate communication among the project stakeholders. Poor communication of stakeholders will leads to delays and poor quality of project. Likewise, productivity of construction project on the site depends on effective communication among the stakeholders (Olanrewaju, Seong and Lee, 2017).

According to Muszynska (2015) Communication is a leading key to maintaining project parties well-informed of the progress, as well as to keep them on track to achieve project objectives. It was confirmed by many researchers that communication plays a major role for projects, and effective communication is an essential factor of project success (Zulch, 2014).

Construction projects involve several project participants such client, contractors, consultant and project managers and among others. These project participants interact with one another by forming a dynamic system with interrelated relationships that need effort to manage information, resources, and schedules (Harmon, 2003).

Conflict is inevitable in a construction project and one of the main factors which prevent the successful completion of the road construction project. However, if actively manage and Select an appropriate conflict resolution method thus minimizing potential negative impacts (Awakul & Ogunlana, 2002). Conflict in construction industry is common due to the great diversity of stakeholders involved in construction projects and to the enormous variety of situations emerging from the construction process. Stakeholder conflicts can occur at all phases of construction projects especially at execution phase (Wu et al. 2017). Several causes and sources of conflict between stakeholders exist such as cost variance, priorities of each stakeholder, schedule, resource and confusing of terms in the contract documents. Those, conflicts will impact on project success so effective conflict resolution is the big role in construction project success (Kassab et al. 2006).

A lack of strategic direction and objectives related to communication and conflict resolution management can lead to time and cost overruns, and reduction in profit. If project stakeholders can process and exchange information in an effective manner, the volume of unnecessary expenditure can be reduced (Guangdong et al. 2017).

The purpose of this study was to assess the role of stakeholder's management on project success in case of Addis Ababa road authority (AACRA) on selected project site. This organization was chosen because it is a major road construction project undertaken with many stakeholders.

1.2 Statement of the Problem

According to PMI (2013), Stakeholders can affect the project positively or negatively and because of that there is a mechanism that will allow the project manager or owner to control and manage their activities which is called project stakeholder management. Stakeholder management, one of the areas of project management, is considered to be of crucial importance to the success of the project.

Road Construction industry plays a strong role in developing country like Ethiopia. This is mainly because developing countries are considerably dependent on the growth and development of their physical infrastructures, for that reason the linkage of the construction industry is both economic and social sectors is very significant (Yosef, Emer, and Mamuye 2017).

There are very huge increase the number of road construction project in Ethiopia with in government and non-government organization. A large number of road projects are currently been undertaken and many have been implemented in Addis Ababa in recent times. So Addis Ababa City Roads authority (AACRA) has responsible for the city roads construction and maintenance was organized under the municipality. So these Construction projects are done by a collaboration of different stakeholders and these needs to develop effective communication and conflict resolution management on project success. Espinosa, Nan and Carmel (2008), as widely describe the effective stakeholder management on maintaining project success are undeniable because one of the reason of road project fail due to inadequate of effective communication and conflict resolution between stakeholders.

According to AACRA report shows there are still a number of road projects which failed to meet the objective, there was still delay on projects, cost overrun and quality defects. Culo and Skendrovic (2010), describes that the common causes of construction project failures include changes in the scope of projects, delay on projects and poorly defined project goals and objectives, all these issues arise mainly due to bad or ineffective communication strategies or conflict resolution management. Likewise, Espinosa, Nan and Carmel (2008), as widely described in literature, it is evident that effective project

stakeholder management in terms of communication and conflict resolution management between stakeholders has a direct impact on the success of a project. So, AACRA facing these challenges are categorized as organizations with ineffective stakeholder management. Therefore, in order to provide project success, improving the role of stakeholder management in the company. These needs establishing effective communication and conflict resolution management between stakeholders. This is particularly relevant to the success of a road construction project.

Prior studies on stakeholder management in construction industry indicates that effective stakeholder management on maintaining project success are undeniable. But there is no previous study conducted on assessing stakeholder management, in terms of communication and conflict resolution management on project success in Addis Ababa city road authority. Additional depending on the above AACRA report, there is a knowledge gap in this study area. In response to this problem, this study assess the practice of stakeholder communication and conflict resolution management in AACRA. Moreover, would also able to find out the relationship between Projects stakeholder management and project success and to describing the effective conflict resolution mechanism used to maximize project success. Also the research was to assess stakeholder communication barriers on AACRA project. Therefore, this will show directions on how to maximize stakeholder management practice and to fill the knowledge gap in the study area in the company.

1.3 Basic Research Questions

- How the Stakeholders management practice look like within the company?
- How is the relationship between stakeholder management and project success?
- What are the main barriers to communication that affect stakeholder management in the project?
- Which effective conflict resolution mechanism used to maximize project success?

1.4 Objective of the Study

1.4.1 General objective

- The general objective of this study is to assess the role of Stakeholders management on maintaining project success in case of AACRA.

1.4.2 Specific Objective

1. To assess how the Stakeholders management practice look like within the company.
2. To assess the relationship between stakeholder management and project success.
3. To assess the main barriers to communication that affect stakeholder management in the project?
4. To describe the effective conflict resolution mechanism used to maximize project success.

1.5 Definition of Basic Terms

Project management: The application and integration of modern management and project management knowledge, skills, tools and techniques to meet project goals (Fewings, 2005; Carmichael, 2004).

- **Project:** A project is a temporary endeavor undertaken to create a unique product, service or result (PMI, 2004).
- **Stakeholder:** are a person, group or organization that has interest or concern in an organization. Stakeholders can affect or be affected by the organization's actions, objectives and policies. Not all stakeholders are equal (Riahi, 2017).
- **Project success:** If a project is completed on time, within the agreed budget and the desired quality, referred to us the Triple Constraint of project management. (Toor & Ogunlana, 2009).
- **Stakeholder management:** Stakeholders can affect the project positively or negatively and because of that there is a mechanism that will allow the project

manager or owner to control and manage their activities which is called project stakeholder management. (Prajogo and Mcdermott, 2005).

- **Project communication**- Project communication refers to information exchanges intended to create understanding among project stakeholders (Ruuska, 1996)
- **Conflict:** Ahmed (2007) states that conflict is "perceived difference between two or more parties resulting in mutual opposition".
- **Conflict resolution**: is a process of resolving their disagreement between stakeholders with in organization by formal or informal process (Kathleen 2003).

1.6 Significance of the Study

The aim of this thesis is to provide valuable information how stakeholder's management practice implemented within the company and how to develop effective stakeholder's management practice in terms of communication and conflict resolution management. Moreover, would also able to find out the relationship between Projects stakeholder management and project success and describing the effective conflict resolution mechanism used to maximize project success. Finally, it can also serve as a spring ball for other researchers and students who want to study further in the area of stakeholder management in the projects.

1.7 Scope of the Study

The scope of the research is delimited to road projects that are currently undergoing by AACRA. Addis Ababa city road Authority which handles the projects done on all subcitys in Addis Ababa. For this research due to time limitation the scope is on the three road projects in Bole subcity; Ayate meri, Bole Ayate 1,2,3,4 and Bole Ayate -4 project sites. The scope of the study is delimited on one of the Project management Knowledge area out of the ten project knowledge areas which is project Stakeholder management.

1.8 Limitation of the Study

A limitation of a research study identifies potential gaps or problems in the research. Some respondents from the organizations were not easily accessible to reach out. These reasons will give other researchers to explore these vast area stakeholders management and fill the gap of this study.

1.9 Research Hypotheses

The following are research hypotheses of the study.

H1: There is significant relationship between project stakeholder communication Management Practice and Project success.

H2: There is significant relationship between project stakeholder conflict resolutions Management Practice and Project success.

H3: There is significant relationship between project conflict resolution method and Project success.

H4: There is significant relationship between communication barriers and project success.

1.10 Organization of the Study

The paper consists of five chapters. The first is introductory chapter. The second chapter contains Review of related literature. Chapter three is concerned with research methodology. The fourth chapter consists of Results and discussion. The fifth chapter which is the closing chapter focuses on conclusions and recommendation.

CHAPTER TWO
Literature Review

2.1 Theoretical Review

2.1.1 Stakeholders in Construction Projects

According to PMI (2013), "Project stakeholders are individuals, groups, or organizations who may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a project. They are comprised of persons and organizations such as customers, sponsors, the performing organization, and the public who are actively involved in the project, or whose interests may be positively or negatively affected by the execution or completion of the project. They may also exert influence over the project and its deliverables. Stakeholders may be at different levels within the organization and may possess different authority levels, or may be external to the performing organization for the project".

A project is a temporary endeavor undertaken to create a unique product or service, a unique process that consists of a set of coordinated activities with start dates and end, with the purpose of achieving an objective in accordance with specific constrain and every project has its stakeholders (Jadwiga and Jaroslaw, 2018). Construction stakeholders can be categorized as internal and external stakeholders. Internal stakeholders include client, consultant, contractor, engineers and design teams and those who are considered as directly connected to the project. While external stakeholders include investors, consumers, suppliers, sub-contractors, third party, governmental authorities, pressure group and communities. Those have indirect connection to the project (Riahi, 2017).

In other hand Madsen and Ireland (2002) states internal stakeholders refer to those who are members of the project coalition, provide finance or have a legal or contractual relationship with the project. External stakeholders are those who influence or are influenced by the project, but are not normally engaged in transactions with the project and may not be essential to the survival of the project.

Likewise, Ezekiel and Paul (2010) Parties such as owners, consultants, suppliers, customers, users, contractors and financial institutes are usually internal stakeholders, while the public community, local residents, local or national authorities, interest group may vary according to the project. Whether a stakeholder is classified in the internal or external group depends on his or her or its specific situation in each project. Jadwiga and Jaroslaw (2018) in construction investment project stakeholders, a special role is played by construction process participants, and each performs specific tasks.

2.1.2 Stakeholder Communication

According to PMI (2010) Stakeholder communication, that is the key to success or failure of a project, is a full-fledged knowledge area essential for Project Management. Lutchman, (2011), suggested that in all cases of stakeholder communication depends on honesty, timeliness, transparency, and communicating from the heart with demonstrated empathy and care for the stakeholder group may reduce the level of adverse consequences. Such communication behaviors between stakeholders help in developing trust. It is widely accepted that the stakeholder agreement and satisfaction in construction project is achieved through communication.

The development of effective routines communication between stakeholder in construction project needs for project success in other hand insufficient communication and lack of stakeholder integration are among the most common drivers for unattended change causes and un-controlled change impacts in a project (Zhao et al.2010). The stakeholders in construction may have different national and organizational cultures which affect the project communications (Prajogo and McDermott, 2005). An effective communication in construction generates stakeholder coordination to integrate their expectations within high quality work deliveries and managing project changes and conflicts at optimum cost and schedule (Villagarcia and Cardoso, 1999).

2.1.3 Project Success

PMI (2013) states that since projects are temporary in nature, the success of the project should be measured in terms of completing the project within the constraints of scope, time, cost, quality, resources, and risk as approved between the project managers and senior management. For successful construction industry, project success is essential and necessary. Project success can also be defined as "When a project achieves more results than the excepted or normally obtained in terms of quality standards, cost, time, and safety measures" (Ramlee et al. 2016). A construction project is considered successful when the project is completed on schedule time, within planned budget and satisfying quality standards (Chan, Scott and Lam 2002).

If a project is completed on time, within the agreed budget and the desired quality, referred to us the Triple Constraint of project management. Managing the triple constraint means making trade-offs between project scope, time and cost goals for a project: then the project is deemed successful (Toor & Ogunlana, 2009). Achieving project success is becoming more important in the highly competitive construction industry. Large and complex construction projects are becoming more difficult to complete successfully in developing countries like Ethiopia (Swan & Khalfan, 2007). Project success is the foundation for managing and controlling current projects, and for planning and orienting future projects (Chovichien and Nguyen, 2013). Effective Communication and conflict resolution plays an important role in for the success of construction projects. In any successful project where project management appeared to be done, the capabilities of communication and conflict resolution are the main factor for the project success (Müller & Turner, 2010).

2.1.4 Project Communications Management

Project management is "the applications of skills, knowledge, tools, and techniques to project activities to meet project requirements" (Schleier, 2010). Besides this project communication management refers to the set of activities concerned with the generation, collection, presentation, distribution, and secure storage of information within a project and its environment. Communication plays an important role in for the success of any projects. In any successful project where project management appeared to be done, the capabilities

of communication are the main factor for the project success (Zhao et al.2010). Project communication management is thus the backbone to effective decision making during the lifespan of a project. Communication in projects is very important for success, mainly for big projects like road construction. Thus project communication management becomes an essential and necessary skill-set for effective coordination of any project and all involved stakeholders. Ineffective project communication management may doom a project into failure (Mephyans-Robinson, 2010). PMI (2013) states that Communication has been identified as one of the single biggest reasons for project success or failure. Effective communication within the project team and between the project manager, team members, and all external and internal stakeholders are essential.

2.1.5 Communication in Construction Industry

According to Olsson & Johansson (2011) Communication is defined as a process involving the exchange of information, news, knowledge, and instructions between two or more people. In addition they states communication is "the nervous system of any organized group and the glue that hold organization together"

Communication in construction industry is effective if the receiver understands the information such as: performance report, requested changes, forecasts, organizational process and updates as intended by the sender at every stage of the construction lifecycle (Olanrewaju, Seong and Lee 2017). A major and challenging area of study within the project-based engineering and construction industry is communication for efficient knowledge sharing across an organization, because the construction industry needs a collaboration of external and internal stakeholder. Construction projects are the most information dependent industries (Olanrewaju, Seong and Lee 2017).

Kamalirad, Kermanshachi, Shane and Anderson (2017) suggested that where effective communication should exist during the construction project's development and execution life cycle. Adequate communication leads to enhance team performance and project success in a construction project. Effective communication in construction project is the major role of project success, in some projects, there is a lack of assimilation between design and construction entities, which influences the quality of final project outcome.

Moreover, the social aspects of construction projects such as communication and interdisciplinary interaction have become critical success factors in the delivery of projects. And in addition Mephyans-Robinson (2010), states that Construction project process involves extensive information exchange among members of multidisciplinary project teams. Communication is a two-way process between the sender(s) and receiver(s) through commonly used different media. The efficiency of the construction process strongly depend on the quality of communication. . Lutchman, C. (2011), when to improve the communication between stakeholders to build cohesiveness in project team and between project manager and contractors. And also more open communication at all levels could lead to innovations and better technical solutions. Need to improve communication between stakeholders with in initiation phase of project, which would be influence the quality at the end of the project because improved communication during project life cycle might lead to better decision making.

Culo and Skendrovic (2010), states that in the construction industry project information is extensively and inclusively exchanged throughout the duration of project planning and executing. It was outlined that communication is highly required whenever a project is implemented by and involves humans. Studies confirmed that project managers spend about 90% of their time communicating with the involved parties to the project.
Dinsmore and Cabanis (2014) indicated that the project's final results are directly affected by the communication and coordination of the project processes that seek to meet client's expectations, cost resources and completion date. Therefore, it is a major need to manage and coordinate the exchange of this information among participants. Additionally, Hoezen and Dewulf (2006), states it is critical to improve communication in the construction project to increase and improve innovation and positive decision making and to avoid misunderstanding that causes conflicts of incorrect messages exchanged that result in project failure. Mahmood et al. (2019) found in their research communication skills play an important role in the timely delivery and maintaining the quality of construction project. Moreover, it has also established that the role communication skills are more significant for the quality of the project.

Mahmood et al. (2019), they concluded that a project manager equipped with good communication skills will be able to deliver the project on time and maintain the quality of the project as expected. The good communication atmosphere reduces the cost and wastage of time to deliver and receive the message among team members at various stages of the project.

2.1.6 The important of Effective Communication in Construction

Effective communication means that the information is provided at the right time, for the right person in the precise format, and with the right impact (Melzner et al. 2015). In other word Effective communication is communication between two or more persons in which the intended message is: properly encoded, delivered through appropriate channel, received and properly decoded and understood by the recipients (Olsson & Johansson 2011). Effective communication is one of the most important factors contributing to the success of a construction project. Communicating effectively with employees can build organizational commitment, achieve superior business outcomes, influence corporate reputation, share knowledge, gain trust, instill a sense of belonging, create awareness and engage employees. There is increasing evidence that employees are considered an important stakeholder, can influence corporate reputation, and act as ambassadors of the brand (Verghese, 2017).

Muller and Turner (2005) state that at the initial stage of a construction project, information concerning project goals, customer requirements, limitations, specifications, priorities and more are essential to creating a platform for improvement of common understanding and trust. Jarvenpaa and Leidner (1999) state that communication can provide more than just data transfer; it also empowers different project teams and stakeholders within the Project to expressive their worries and issues.

Pietroforte (1997) notes that when individuals are open to learning from others, their relationships can be encouraged, strong and truthful and that it used for better decision making. Efficient communication can be seen as a sign of readiness and good faith inside of a Project management team.

To communicate effectively, the project manager should be aware of the communication styles of other parties, cultural nuances/norms, relationships, personalities, and the overall context of the situation. Awareness of these factors leads to mutual understanding and thus to effective communication. Project managers should identify various communication channels, understand what information they need to provide, what information they need to receive, and which interpersonal skills will help them communicate effectively with various project stakeholders (PMI 2013).

To develop effective communication in the road construction project better to apply education and training for stakeholder to develop their communication skill and also to use of technology, especially software systems, to facilitate communication and exchange of information among and between different teams (Hoezen and Dewulf, 2006). Important to note is the fact that many construction project bring together different professionals temporarily. In this regard, the use of appropriate standard technologies enhances quick exchange of information and enables team members with different professional backgrounds to share information. Such technologies can be used to facilitate effective communication in construction project (Culo and Skendrovic 2010). Similarly, the management of organizational processes also demands that robust and effective communication channels are developed which enable their various components to be conjoined appropriately (Zulch 2014).

The importance of effective communication in construction project is briefly summarized by according to Andrew, David and Michael (2006).

 Achieving coordinated results – construction projects function by means of the collective actions of stakeholders, but independent actions lead to outcomes incongruent with the project objectives. Coordinated outcomes, therefore demand effective communications.
 Managing change – most construction projects are subject to continuous change. This, in turn, affects their teams. Acceptance and disposition to embrace change is possible only if the reasons for this change are well communicated.

 Motivating workforces – the degree to which an individual is motivated to work effectively in the construction project is dependent upon the responsibility they have and the scope for achievement afforded by their role. Feelings in this regard will depend upon the quality of communications from senior managers within their projects.
 Understanding the needs of the workforce – within team projects, to be able to respond effectively to the needs of their employees, it is vital that they develop an efficient channel of communication. This two-way channel must allow the feedback from the workforce on organizational policy in a way that encourages an open and honest dialogue between employees at all levels, even at the top-level managers of the team

2.1.7 Challenges of Communicating in Construction Projects

There are significant problems in the construction industry related to communication between stakeholders (Higgin and Jessop, 2001). Oberlender (2000) states that communication problems contain misdirecting and exchanging of uncertain information, for example, design drawings, report, contracts, and work instructions. In the event that communication is enhanced at the early stage of execution, the design principles are recognized and clients are more likely to be satisfied. Hoezen, Dewulf and Reymen, (2006) found in their research that, the main problem of communication in the construction industry lies in the lack of stakeholders' ability to empathize with the other parties involved. This is especially the case between demand side and supply side parties. Since designers and constructors do not experience how their choices affect the use and maintenance of the product, it is difficult to communicate well.

According to Kiseilnicki (2011), the study outcomes two issues hindered effective communication and led to challenges in construction project execution. The first issue was communication barriers caused by external factors, such as delayed supply of necessary technologies, problems with project financing, incomplete documentation, changes in legal and regulatory frameworks, unplanned absence by some of the key project team members, and changes in the goals and objectives of an organization implementing a project. The second issue was communication challenges resulting from internal factors, such as inadequate communication, poor communication channels, lack of knowledge and

experience in undertaking a project, interpersonal conflicts between different project teams or among project participants, and mistakes in project management strategies and processes.

According to Olanrewaju, Seong and Lee (2017), the project is temporary and all the participants have a series of objectives besides the general objective of the project success. The competition that generates different goals leads to discord and tension, which can end up in conflict within the construction project team. This situation leads to obstruction of communication and ultimately to failure of project objectives. Therefore, it is necessary to maintain effective communication and strive to work as a team to ultimately deliver the project in a satisfactory manner.

2.1.8 Communication System

Internal and external communication is very important in construction industry for the success of projects. According of the definition of (Mazzei, 2010) Internal communication is the general communication flow among stakeholders within a certain boundary of an organization. Effective internal communication within construction project leads to effective image of the company. Internal communication is a function of effective interaction among participants within the organization. Internal communication aims to information exchange, targeting messages, delivering communication, targeting messages and educating the workers to share information about their companies (Mazzei, 2010).

Aniisu K. (2017) states that Effective internal communication can reduce uncertainty and rumors, serve as a catalyst of change and the internal audience is the most important for the communicator. It also contributes to enhancing internal relationships and inculcating awareness of environmental change. Andrew, David and Michael, (2006) suggested that Communicating effectively with employees can build organizational commitment, achieve superior business outcomes, influence corporate reputation, share knowledge, gain trust, instill a sense of belonging, create awareness and engage employees. There is increasing evidence that employees are considered an important stakeholder, can influence corporate reputation, and act as ambassadors of the brand. Internal communication is viewed as the management of strategic relationships and interactions, impacting organizational

effectiveness and as a systematic process and distribution of information at all levels and also in the organization 4.5 times more likely to have highly engaged employees. Kermanshachi et al. (2016) found in their research the quality of internal communication within the stakeholders may have a significant impact on project cost and schedule performance; however, quality of communication between project entities can also be another decisive factor in the overall success of construction projects. Research made by (Chong, 2007) internal communication gives attention to internal employees as a most important audience of the company's organizational communication and corporate image of the firm.

According to Dow and Taylor (2008), different methods of internal communication exist: Oral communication takes place in the form of meetings, discussion groups, talks, interviews, announcements and conversations, both face to face and over the telephone. Written communication takes place by means of letters, emails, circulars, memoranda and minutes of meetings. Chong, (2007) other issues in internal communication are Non-verbal communication may convey powerful messages in the business world by means of gestures, appearance or attitudes. Electronic communication makes it possible to send messages all over the world at a very high speed. Messages may be sent and received using computer terminals, electronic mail (email) and fax facilities. Finally Visual communication takes place by means of presentations, DVDs and videos.

External communication is an exchange of information with construction project groups, other institutions outside the formal structure. External communication is related with managing the flow of information or managing communication to satisfy the demands of external stakeholders (Johannessen, 2012). Considerable research made by (Chong, 2007) suggest that, the focus of external communication is like advertising and public relation activities aims to build the corporate image of the company. The external communication of each of these members of the organization conveys a particular image of the organization to the outside world. Communication does not function in isolation but within a process. It is thus important to review internal and external communication levels between members of an organization in order to achieve a mutual goal or goals.

Fischbach & Gloor (2009) states communication system both formal and informal stakeholders communication is very important in a project success. Face-to face interaction of stakeholders will usually occur in meetings of various types of communication means. However, the amount of energy and time consumed by meeting are unknown. On the other hand Fischbach & Gloor (2009), informal discussion in the work place allow individuals to share knowledge and in a supportive work environment. The benefits of informal can be classified in to main section. The classification is: relational benefit (perception, common ground and connectedness) and personal benefit (valuable interest to personal interest).

2.1.9 Relationship of Project Success and Communication

According to Nokulunga, Innocent and Justus (2019), Project Success criteria for positive outcome explicitly depends upon efficient implementation of communication practices because of their much closed interdependency. Project success is based on managing expectations so as to complete the project on time, within approved budget and well-defined quality standards and specifications. These three parameters are referred as "Golden triangle". If the construction industry need to meet those constraint, its necessary practice effective communication between stakeholders (Khanyile, Musonda and Agumba, 2019), because Ineffective communication has been concluded to be the primary cause of one third of project failures (PMI, 2013).

According to Espinosa, Nan and Carmel (2008), the common causes of construction project failures include changes in the scope of projects, poor or inaccurate estimations in project planning phases, and poorly defined project goals and objectives, all these issues arise mainly due to bad or ineffective communication strategies or a lack of communication.

As such, there are many studies concerning business or project communication strategies aimed at achieving organizational or project goals and objectives. Rapid exchange of information among stakeholders in construction facilitates the achievement of project goals and objectives. So rapid exchange of information is primarily achieved through conveyance (Espinosa, Nan and Carmel, 2008).

Further, Nokulunga, Innocent and Justus (2019) they note that more exchange of information on construction project tasks results in more familiarity with ongoing tasks; this results in high rates of successful project completion

In the study by Culo and Skendrovic (2010), it was discovered that efforts have turned towards using effective means of communication since communicating information has been identified to have some direct impact on scope, time, cost, risk or quality of a task. Furthermore, Miller (2016) argued that without effective communication and information exchange, construction projects could not achieve productive project outcome for cost certainty, timely delivery, quality products and services.

2.1.10 Conflict in Construction Industry

Ahmed (2007) states that conflict is "perceived difference between two or more parties resulting in mutual opposition". In other hand PMI (2010) defined "Conflict is the result of a difference of perception, opinion or beliefs among people".

Usually, conflict occurs in construction project when there are different thoughts or misunderstandings among stakeholders, resulting in opposition and disagreements (Tomás et al. 2015). In construction project conflicts are expected, but that good procedures or techniques can help resolve them. Conflicts can vary in relative intensity over the life cycle of a project. The most common cause of conflict in construction industry are: personality clash, schedule, resource, cost and Technical opinions (Griffith-Cooper and King, 2007).

According to PMI (2013) Conflict is inevitable in a project environment. Incongruent requirements, competition for resources, breakdowns in communications, and many other factors could become sources of conflict. Within a project's environment, conflict may yield dysfunctional outcomes. However, if actively managed, conflicts can actually help the team arrive at a better solution. The project manager must be able to identify the causes for conflict and then actively manage the conflict thus minimizing potential negative impacts. The project team is then able to deliver better solutions and increase the probability of project success.

Groton (1997) Found that conflicts between people in construction arise as a result of poor interpersonal skills, inefficient communication, lack of responsiveness and unethical or opportunist behavior. Likewise, Fenn and Gameson (1992) Conflicts of this nature may remain within the individual sphere of people involved or build up to the organizations they work for if not adequately handled. This may easily develop into organizational conflicts, affecting several organizations participating in a construction project**.**

In a construction project, conflicts may occur in one stage and evolve to the next. In fact, a conflict is a dynamic phenomenon with a specific life cycle. Conflicts can easily develop out of a situation where members of a group have a misunderstanding of each other's roles and responsibilities (Groton, 1997).

Stakeholder conflicts can occur at all phases of construction projects especially at execution phase (Wu et al. 2017). Several causes of conflict between stakeholders exist such as misunderstanding of project plans, limited project resources, cost variance and priorities of each stakeholder (Blokhuis et al., 2012). Stakeholders to construction projects are usually tied by mutual contract arrangements, where by rights and duties of the parties are set, as well as the risks each party ought to bear and if these can be insured. Additionally, contracts usually establish the resolution procedures of conflicts possibly arising from their relationships (Fenn and Gameson, 1992).

2.1.11 Cause of Conflicts in Construction Projects

According to Tomás et al. (2015), Conflict are one of the main factors which prevent the successful completion of the project. Conflict will impact the three main pillars of construction projects that are the time, cost and quality. Thus, it is important to be aware of the causes of conflict in order to complete the road construction project with in design time, budget and quality. According to Jaffar, Tharim and Shuib (2011) states the causes of the conflict can be caused by owner, consultants, contractors, contracts and specifications & human resources. Road construction contract administration manuals are responsible to various kinds of conflicts.

The conflict in road construction project may be between the client and contractor, due to difference reason mainly: over payment, performance of the contract, delay and disruption of works, design changes, price increase and quality of works. In constructions industry, the contract documents are vital, despite showing the guideline of works procedures, cost, quantity, materials and design used; it is also one of the main sources of conflicts in construction industry (Jaffar, Tharim and Shuib 2011).

Fenn, Lowe & Speck (1997) identified causes of construction disputes caused by clients includes failure to respond in timely manner, poor communications amongst members of the team, deficient management, supervision and coordination efforts on the part of the project, lowest price mentality in engagement of contractors and designers, the absence of team spirit among the participants, reluctant to check for constructability, clarity and completeness, failure to appoint a project manager and also discrepancies or ambiguities in contract documents.

Kumaraswamy & Yogeswaran (1998) indicated the sources of construction disputes are mainly related to contractual matters, including variation, extension of time, payment, quality of technical specifications, availability of information, administration and management, unrealistic client expectation and determination. Factors that cause conflicts in construction projects based on different previous research can be categorized four major conflict sources which are consultant -related, contractor-related, client related and contract-related, as follows:

Table 2.1 Factors of conflict in construction projects

Categories	Indicators	Authors
Consultant	• Failure of to determine responsibility in accordance with the contract • Estimation error , Delayed in providing information • Design errors and specifications	Hall(2002)
	• Lack of contractor management, coordination and supervision. • Delay of jobs and Lack of understanding of the existing agreement in the contract • Failure of plan and implement change of work. • The failure to understand the price of the work or the offer price correctly	Carmicheal(2002)
Contractual and specification	• Variation • extension of time and payment, • quality of technical specifications • administration and management	Kumaraswamy & Yogeswaran (1998)
	• Employment contracts and the complete lack of construction documents • confusing of terms in the contract administration documents • There are terms that can cause a double meaning in the contract administration documents	Poerdiyatmono (2007)
Client	• Failure to respond in timely manner and Poor communications amongst members of the team. • Inadequate tracing mechanisms for request of information. • Deficient management, supervision and coordination efforts on the part of the project. • Lowest price mentality in engagement of contractors and designers • the absence of team spirit among the participants,	Fenn, Lowe & Speck (1997)
Contractors	• inadequate contractor‘s management, supervision and coordination. • Delay or suspension of works, failure to plan and execute the changes of works. • Lack of understanding and agreement in contract procurement • Reluctance to seek clarification and inadequate critical path method (CPM).	Carmicheal(2002)

Source: adopted from Anita (2016).

2.1.12 Construction Conflict Resolution

One of the goals of any construction industry is to avoid conflict. But since construction project is complex with various stakeholders conflict is an inevitable. When a claim is received it is most important that a full and complete investigation and examination is made at the time. Successful resolution of contract claim requires, as starting point, the establishment of a proper basis of entitlement and supportable method of quantification (Assegid, Yolente and Alemu, 2016). The modern construction industry is confronted with a bewildering array of tools and techniques for resolving disputes outside the courtroom. Selection of an appropriate conflict resolution method is vigorous as every construction project is to make effective agreement (Kathleen 2003). Once the decision has been taken, the stakeholders must choose which approach to employ, since there is no methodology that will be effective in all cases, and indeed more than one may be used. The circumstances, conflict assessment and therefore the obstacles to agreement vary from one case to another (Tomás et al. 2015).

Conflict may involve many parties or only a few; the problem may be more or less urgent; the emotional investment and the power of the stakeholders may vary; the public interest may or may not be at stake and the factors involved may be well understood or more uncertain. Gaining expertise in conflict management includes learning about the specific advantages and disadvantages of the various strategies, and assessing which one is best for addressing a particular conflict situation (Fenn and Gameson, 1992).

Based on different previous research, the conflict Resolution Mechanisms used in the construction industries are: Negotiation, mediation, adjudication, Arbitration and litigation, see all as follow:

According to Fenn and Gameson (1992), Negotiation clause basically includes the agreement that if a cause for a conflict should arise between project stakeholders, these parties will attempt to reach a just and satisfactory resolution between themselves before moving on to other means. Negotiation would be the first port of call when a dispute occurs and should resolve a dispute at this stage. In negotiations, stakeholders approach each other for discussions to find a mutually acceptable outcome to the disagreement.

Likewise, Saad (2017), States that negotiation is a consensual process, it requires willingness by both construction project parties to attempt resolution by this method. If the relationship between the stakeholders has broken down beyond this point then negotiation will not be possible. Distinction has been drawn between simple bilateral negotiation which does not involve third parties in the process, the content or the resolution; and supported negotiation where a third party acts in some opinionated role for each of the parties. Any third party involvement does not extend to acting as facilitator or dispute resolver.

According to Fenn and Gameson (1992), Mediation clause suggests the presence of a neutral third party in the conflict situation to help mediate the process of resolving the dispute. Mediation is not legally binding in any way, but can be an effective way out of a situation which could otherwise deteriorate.

Mediation is always available to the construction project parties in conflict, regardless of the existence of Contract procedures. It has similarity to adjudication in is overall purpose and procedure, but it is usually intended to be a means of obtaining final and conclusive disposal of disagreements, rather than an interim resolution of them. Like adjudication, it can be a speedy and economic way of dealing with conflict (Saad, 2017).

Fenn and Gameson (1992) showed drawback of mediation is that it relies for its existence and effectiveness on the co-operation of the parties in dispute. That is not always guaranteed. Its development as a dispute resolution procedure therefore depends to some extent on a change of attitude in the construction industry away from the games playing and position taking that contributed to the development of adjudication procedures. The existing adjudication provisions do not make any attempts to accommodate or work in parallel with mediation procedures. For the moment mediation must therefore be assumed to be a "competitor" of adjudication in the dispute resolution process.

In the other hand Kalthleen (2003) states the benefit of mediation is offers a number of incentives to the parties who approach settlement discussions in good faith. A trained mediator will strive to translate the concerns of one party into language which the other party can more readily understand. This greater understanding by both sides promotes the maintenance of relationships. Fenn and Gameson (1992), in the construction industry, parties will often have the opportunity to work together in the future. And also mediation

helps parties avoid the negative consequences of disputes. Confrontation, hostile negotiations and lawsuits do not benefit business relationships. By preventing the breakdown of communications, or by repairing communications after a breakdown has occurred, a skilled mediator can create positive communication patterns.

Saad (2017), define that Expert determination is an alternative to mediation is expert determination which is used to resolve disputes of a specialist nature or in cases where there is a valuation dispute requiring a specialist's opinion. Though the determination cannot be legally enforced either, if the parties agree to this type of resolution it may save them from more time-consuming procedure.

Adjudication is a procedure where power is given by the Contract to an independent third party to make interim decisions on conflict between construction stakeholders arising under the contract (Fenn and Gameson 1992). Likewise, Saad (2017) the adjudication method also includes a neutral third party but unlike with the mediation method, the adjudicator will give a decision, whereas the mediator will assist parties in finding the resolution. According to Fenn and Gameson (1992), Adjudication clauses typically also include the possibility of applying to a court to enforce the adjudicator's decision, if the conflict between stakeholders are not resolved by the decision itself. It is a cost-efficient method which helps operations proceed while the dispute is resolved. Its essential characteristics are: It is a contractual conflict procedure; It is intended to operate during the course of a construction project, and not after it and next the Adjudicator can seek information to make a decision rather than simply respond to information or representations provided by the parties involved; It provides a short time scale from reference to announcement of the decision. Decisions of the Adjudicator are usually binding on the parties until subsequent agreement between them, or until overturned by litigation or arbitration;

According to Saad (2017) state about arbitration, if the stakeholders or parties decide to go for arbitration, they will again have a neutral third party enter the situation to help resolve the conflict. In arbitration construction industry the stakeholders agree to the arbitrator who has the relevant experience and knowledge to engage in the matter. The arbitrator considers documents and facts that concern the situation, and can make a decision that favors one

side if the parties fail to achieve consensus. Likewise, to Fenn and Gameson (1992), states that arbitrations can be legally binding, depending on the jurisdiction. The costs of arbitration can be significantly higher than that of other methods, sometimes even as high as legal proceeding litigation. Many arbitrators are aware of their responsibility and so tend to reproduce the court system of operation. Construction project arbitration system where by several arbitrators, embodying a wide range of legal and technical skills, are appointed at project commencement. The arbitrators are required to give final and binding decisions by short-form arbitration, within a short time of the conflict first arising.

According to Fenn and Gameson (1992), one major disadvantage to arbitration is the scale of costs. Arbitration costs are based on the Supreme Court scale of costs. And it's benefits has feature procedural flexibility, allows the stakeholders a choice in the selection of the arbitration, hires arbitration with knowledge of the construction industry or construction Law, uses relaxed rules of evidence and maintains the confidential of the proceedings.

According to Saad (2017), Litigation can be basically described as the system of conflict resolution facilitated by the state judicial system. It is generally a complex and formal process, controlled by a substantial number of rules and procedural requirements that may vary based on the state or county of the judicature Litigation involves a trial and is legally binding and enforceable, though it can also be appealed.

Litigation can be by far the most detailed, complex as well as slow and costly way of resolving a conflict. This is why parties will typically attempt a number of other resolution methods before deciding litigation. Once the conflict is handed over to a third party, such as judge or panel of judges, who may have little knowledge about construction industry or the practices and procedures of the construction industry, control is lost. Litigation cannot satisfy all the need of stakeholder in the construction stakeholders. The conflict may be resolved by this win- lose method, but there is a good chance it will not be resolved to the satisfaction of the stakeholders involved (Fenn and Gameson, 1992).

2.2 Empirical Review

This part of the literature will present related articles and journals to the research topic. Because of the fact that in stakeholder management in terms of effective communication management with in construction project is not given a due attention in our country Ethiopia, so it is difficult specially to find research undertaken on the subject of communications skill with construction industry in Ethiopia.

According to Zayyana and Akintola (2009) indicated that effective communication is a vital part of a successful project management and effective communication allows proper coordination between different stakeholders in a project. They further indicated that Communication is a major challenge leading to poor on-site productivity and decreased project performance.

According to Fahad, Ahmed and Abdulameer (2019) the study used Regression analysis was carried out to assess the relationship of communication skill and project success. Then noted that from their results, Communication skills play an important role in the timely delivery and maintaining the quality of the project. The beta value of communication skill when regressed against the timely delivery of the project is 0.576 with a significance level of 0.00. Both the dependent variables (timely delivery and quality) have a strong positive relationship with communication skill of project stakeholders. The role of communication skill and its importance for the timely delivery of the project as well as maintaining the quality of the project has been confirmed in this study.
In addition Dinsmore and Cabanis (2014) indicated that the project's final results are directly affected by the communication and coordination of the project processes that seek to meet client's expectations, cost resources and completion date. Therefore, it is a major need to manage and coordinate the exchange of this information among stakeholders.

Mahmood et al. (2019) found in their research communication skills play an important role in the timely delivery and maintaining the quality of construction project. Moreover, it has also established that the role communication skills are more significant for the quality of the project. Furthermore, it is concluded that a project manager equipped with good communication skills will be able to deliver the project on time and maintain the quality of

the project as expected. The good communication atmosphere reduces the cost and wastage of time to deliver and receive the message among team members at various stages of the project. Yates (2006) study among 335 participants in US discovered that effective communication is a leading indicator of an organization's financial performance and higher communication effectiveness results in a 19.4% increase in market premium.

According to Haider, Aziz and Rehman (2011), there study infers that stakeholder communication is one of the significant determinants of project success which should not be considered secondary in routine project management practices. The study acknowledges that all the rest of the knowledge areas and prerequisites for project success should also be maintained simultaneously and only then the good quality in stakeholder communication will help. For example, if good quality human resources are not hired to form the project team, good quality in stakeholder communication singly will not be helpful. Similarly, all other knowledge areas are important. Melzner et al. (2015), the study concludes that the significance of stakeholder communication is not secondary and hence it should not be declared secondary or a support function for project management. As per the findings of this study, the stakeholder communication is one of the key factors for defining the scope, time, cost and quality standards for a project effectively. The study thus recommends considering stakeholder communication as one of the primary tools for leading the management of primary functions of the project that are scope, time and cost.

According to Saad, (2017), the study conclude that conflict in Saudi construction projects have obvious impacts on time, cost and quality, which have to be properly managed to avoid costly delay. Finally, the dispute resolution method in Saudi construction projects are considered in the context of litigation and alternative dispute resolution via negotiation, mediation and arbitration. The utility of such dispute resolution methods vary "between" the public sector, which involves the state or its agencies as a party to the contract and tend to seek resolution by negotiation or litigation, and the private sector, which makes use of the wider range of alternative dispute resolution processes.

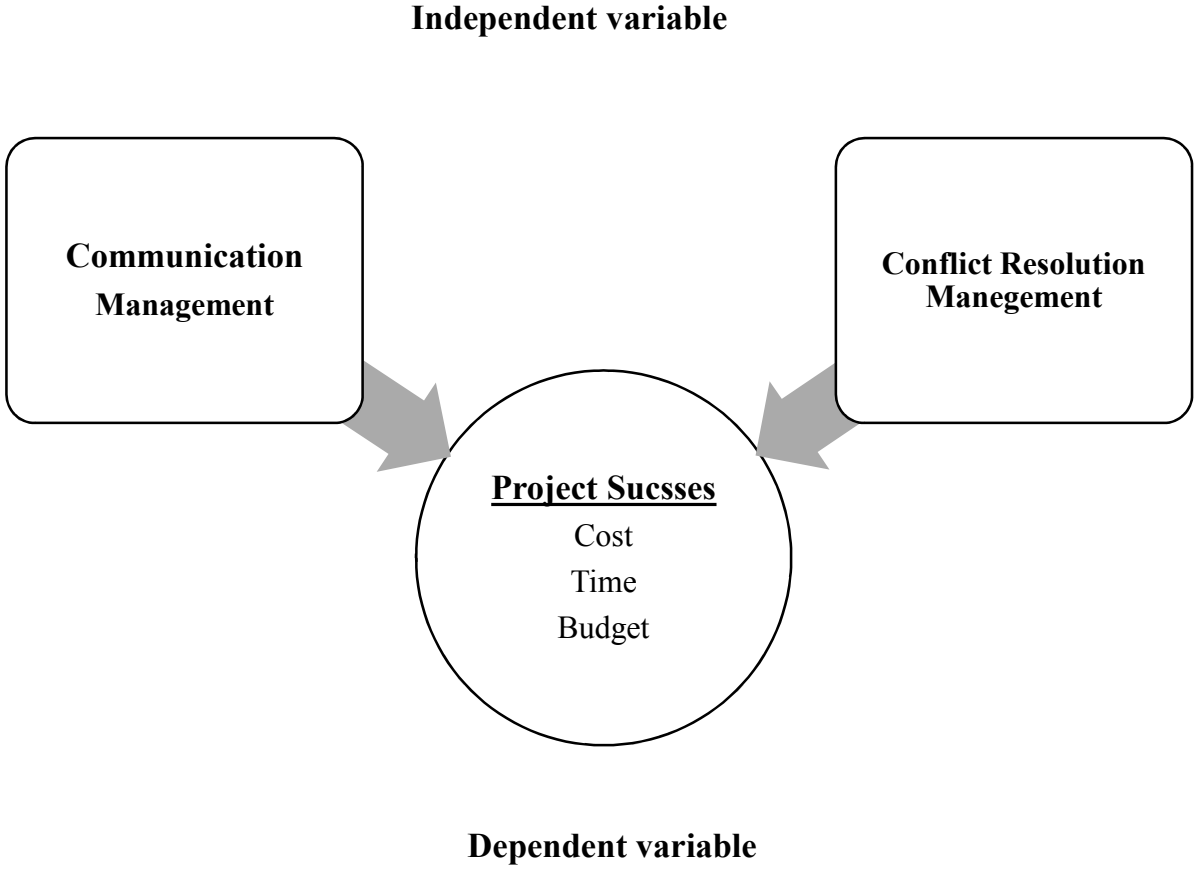
Olanrewaju and Nazeem (2017), Study on South Africa construction industry and the finding of results indicates that the major causes of disputes were delayed in payment by owner, as well as contractual claims and contractors poor workmanship on the construction

projects. It is therefore indicated that owner/client must improve their cash flow system in other to minimize payment delays. Contractor on the other hand should improve the poor quality of work supervision which is the major causes of poor workmanship.

2.3 Conceptual and Theoretical Framework

Based on the above theoretical literature reviewed, the below indicated conceptual framework was developed for the purpose of the research. The independent variable for this study was stakeholder management practices (conflict resolution and communication management); while the dependent variable is project success as presented in the diagram.

Figure 2.1: Conceptual Framework of the study



Source- Self develop from literatures

CHAPTER THREE

Research Design and Methodology

3.1. Introduction

This part of the study deals how the research was conducted. This chapter provides the information about the research design and approach, target Population and sampling technique, Source of Data**,** validity and reliability and ethical consideration used in this study.

3.2. Research Approach

The study used both the qualitative and quantitative methods. First the research used quantitative method to assess stakeholder management practice in AACRA and the respondents' perceptions were collected and analyzed using Likert Scale. Second a qualitative method was applied mainly documents review and literature which may help to strengthen the responses given through quantitative method. Sabrine and Brian, (2004), the qualitative and quantitative methods were used to increase the overall strength of a research and help to address research objectives and secure validity and reliable result.

3.3. Research Design

The research design employed under this study was descriptive and also explanatory. The main aim of descriptive research is to provide an accurate and valid representation of encapsulate the factors or variables that pertain relevant to the research question (Sabrine and Brian, 2004). Standard questionnaires are developed for descriptive approach to assess and to get comprehensive information on stakeholder management practice in AACRA and communication barriers that affect stakeholder management. In other side regression analysis applied to examine the relationship between the dependent variable and the independent variables.

3.4. Target Population

The study focused on AACRA located in Addis Ababa, under Bole sub city: Ayate meri, Bole Ayate 1, 2, 3 and Bole Ayate -4 condominiums road construction projects. Those road construction project include different department and members of project. The target population consists three groups from the stakeholders in the project (contractor, client, and consultant). The selected population have a knowledge in project stakeholder management.

The targeted population consists of contract administrators, General Manager, project managers, project supervisors, residential and office engineers, laboratory technician, site engineers, designers, site Forman's and team leader's organizations with experience and with direct contacts in their jobs in the stakeholder management. The target population for this study was 65 from the selected bole subcity projects and AACRA mainly involved in the project work. The sampling techniques is purposive sampling which is categorized under non – probability sampling. The study therefore targets on the population of 51 respondents.

3.5. Sampling technique and process

According to Saunder and Lewis (2009), there are two major types of sampling designs: probability and non-probability sampling, in probability sampling, elements of the population have some known chance or probability of being selected as sample subjects, and in nonprobability sampling, the elements do not have a known or predetermined chance of being selected as subjects which fit into the board categories of convenience & purposive sampling.

Convenience sampling refers to sampling by obtaining units or people who are most conveniently available. Where information or data for the research are gathered from members of the population who are conveniently accessible to the researcher and purposive sampling also called judgmental or expert opinion sample. The research used purposive sampling when selecting the respondents to be included from the stakeholders group in the sample for the reason, since the focus of this research is on particular practice which some part of the population have direct responsibility on the situation to be studied.

3.6. Source of Data

Procedure of data collection plays a major role on a research success, for that reason used Primary and secondary data source to collect data for the research. The structured Questionnaires was used as primary data sources. Questionnaires chosen to be the method of collecting data in this research, since the questionnaire is probably the most widely used data collection technique for conducting surveys. Sabrine and Brian, (2004), Questionnaires have been widely used for descriptive methods because it enhances confidentiality, supports internal and external validity, facilitates analysis, and saves resources.

All of the questions of this research were closed ended to enable the researcher obtain the exact information needed for the study purpose. The questionnaire is adopted from the different previous research and literature review. It's developed to answer research questions and meet the research objectives and it is distributed to a sample of selected respondents across AACRA at bole sub city road projects.
The questionnaire was also organized in to a five point Likert scale ranging from "strongly disagree" to "strongly disagree".

The secondary data's are collected from the company's documents which may help to strengthen the responses given through questionnaires. Secondary data obtained by reviewing the relevant documents such as analyzing reports, AACRA monthly magazine, contract administration manual and others avail in the project office.
Other related articles and journal publications on stakeholder management were also used as secondary data source. So all are used for further clarification and understanding of the topic under investigation and triangulation of data.

3.7. Validity and Reliability

Validity

Validity is an important term in research that refers to the conceptual and scientific soundness of a research study. Validity is the most critical criterion and indicates the degree

to which an instrument measures what it is supposed to measure. Validity is the degree to which an instrument measures what it purports to measure, for this study validity of instruments was determined by adopting standardly constructed questioners, restricting the questions to the conceptualized variables and the use of questioners that are verified by advisor (Graziano & Raulin, 2004).

Reliability

The test of data reliability is another important test of sound measurement. If findings from research are replicated consistently they are reliable (Saul Mcleod, 2013). In this research for reliability of variables, adapting standardized questioners used from previous studies used and testing questioners with Cronbach's alpha test.

Reliability test

Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when you have multiple Likert questions in a questionnaire that form a scale and to determine if the scale is reliable. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

Although the standards for what makes a "good" α coefficient are entirely arbitrary and depend on your theoretical knowledge of the scale in question, many methodologists recommend a minimum α coefficient between 0.65 and 0.8 (or higher in many cases); α coefficients that are less than 0.5 are usually unacceptable. The responses generated for all of the variables used in this research was reliable so enough for data analysis (Saul Mcleod, 2013).

Table 3.1 **Reliability test**

Variable	Cronbach's alpha	No. items
Communication management	0.795	12
Conflict resolution skill	0.874	8
Barriers to Communication	0.755	7
Conflict management	0.826	20
Project success	0.798	11
Source: SPSS Output		

3.8. Method of Data Analysis

To make the points on this study more reliable and applicable both quantitative and qualitative data was used to analyze using descriptive analysis techniques with the help of Statistical Packages for Social Sciences (SPSS Version 20).

The analysis included percentage, frequencies, means for the descriptive part of the analysis, correlation to confirm see the relation of the independent variables to the dependent variables. Qualitative data was analyzed in relation to the study themes based on the objectives and reported in narrative form.

3.9. Ethical Issues

Ethical considerations are expected to be involved in any kind of research study. Ethics are standards of behavior that guide the moral choices about our behavior and our relationship with others. All parties in research should observe ethical behavior. The study will in line with the organizations policy in relation to any intellectual property rights of the organization. Regarding privacy of the respondents, their responses are strictly confidential and only used for academic purposes and concerning references, all the materials and sources are properly acknowledged.

CHAPTER FOUR

Results and Discussion

4.1 Introduction

This chapter comprised of research analysis, findings, interpretation and discussions. The findings from research questions are analysis of obtained data and presented through tables. A short description of the study followed by introduction of general characteristics of research respondents is presented at the beginning for clear understanding of these findings and analysis. Then the next section provides a presentation and analysis of the data regarding the research questions. The practice of stakeholder management and its impact on project success is evaluated by the research findings obtained and analyzed using mean, percentage and correlation of the responses given.

4.2. Demographic information

This section mainly designed to provide general information about the respondents in terms of frequency and percentage.

Table 4.1 Demographic profile of the respondents

Variable	Frequency	Percent
• **Age**		
20-30 yrs.	19	37.7
31-40yrs	23	45.1
41-50yrs	7	13.7
51 yrs. and above	2	3.9
• **Gender**		
Male	34	66.7
Female	27	33.3

• **Level of Education**		
Diploma	3	5.9
Bachelor's Degree	32	62.7
Master's Degree	16	31.4
• **Experience in project**		
1-5 years	13	25.5
6-10 years	18	35.3
11-15 years	9	17.6
16-20 years	6	11.8
Above 20 years	5	9.8
• **Location**		
Client	18	35.5
Contractor	25	49.0
Consultant	8	15.7

Source: own survey data, 2020

4.2.2 Age of the Respondents

From the finding of table 4.1, Respondents were asked about their age and analysis was done using frequencies and percentages. Majority, 45.1% (n=23) of the respondents were aged between 31-40 years, 37.7 % (n=19) were 20-30 years, 13.7% (n=7) were aged between 41-50 years, while 3.9% (n=2) were aged 51 and above. This indicates that most respondents were young and mature enough.

4.2.3 Gender of the Respondents

Respondents were requested to indicate their gender. From the findings, majority, 66.7% (n=34) of the respondents were male while 27 of the respondents or 33.3 % of the respondents were female. This implied that there is a high male dominance.

4.2.4 Education level of respondents

Respondents were asked about their education level and analysis was done using frequencies and percentages. Majority 62.7% (n=32) of the respondents had a Bachelor degree, 31.4 % (n=16) had Master's Degree and 5.9 %(n=3) had diploma. This clearly indicates that most of the respondents were completed first Degree and Master's Degree. That implies the respondents have enough educational knowledge to respond the area of the study.

4.2.5 Experience of the Respondents

Respondents were asked about their experience in a project and analysis was done using frequencies and percentages. Majority 35.3% (n=18) of the respondents had experience of between 6-10 years, 25.2% (n=13) had experience of between 1-5years, 17.6% (n=9) had experience of between 11-15 years, 11.8% (n=6) had experience of between 16-20 years and 9.8% (n=5) had experience of >20 years.

4.2.6 Location of Road Project of the Respondents

The stakeholder group included majority of the respondents from the Contractors representing 49.0% (25 out of 51), client 35.5% (18 out of 51) and the remaining from consultant represented by 15.7% (8 out of 51) .The majority respondents are from contractor side because data collected from at bole sub city from three AACRA road project so there is different contractor for each projects. In case of consultant side only one consulting company consulting all site that is why it's least number for all.

4.3. Descriptive statistics

Methods of organizing, summarizing, and presenting data in an informative way. To determine the minimum and maximum length of the 5-point likert type scale, the minimum mean score average is 1(one), maximum mean score average is 5(five) and boundary mean score average is 3(three). The length of the cell is determined below: from 1 to 1.80 represent strongly disagree, from 1.81 until 2.60 represent do not agree, from 2.61 until

3.40 represent true to some extent, from 3.42 until 4.2 represent agree and from 4.21 until 5.00 represents strongly agree.

Objective 1. To asses Stakeholders management practice in AACRA projects.

4.3.1 Practice of stakeholder communication management in AACRA.

Table 4.2. Summary of response on stakeholder communication management in a project.

No.	Items	Variable	Percentage (%)	Mean	Std. Dev.	Rank
1	Plan/strategy prepared to address communication needs	Disagree	11.8	3.05	.544	7
		Neutral	70.6			
		Agree	17.6			
2	Communication Performance reports prepared and provided to relevant stakeholders	S. Disagree	3.9	2.84	.703	9
		Disagree	21.6			
		Neutral	60.8			
		Agree	13.7			
3	Is there System of collecting and distributing project information?	Disagree	15.7	3.33	.739	2
		Neutral	35.3			
		Agree	49.0			
4	Reasonably detailed level of information was delivered to stakeholders	Disagree	2.9	3.55	.610	1
		Neutral	45.1			
		Agree	49.0			
		S. Agree	3.9			
5	List of people and groups who receive project information was properly documented.	S. Disagree	3.9	3.30	.993	3
		Disagree	11.8			
		Neutral	45.1			
		Agree	25.5			
		S.Agree	13.7			
6		Disagree	31.4	3.06	.858	6
		Neutral	33.3			

	Methods and channel of transfer information were clear to project staffs.	Agree	33.0			
		S.Agree	2.0			
7	Required resources was assigned for communication execution.	S. Disagree	2.0	2.78	.856	10
		Disagree	43.1			
		Neutral	29.4			
		Agree	25.5			
8	How are the communication skills of your project leader to maintain harmonious relationship with employees	Disagree	11.8	3.29	.672	4
		Neutral	47.1			
		Agree	41.2			
9	Project stakeholder communication requirements were clearly defined.	Disagree	23.5	3.16	.784	5
		Neutral	37.3			
		Agree	39.2			
10	Line of communication are kept open at all times.	Disagree	33.3	2.17	.540	11
		Neutral	62.9			
		Agree	3.9			
11	Practices of education and training for employees to develop communication skill	S. Disagree	25.5	1.88	.767	12
		Disagree	60.8			
		Neutral	13.7			
12	Do you believe effective communication practiced between stakeholders in the company	Disagree	21.6	2.98	.648	8
		Neutral	58.8			
		Agree	19.6			
Average Mean Score				2.98		

Source: survey result 2020

Table 4.2 shows that practice of Stakeholders communication management in AACRA at Bole sub city projects. According to table 4.2 participants responded indicates that the overall stakeholder communication management practice mean score average was 2.98. The mean score average was just below the boundary mean. It implies that there is limitation on ACCRA stakeholder communication management practice.

It describes that AACRA stakeholder communication management Practices have many flaws. This can be supported by the responses of the respondents. Particularly, 86 % of the respondents believed that AACRA projects did not Practices of education and training for employees to develop communication skill and also 33% of respondents believed line of communication in a project are not kept open at all times but 62% of respondents preferred to be neutral. 48% of the respondents also believed that the required resources was not assigned for communication execution. The respondents' perceptions showed that, those are some of the main challenge that AACRA projects unaddressed for effective communication management practice.

Likewise, "effective communication practiced between stakeholders in the company" was ranked in the eighth position by the respondents under this group with 2.98 mean value. That finding indicted that, inadequate effective communication practiced between stakeholders in the company. About 3.06 mean value that 12% of respondents were disagreed with Plan/strategy prepared to address communication needs and 70% of the respondents preferred to be neutral and 31% of respondents believed Methods and channel of transfer information were not clear to project staffs but 33% of respondent preferred to be neutral.

On defining reasonably detailed level of information was delivered to stakeholders and System of collecting and distributing project information, represented with mean value 3.55 and 3.33 respectively. Which indicates those activates in AACRA better practiced to develop stakeholder's communication.

Those findings consistent with literature review that sated, To develop effective communication in the road construction project better to apply education and training for stakeholder to develop their communication skill and also to use of technology, especially software systems, to facilitate communication and exchange of information among and between different teams (Hoezen and Dewulf, 2006).

4.3.2 Stakeholder conflict resolution practice in AACRA.

Table 4.3. Summary of response on stakeholder Conflict resolution management practice in a project.

No.	Items	Variable	Percentage (%)	Mean	Std.dev	Rank
1	In your opinion does the company has effective conflict resolution practice?	Disagree	3.9	3.53	.758	2
		Neutral	51.0			
		Agree	33.3			
		S.Agree	11.8			
2	Is there Plan/strategy prepared to address conflict resolve in the project	Disagree	9.8	3.34	.723	3
		Neutral	41.2			
		Agree	45.1			
		S.Agree	3.9			
3	Does the company give attention on matters which may result in conflict?	Disagree	19.6	3.59	.898	1
		Neutral	9.8			
		Agree	62.7			
		S.Agree	7.8			
4	Do you think the company has participatory conflict resolution practice?	S. Disagree	7.8	3.29	.923	4
		Disagree	7.8			
		Neutral	31.4			
		Agree	52.9			
5	Do you evaluate the conflict management practice of the organization?	S. Disagree	3.9	2.75	.717	5
		Disagree	29.4			
		Neutral	54.9			
		Agree	11.8			
6	Conflicts are identified and well Communicated in the organization	S. Disagree	3.9	2.71	.701	6
		Disagree	31.4			
		Neutral	54.9			
		Agree	9.8			

7	Practices of education and training for employees to develop conflict resolution skill	Disagree	45.1	2.59	.572	7
		Neutral	51.0			
		Agree	3.9			
Average Mean Score				3.12		

Source: survey result 2020

Table 4.3 shows average mean core result for stakeholder Conflict resolution management practice in a project was 3.12. It is just above the boundary of mean score average. So, it implies that ACCRA stakeholder conflict resolution management does have true in some extent good practice in managing conflict.

However, it describes that AACRA stakeholder conflict resolution practices have many flaws. This can be supported by the respondents of stakeholder. Particularly, 35% of the stakeholders believed that conflicts are not well identified and Communicated in the organization but 54% of the respondents preferred to be neutral and 33% of the respondent also believed that the conflict management practice does not evaluate in the organization. Both of those variable in ranked in 5th and 6th represented by mean value 2.71 and 2.75 respectively, which indicates the value below the boundary mean score, so that the company needs more developing practice in those area.

Regarding the whole respondent of "Practices of education and training for employees to develop conflict resolution skill "it was ranked in the least position among seven variables, that the respondents disagreed 45% and the mean value of 2.59. This indicate that there was lack of training or mentorship for develop stakeholders conflict resolution altitude in the company.

In terms of analyze stakeholder concern and they believed that the company give attention on matters which may result in conflict was ranked higher, about 70% (62.7% agreed and 7.5% strongly agreed). In other hand 44% of respondent fell that the company has effective conflict resolution practice but 51% of the respondents preferred to be neutral.

When we see the variable on ranked 3rd, About 3.34 mean value that 49% of respondents were agreed with Plan/strategy prepared to address conflict resolve in the project and also 53% of respondents are agree the company has participatory conflict resolution practice.

4.3.3. Category of conflict Analysis in AACRA

Table 4.4. Summary of response categories of conflict analysis in the project.

No.	Items	Variable	Percentage (%)	Mean	Std. Dev.	Rank
1	Consultant related	Disagree	7.8	3.55	.730	3
		Neutral	35.3			
		Agree	51.0			
		S.Agree	5.9			
2	Contractor-related	Neutral	11.8	4.12	.588	1
		Agree	64.7			
		S.Agree	23.5			
3	Client related	S. Disagree	3.9	3.02	.761	4
		Disagree	13.7			
		Neutral	60.8			
		Agree	19.8			
		S.Agree	2.1			
4	Contract-related	Disagree	2.0	3.92	.659	2
		Neutral	19.6			
		Agree	62.7			
		S. Agree	15.7			
Source: survey result 2020						

According to stakeholder perception, 88% of respondents believed that the number of conflicts rise from contractor related with high mean score 4.12. Next to contractor the conflict comes from Contract-related, based on the result 78 % of respondents agreed on that with mean value3.92. The respondents also believed the 3rd place of conflict comes from Consultant related with mean valve 3.55. Regarding to the respondents client related conflict, it was ranked in the least position with mean vale 3.55.

The finding of the research agreed that the sources of construction conflicts are mainly related to contractor and contractual matters, which is consistent with Carmicheal, (2002) and Kumaraswamy & Yogeswaran (1998) findings. And in other hand the research result agree also with document review, they stated majority claims rise from contractors and related to contract.

4.3.4 Source of conflict analysis in AACRA

Table 4.5. Summary of response source of conflict in AACRA.

No.	Items	Variable	Percentage (%)	Mean	Std. Dev.	Rank
1	Payment	Neutral	37.3	3.84	.758	3
		Agree	41.2			
		S. Agree	21.6			
2	Personality Issues	S. Disagree	2.0	3.25	.886	6
		Disagree	7.8			
		Neutral	52.9			
		Agree	37.3			
3	Costs variance	Neutral	17.6	4.00	.600	2
		Agree	64.7			
		S. Agree	17.6			
4	confusing of terms in the contract documents	Neutral	41.2	3.78	.757	4
		Agree	39.2			
		S. Agree	19.6			
5	Schedules	Neutral	15.7	4.20	.693	1
		Agree	49.0			
		S. Agree	35.3			
6	Lack of management and coordination	Disagree	13.7	3.45	.832	5
		Neutral	35.3			
		Agree	43.1			
		S. Agree	7.8			

Source: survey result 2020

The respondents scored high on Mean value (M=4.20) about 85% (49.0% agreed and 35.60% strongly agreed); which can indicate to assume the corresponding items mentioned schedule on Project can be considered the first source of conflict. Going further, the second level of source of conflict can be listed according to the result as Costs variance with a scored of (M=4.00) and (M=3.84), about 63% of respondents believed the 3rd level of source of conflict was payment. Confusing of terms in the contract documents (M=3.75) to hold 4th place. The respondents have putted Personality Issues (M=3.25) the last place to be considered as source of conflict.

Those findings consistent with document review that sated, there was still delay on projects because of the authority are among the project with poor right of way performance and poor utility service. Other common source of conflict is cost variance, it's mainly comes from due to a multiplicity of factors and extension of time claims are often accompanied by a claim for prolongation cost. Likewise, the finding of the research agreed that the sources of construction conflicts are mainly related to extension of time, cost variation, payment and confusing of terms in the contract documents which, is reliable with (Griffith-Cooper and King, 2007); (Kumaraswamy & Yogeswaran, 1998) findings.

4.3.5 Conflict resolution methods in AACRA

Table 4.6. Summary of response conflict resolution methods in project.

No.	Items	Variable	Percentage (%)	Mean	Std. Dev.	Rank
1	Negotiation	Neutral	13.6	4.43	.700	1
		Agree	31.8			
		S. Agree	54.5			
2	Mediation	Neutral	11.4	3.96	.813	3
		Agree	75.0			
		S. Agree	13.6			
3	Adjudication	Disagree	34.1	2.90	.806	5

		Neutral	47.7			
		Agree	13.6			
		S. Agree	4.5			
4	Arbitration	Disagree	9.1	3.53	.644	4
		Neutral	29.5			
		Agree	53.2			
		S. Agree	7.6			
5	Litigation	Disagree	9.1	4.16	.857	2
		Neutral	18.2			
		Agree	36.4			
		S. Agree	36.3			

Source: Own survey data 2020

Table 4.6 shows that way of conflict management style or strategy deployed at AACRA projects. According to stakeholders respond on table 4.6, the highest scored on Mean value (M=4.43) about 86% (31.8% agreed and 54.5% strongly agreed) of respondents believed Negotiation was the first place that practice in a project to resolve conflict. Next to negotiation the conflict resolved by Litigation, based on the result 72.7% of respondent agreed on that. Going further, the 3rd methods of conflict resolution can be listed according to the result as Mediation with a score of (M=3.96).

The 4th and 5th ranked of conflict resolution method in the project represented by mean value 3.53 and 2.90 are Arbitration and Adjudication respectively.

Those findings consistent with document review that sated, when a claim is received it is most important that a full and complete investigation and examination is made at the time. Then resolving conflict by negotiation to discuss on the issue with contract specialist, consultant and contractors. If it is not working handling of conflict by Litigation.

Objective 3: To assess the main communication barriers that affect stakeholder management in AACRA.

4.3.6 Analysis of Communication barriers that affect stakeholder Management in AACRA.

This section presents the analysis results and findings on the main communication barriers that affect stakeholder management process. These barriers influencing stakeholder management process were grouped into eight variables such as "delayed supply of necessary technologies", "problems with project financing", "incomplete documentation", "poor communication channels", "Mistakes in project management strategies and processes", "interpersonal conflicts between different project teams", "Lack of knowledge and experience in undertaking a project" and "Lack of trust among members of project Stakeholder".

Table 4.7 shows that analysis result of each communication barriers that affecting stakeholder management process. This eight variables have been identified from the literature review.

Table 4.7. Summary of response communication barriers that affecting stakeholder management process.

No.	Items	Variable	Percentage (%)	Mean	Std. Dev.	Rank
1	delayed supply of necessary material	Neutral	27.5	3.82	.590	4
		Agree	62.7			
		S. Agree	9.8			
2	problems with project financing	Disagree	11.8	3.33	.793	7
		Neutral	47.1			
		Agree	37.3			
		S.Agree	3.9			
3	incomplete documentation	S. Disagree	2.0	2.71	.901	8
		Disagree	44.0			

		Neutral	29.4			
		Agree	15.7			
		S.Agree	3.9			
4	poor communication channels	Disagree	2.0	3.92	.659	3
		Neutral	19.6			
		Agree	62.7			
		S. Agree	15.7			
5	Mistakes in project management strategies and processes.	Disagree	2.0	3.98	.648	2
		Neutral	15.7			
		Agree	64.7			
		S. Agree	17.6			
6	interpersonal conflicts between different project teams	Disagree	15.7	3.43	.900	6
		Neutral	37.3			
		Agree	35.3			
		S. Agree	11.8			
7	Lack of knowledge and experience in undertaking a project	Disagree	2.0	3.65	.744	5
		Neutral	45.1			
		Agree	39.2			
		S.Agree	13.7			
8	Lack of trust among members of project Stakeholder.	Neutral	25.0	4.02	.735	1
		Agree	47.1			
		S. Agree	27.5			
Source: survey result 2020						

Referring to Table 4.7, the prime communication barrier that affecting stakeholder management process was lack of trust among member of project stakeholder, this can be supported by the responses of the respondents with mean scored of 4.02 and majority (74.6

%) of them are agreed and Mistakes in project management strategies and processes were rated as the second barrier about 82 % of respondents agreed with a mean score of 3.98. Poor communication channels and delayed supply of necessary material to hold 3rd and 4th ranked of communication barriers in the project represented about 78% of respondents agreed with mean value 3.92 and 3.82 are respectively.

The 5th and 6th ranked of communication barriers that affecting stakeholder management process represented by mean value 3.65and 3.43 are Lack of knowledge and experience in undertaking a project and interpersonal conflicts between different project teams respectively. Lastly, incomplete documentation was rated at the last communication barriers that affecting stakeholder management process with mean score of 2.71.

Those findings consistent with literature review, the study outcomes two issues hindered effective communication and led to challenges in construction project execution. The first issue was communication barriers caused by external factors, such as delayed supply of necessary technologies, problems with project financing, incomplete documentation and changes in the goals and objectives. The second issue was communication challenges resulting from internal factors, such as inadequate communication, poor communication channels, lack of knowledge experience in undertaking a project, interpersonal conflicts between different project teams or among project stakeholders. Communication problems in construction contain misdirecting and exchanging of uncertain information, for example, design drawings, report, contracts, and lack of trust among members of project Stakeholder and Mistakes in project management strategies and processes (Kiseilnicki, 2011) and (Oberlender, 2000).

4.3.7 Analysis the effective conflict resolution mechanism used to maximize project success.

Objective 4: To assess the effective conflict resolution mechanism used to maximize to project success.

Table 4.8. Summary of response the effective conflict resolution mechanism used to maximize to project success.

No.	Items	Variable	Percentage (%)	Mean	Std. Dev.	Rank
1	Negotiation	Neutral	5.9	4.61	.603	1
		Agree	27.5			
		S. Agree	66.7			
2	Mediation	Neutral	11.6	4.08	.560	2
		Agree	68.6			
		S. Agree	19.6			
3	Adjudication	S. Disagree	5.9	2.76	.737	4
		Disagree	23.5			
		Neutral	58.8			
		Agree	11.8			
4	Arbitration	Disagree	7.8	3.55	.879	3
		Neutral	47.1			
		Agree	27.5			
		S. Agree	17.6			
5	Litigation	S. Disagree	5.9	2.49	.784	5
		Disagree	51.0			
		Neutral	31.4			
		Agree	11.8			

Source: survey result 2020

According to stakeholders' perception, 94% of respondents with mean value 4.61 believed negotiation was effective conflict resolution mechanism to maximize project success.

Mediation and Arbitration to hold 2rd and 3rd ranked of effective conflict resolution mechanism to maximize project success. Represented about 88% of respondents agreed with mean value 4.08 and 47% of respondents agreed with mean value 3.55 are respectively. Adjudication was rated at the 4th place with mean score 2.76.

Regarding the whole respondent, Litigation was ranked in the least position among five variables, that the respondents disagreed 57% and the mean value of 2.49. This indicate that the stakeholders not advice to resolve conflict by litigation to maximize project success.

The finding of the research agrees that Projects in road construction Industry of Ethiopia the litigation option does not show itself compatible option for conflict resolution as assessed. Which, is consistent with (Assegid, Yolente and Alemu, 2016) findings.

4.4. Regression Analysis

Regression Analysis in this study estimating the relationship between stakeholder management and project success, linear regression analysis was applied. Therefore, practice of stakeholder communication management, project conflict resolution management, conflict resolution method and communication barriers (i.e., independent variable) were regressed using linear method on project success (i.e., dependent variable). This method will help examine the relationship between independent variable and dependent variable.

4.4.1 Relationship Among study variables

Table 4.10. Result of regression analysis practice of stakeholder communication management, conflict resolution management, conflict resolution method and Barriers of communication on project success.

Table 4.10(a) Model Summary

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
	.798[a]	.699	.691	.75717

Predictors: (Constant), CM practice, CRM practice, CR method, Barriers of communication

According to Table 4.10 (a) stakeholder communication management, conflict resolution management, conflict resolution method and Barriers of communication all together explains 69% of the total variation in Project success.

Table 4.10 (b) Analysis of Variance, ANOVAa

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	.872	4	.235	.629	.010[b]
Residual	10.779	39	.262		
Total	11.500	43			

a. Dependent Variable: Project success

b. Predictors: (Constant CM practice, CRM practice, CR method, Barriers of communication

Source: survey result 2020

Table 4.10(b) shows that the calculated F-statistic for both model 1 is high indicating the model is statistically significant (p-value 0.000 < 0.01). This implies that regression analysis suggests that the data support to retain stakeholder communication management, conflict resolution management and Barriers of communication variables in the regression equation to jointly explain variation in success of road construction projects.

Table 4.10 (c). Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	6.325	.3.192		3.859	.001
CM practice	.389	.074	.368	5.252	.004
CRM practice	.113	.045	.101	2.520	.041
CR Method	. 335	.073	.374	4.607	.034
C. Barriers	.332	.070	.328	4.670	.047

a. Dependent Variable: Project success

Source: survey result 2020

Table 4.10(c) shows that practice of stakeholder communication management practice, conflict resolution management, method of conflict resolution and communication barriers have a positive effect on project success with coefficient of (ß=0.389), (ß= 0.113), (ß=0.335) and (ß=-0.332) respectively. The coefficient practice of stakeholder communication management (ß=0.389), shows that a unit increase in practice of stakeholder communication management will lead to a 38.9% unit increase in project success. The t-statistic for practice of stakeholder communication management variable (t=5.252) shows practice stakeholder communication management has a statistically significant influence on project success (i.e.value=0.004<0.05).

The coefficient of stakeholders conflict resolution management practice (ß= 0.113), shows that a unit increase in conflict resolution management will lead to 11.3 % unit increase in project success. The t statistic for conflict resolution management practice variable (t= 2.520) shows conflict resolution management practice has a statistically positive and low significant influence on project success (i.e. P value=0.041<0.05).

The coefficient of project conflict resolution method (ß=0.335), shows that a unit increase in project conflict resolution method will lead to 33.5% unit increase in project success. The t statistic for project conflict resolution method variable (t=4.607) shows project conflict resolution method has a positive and statistically significant influence on project success (i.e.value=0.034<0.05).

Likewise, the coefficient of communication barriers (ß= 0.332), shows that a unit increase in communication barrier will lead to 33.2% unit increase in project success. The t- statistic for communication barrier variable (t= 4.670) shows project communication barrier has a statistically significant influence on project success (i.e. P value=0.013>0.05).

The findings from explanatory study suggest that, the practice of stakeholder communication management and conflict resolution method have statistically positive and significant influence on project success, relatively stakeholder communication management practice is higher than the other variables (i.e. Practice of CRM, conflict methods and Barriers). Likewise, conflict resolution method and communication barriers has also statistically positive and significant influence on project success. In other hand conflict resolution management practice has statistically positive but low significant influence on project success than the other variables.

4.4.2 Summary of regression made for each variables relationship among project Success

Table 4.11 Summary of regression of variables

Variables	Beta	Adjusted R square	Sig.	Rank
CM practice	.389	.699[a]	.004	1
CR Method	. 335		.034	2
C. Barriers	.332		.013	3
CRM practice	.113		.041	4

Source: survey result 2020

4.3.2 Hypotheses Test Result

H1: There is significant relationship between project stakeholder communication Management Practice and Project success.

H1: Accepted Beta = 0.389, (0.004), $p<0.05$

H2: There is significant relationship between project conflict resolution method and Project success.

H2: Accepted Beta = 0. 335, (0.034), $p<0.05$

H3: There is significant relationship between communication barriers and project success.

H3: Accepted Beta = 0. 332, (0.013), $p<0.05$

H4: There is significant relationship between project conflict resolution management Practice and Project success.

H4: Accepted Beta = 0.113, (0.041), $p<0.05$

The finding of the research revealed that practice of project communication management has a statistically significant influence on project success which is consistent with (Khanyile, Musonda and Agumba, 2019); Culo and Skendrovic (2010); Cheung, Miller (2016) findings. And in other hand the other study concluded that conflict management in construction projects have obvious impacts on time, cost and quality (project success), so which is consistent with (Saad, 2017).

CHAPTER FIVE

Conclusion and Recommendation

5.1 Introduction

This chapter discusses the conclusions of the study and provide the possible recommendation for the findings. The objectives of this research were to assess practical implementation of the Stakeholders management practice look like within the AACRA. Moreover, would also able to find out the relationship between Projects stakeholder management and project success and to describing the effective conflict resolution mechanism used to maximize project success. Also the research was to assess stakeholder communication barriers on AACRA project.

Road Construction projects are done by a collaboration of different stakeholders and those projects are the most information dependent industries and these needs to develop effective communication management. Likewise, Road construction project is complex with various stakeholder conflict. So, these needs to develop effective conflict resolution management on project success. The effective stakeholder management on maintaining project success are undeniable.

5.2 Conclusion

The result shows that stakeholder communication management in AACRA projects, there is lack of Practices of education and training for employees to develop communication skill, Line of communication are not kept open at all times and does not enough resources was assigned for communication execution. Additionally, Poor communication Performance reports prepared and provided to relevant stakeholders. Finally the result indicate does not have effective communication management practiced between stakeholders in the company.

Lack of education and training for employees to develop conflict resolution skill, Conflicts are not well identified and Communicated in the organization and conflict management practice does not enough evaluate in the organization. In other hand the company give

attention on matters which may result in conflict and good practice on Plan/strategy prepared to address conflict resolve in the project. Finally it is noted that from the whole respondent results, there is inadequacy on conflict resolution management practiced between stakeholders in the AACRA projects.

Majority conflicts rise from contractor and also the most frequent cause of construction conflicts is unsuccessful communication between the parties to a construction contract agreement. The predominate source of those conflicts are schedule, cost variance and payment. Negotiation and litigation conflict resolution methods are the most frequently used ones compared to Arbitration and Adjudication conflict resolution method used in AACRA road projects.

Lack of trust among project stakeholders is rated the primary communication barriers that affecting stakeholder management process on AACRA. The others predominate barriers are mistakes in project management strategies and processes and poor communication channels.

The study result shows that the most effective conflict resolution mechanism used to maximize to project success are negotiation and mediation. In other hand Adjudication and Litigation conflict resolution methods minimize project success.

The explanatory study confirmed that the practice of stakeholder management has statistically positive and significant influence on project success, relatively stakeholder communication management practice has statistically positive and significant influence on project success higher than the other variables. In other hand conflict resolution management practice has statistically positive but low significant influence on project success than the other variables.

5.3 Recommendation

As a result of these study findings, the researcher put forward the following recommendations:

- Strengthening the deployment of stakeholder communication management on a project by apply education and training for stakeholder to develop their communication skill and allocation of resource for communication execution. Furthermore, establishing proper communication plan and communication performance report that helps to compare the baseline and actual data for the purpose of communicating the project progress and performance and forecasting the project result. Establishing centralized project information database that helps all stakeholders by giving all relevant information about the project status is required

- Conflict is inevitable in a project environment. But a good procedures or techniques can help resolve them. By strengthening the deployment of teaching and training plan to develop effective conflict resolution practice, as well as their causing sources. Establishing a system to enhance conflict management evaluation practice that uses to take corrective actions of an ongoing cases and provide lessons for future**.**

- AACRA should improve poor right of way performance and utilities that the cooperation among stakeholders in order to improve schedule related conflict. Likewise, minimized contractual claims and their impact by providing adequate project information. It is worthy to suggest that star resolve the conflict by negotiation then by mediation and arbitration. View litigation as the last resort conflict resolution method like that you can maximize project success.

- On avoiding communication barriers that affecting stakeholder management, by building trust between stakeholders. Furthermore, Minimize mistakes in project management strategies and processes and avoiding poor communication channel

by establishing well communication plan, consider all the stakeholders and the relationship with them.

- The study infers that stakeholder communication management is significant influence on project success. So, this study recommended that stakeholder communication should not be considered secondary in routine project management practices**.**

- To provide project success, finally to recommend that AACRA should work on improving the stakeholder communication and conflict resolution management practice between stakeholders. The successful execution of a construction project depends heavily on the construction project stakeholder effective communication and conflict resolution. Therefore, establish effective stakeholder management in road construction project that is the major role of project success.

5.3 Recommendations for Further Research

This study focused on stakeholder management on project success and future research can assess the role of stakeholder management on project success could be undertaken to broaden the perspective.

Future researches should also conduct a study that will assess the same research questions addressed in this study on different companies like banks and IT projects.

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Appendix

Addis Ababa University School of Commerce
Masters of Arts in Project Management Program

Questionnaire on Assessing the Role of stakeholder Management on Project success. In the case of Addis Ababa city Road Authority.

Dear Participants:

My name is Sosena Ashenafi, I am a MA student in Project Management at Addis Ababa University School of Commerce. As part of the requirement for the award of the master's program, I am expected to undertake a research study on "Assessing the role of stakeholder management on project success in the case of Addis Ababa city road Authority projects done on bole sub city". I'm therefore seeking your assistance to fill the questionnaires attached. The response you will provide will be used for research purpose only and your identity will remain confidential.

Instructions: Refereeing to a recently ongoing project in your organization, answer the following question. Please indicate your level of agreement or disagreement with each of these statements using the given scale by placing[x]in the provided space. Please answer all the questions to enhance the objectivity of the research.

Part I: General information

1. Kindly indicate your age

1) 20-30 yrs. 2) 31-40yrs 3) 41-50yrs 4) 51 yrs. and above

2. Please indicate your gender:

1) Male 2) Female

3. Level of Education

1) Below Diploma 2) Diploma 3) Bachelor's Degree 4) Master's Degree

5) Doctorate Degree

4. In which road project are you in?

1) Ayate meri 2) Bole Ayate 1, 2, 3, 3) Bole Ayate -4 condominium

5. How many Years of service in / With AACRA

1) 1-2 years 2) 3-5 years 3) 6-10 years 4) 11-20 years 5) Above 20 years

6. How many years of Total experience do you have in project works?

1) 1-5 years 2) 6-10 years 3) 11-15 years 4) 16-20 years 5) Above 20 years

7. In which side of project are you worked in?

1) Client 2) Contractor 3) consultant

Part II: practice of stakeholder communication management

Think stakeholder communication management practice in your project and choose the number that best describes your agreement on the following if communication plan is clearly defined and stated.

1=strongly disagree 2=disagree 3 = neutral 4=agree5=strongly agree

No.	**Questions**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Communication management	1	2	3	4	5
1	Plan/strategy prepared to address communication needs					
2	Communication Performance reports prepared and provided to relevant stakeholders					
3	Is there System of collecting and distributing project information					
4	Reasonably detailed level of information was delivered to stakeholders.					
5	List of people and groups who receive project information was properly documented.					
6	Methods and channel of transfer information were clear to project staffs.					
7	Required resources was assigned for communication execution.					
8	How are the communication skills of your project leader to maintain harmonious relationship with employees					
9	Project stakeholder communication requirements were clearly defined.					
10	Line of communication are kept open at all times.					
11	Practices of education and training for employees to develop communication skill					
12	Do you believe effective communication practiced between stakeholders in the company					

Part III: Practice of stakeholder conflict resolution management

Think Conflict resolution skill practice in your project and choose the number that best describes of your agreement on the stated.

1=strongly disagree 2=disagree 3 = neutral 4=agree 5=strongly agree

No.	**Questions**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Conflict resolution Management	1	2	3	4	5
1	In your opinion does the company has effective conflict resolution practice?					
2	Is there Plan/strategy prepared to address conflict resolve in the project					
3	Does the company give attention on matters which may result in conflict?					
4	Do you think the company has participatory conflict resolution practice?					
5	Do you evaluate the conflict management practice of the organization?					
6	Conflicts are identified and well Communicated in the organization					
7	Practices of education and training for employees to develop conflict resolution skill					

Part IV: Barriers to Communication

Which challenge of Communication occur in your construction project and choose the number that best describes your judgment about the following.

1=strongly disagree 2=disagree 3 = neutral 4=agree5=strongly agree

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	delayed supply of necessary material					
2	problems with project financing					
3	incomplete documentation,					
4	poor communication channels					
5	Mistakes in project management strategies and processes.					
6	interpersonal conflicts between different project teams					
7	Lack of knowledge and experience in undertaking a project					
8	Lack of trust among members of project Stakeholder.					

Part V: conflict management

Think of conflict management practice in your project and choose the number that best describes your agreement on the following:

No.	**Questions**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
A. Which categories of conflict are happen often?						
1	Consultant related					
2	Contractor-related					
3	Client related					
4	Contract-related					
B. Which source of conflict are happen often?						
1	Payment					
2	Personality Issues					
3	Costs variance					
4	confusing of terms in the contract documents					
5	Schedules					
6	Lack of management and coordination					
C. Which conflict resolution methods are used often in the construction industry						
1	Negotiation					
2	Mediation					
3	Adjudication					
4	Arbitration					
5	Litigation					
D. Which construction conflict resolution mechanism used to maximize effective conflict management to project success						
1	Negotiation					
2	Mediation					
3	Adjudication					
4	Arbitration					
5	Litigation					

VI. Project Success

Think of your project Success and choose the number that best describes your judgment about the following.

1=strongly disagree 2=disagree 3 = neutral 4=agree5=strongly agree

No.	**Questions**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Project success	1	2	3	4	5
1	The quality of project activities affected by project communication					
2	The project achieve the desired quality					
3	The project communication skill and conflict can affect the Quality of project					
4	A strong communication environment and effective conflict resolution helps to maintain the quality of project activities					
5	The project is going on schedule					
6	The project communication skill and conflict can affect the time schedule of project					
7	Strong communication system and conflict resolution helps to improve project success in terms of time					
8	A better communication environment helps employees to in time inform about new developments in project					
9	The project budget is going through as estimated					
10	The project communication skill and conflict can affect the budget of project					
11	better communication environment b/n stakeholders helps the company finished with defined budget					

Thank You for your time!!!!