

**A CONTRACTOR-DRIVEN STAKEHOLDER RELATIONSHIP MANAGEMENT
FRAMEWORK FOR BOTSWANA'S CONSTRUCTION INDUSTRY**

by

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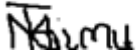
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DECLARATION

I, Marian Taimu, declare that **A Contractor-Driven Stakeholder Relationship Management Framework for Botswana's Construction Industry** is my own work and that it has not previously been submitted to another institute of higher education. All sources that were used or quoted have been indicated and are acknowledged by means of a complete reference list.



Marian Taimu

Date 20/07/2020

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DEDICATION

To my sons and daughters, Tadiwanashe, Matifadza, Ngonidzashe, Mufaro, and Masimbaashe: The pursuit of knowledge is a journey: keep walking. And to my father Michael Makondo .

ABSTRACT

Evidence from relevant literature indicates that abandoned and failed projects have become prevalent in the Botswana context. Poor stakeholder management has been identified as a salient contributor to this challenge. To this end, various stakeholder management (SM) frameworks, models and methodologies have been developed. Nevertheless, the increasing incidence of project failure and abandonment in the Botswana construction industry indicates significant underperformance of these SM methodologies. A cursory appraisal of SM models highlights the linearity of the stakeholder relationship management (SRM) curve, i.e. between the client, consultants and contractors, with SRM responsibilities being domiciled with the client or their representative in most cases. Also, the dynamics associated with changes in stakeholder attributes during project delivery are not catered for by extant SM and relationship management models. In addition, extant SM models focus on the relationship between the project stakeholders on the one hand and the external stakeholders on the other, and others cater for project stakeholders alone. This implies that the models currently deployed for SM in the Botswana construction context remain defective. Contracting organisations (contractors) have been blamed for their inability to manage relationships with projects and external stakeholders during project delivery. Yet, these entities are not at the epicentre of SRM on construction projects. This study provides answers to the gaps highlighted. As its central objective, this study set out to develop and validate a contractor-driven stakeholder relationship management framework (CSRMF) for the Botswana construction industry. The emergent framework which leverages on the attributes of the customer relationship model (CRM) overcomes the shortcomings mentioned previously.

An interpretivist philosophical paradigm was adopted in this qualitative case study research study based on pre-determined case selection criteria. Owing to the need to attain analytic generalisation through adherence to replication logic, a multi-case study research design was utilised. Six contractor organisations categorised according to scale and operating within Gaborone were selected. The unit of analysis centred on the relationship between the contracting organisations and other project stakeholders on selected projects being procured and delivered under a diverse range of contracting strategies. Data was collected through a sequential multi-method approach in which semi-structured interviews were conducted with project managers representing these

construction contracting organisations on the selected projects. To enable replication, care was taken to select two contracting organisations per level – large, medium and small according to prevalent grades. Samples across the different sizes of the contractors allowed for better generalisability.

Relevant projects and organisational documents were reviewed. Furthermore, data from the various stages was analysed using the qualitative content analysis technique. The findings of the study show that most of the contractors in Botswana related to their project stakeholders without a model or framework when handling relationship management with project stakeholders. These findings are a reflection of the small, medium and large construction contractors in the Botswana construction industry. There was further indication that the small, medium and large contractors had a way of managing stakeholder relationships and resolving conflicts, and thus the level of experience and knowledge within the contracting firm had a significant influence on how they managed their project stakeholder relationships in the course of project procurement and delivery. In addition, the study findings demonstrate that the nature of contracting strategy had a significant influence on how various categories of contractors related to their stakeholders on construction projects. The traditional method was found to be the main procurement strategy used in the Botswana construction industry, and this approach was fairly rigid to implement effective contractor-driven stakeholder relationship management. Other procurement strategies, such as design-and-build, and construction management are used in Botswana with their positive and negative impacts on contractors' capability to manage their project stakeholder relationships and related matters effectively. Further evaluation of the findings led to the identification of key success factors for CSRMF development to foster effective contractor-stakeholder relationship management. These key success factors are effective communication, collaboration, engagement and cooperation among clients and contractors and consultants' commitment; employee (stakeholder) engagement and satisfaction and capacity building; in-depth understanding of all project stakeholders and their importance and influence; and strategies to manage their relationship effectively in the course of project design, procurement and delivery. Based on the evaluation of formulated propositions and analysis of empirical data and results tested in this study, the findings also support the following analytical generalisations: the construction contracting organisations in

Botswana do not have any SRM frameworks in place for engaging with stakeholders in their different projects; contractors in Botswana recognise the need to do better in managing their project stakeholder relationships; and there is an apparent gap in technical skills and limited ability of contractors to manage relationships with project stakeholders.

Premised on the findings, a contractor-driven stakeholder relationship management framework was developed. The CSRMF was validated by two focus groups, namely sampled project managers from the semi-structured interviews, and relevant professionals and other academics in the industry. The validation was done to assess the relevance of the CSRMF in their management of relations. The CSRMF will provide guidance for bridging the gaps identified. It will be adopted and utilised by contractors to achieve efficiencies in the management of relationships with stakeholders, thus saving time and costs and securing improved quality and, most of all, client satisfaction.

KEYWORDS

Stakeholder theory, Contractor, Construction industry, Stakeholder relationship management, Botswana, Case studies, Contracting strategies, Customer relationship management, Project manager, Success factor

OPSOMMING

Volgens die literatuur misluk die meeste projekte in Botswana. Swak bestuur deur die belanghebbendes in die projekte is die hoofrede hiervoor. Talle raamwerke, modelle en metodologieë gemik op doeltreffende bestuur van belanghebbendes (BB) is as oplossing vir hierdie probleem voorgestel. Dat al hierdie BB-metodologieë egter gebrekkig is, blyk uit 'n toename in die aantal mislukte projekte in die konstruksiebedryf wat laat vaar is. 'n Oppervlakkige ondersoek van die BB-modelle het aan die lig gebring dat die belanghebbendeverhoudingsbestuur- (BVB) kromme afgeplat is. Hierdie kromme gee 'n aanduiding van die verhouding tussen die kliënt, konsultante en kontrakteurs. Belanghebbendeverhoudingsbestuur berus meestal by kliënte of hulle verteenwoordigers. Die bestaande BB- en verhoudingsbestuurmodelle maak geensins vir veranderinge in die eienskappe van belanghebbendes tydens die lewering van 'n projek voorsiening nie. Hierbenewens fokus sommige BB-modelle op die verhouding tussen eksterne belanghebbendes en projekbelanghebbendes, en party slegs op projekbelanghebbendes. Om hierdie rede is die modelle wat tans in Botswana se konstruksiebedryf toegepas word, ontoereikend. Kontrakteurorganisasies word dikwels daarvan beskuldig dat hulle nie tydens die lewering van 'n projek in staat is om hulle verhouding tussen eksterne en projekbelanghebbendes te bestuur nie. Hierdie groepe staan egter nie in die brandpunt van konstruksieprojekte se BVB nie. Hierdie studie poog om oplossings te bied vir die tekortkomings wat aangetoon is. Die oogmerk is 'n raamwerk vir kontrakteurgedrewe belanghebbendeverhoudingsbestuur (RKBVB) vir die konstruksiebedryf in Botswana. Hierdie raamwerk steun op die kliënteverhoudingsmodel (KVM) om die gemelde tekortkomings te verbeter.

Hierdie kwalitatiewe gevallestudie berus op vooraf vasgestelde kriteria vir die keuse van gevalle. Daarby word 'n interpretatiewe filosofiese paradigma in hierdie studie gevolg. Aangesien analitiese veralgemening volgens die eise van replikasielogika die doelwit was, behels die navorsingsontwerp veelvuldige gevallestudies. Ses kontrakteurorganisasies in Gaborone wat volgens 'n skaal gekategoriseer is, is gekies. Die verhouding tussen hierdie kontrakteurorganisasies en die belanghebbendes in projekte wat volgens 'n verskeidenheid kontrakstrategieë verkry en gelewer is, was die ontledingseenheid. Data is volgens 'n sekwensiële multimetodebenadering ingewin, en halfgestruktureerde onderhoude is met die projekbestuurders van hierdie

konstruksiemaatskappye gevoer. Om replisering te vergemaklik, is twee kontrakteurorganisasies volgens hulle vlak – groot, middelslag en klein en graad gekies. Die onderskeid op grond die grootte van die kontrakteurs het tot veralgemening meegehelp.

Insae is in die projek- en maatskappydokumente verkry. Die data wat in elke stadium ingewin is, is volgens die kwalitatiewe tegniek ontleed. Op grond van die bevindings het die meeste kontrakteurs sonder enige model of raamwerk hulle verhouding met die projekbelanghebbendes bestuur. Hulle verteenwoordig alle klein, middelslag en groot konstruksiekontrakteurs in Botswana. Die gebrek aan kennis en ervaring in die bestuur van hulle verhouding met belanghebbendes en die beslegting van geskille in die verkryging en lewering van projekte was ooglopend. Daar is voorts bevind dat die aard van die kontraktuele strategie 'n beduidende invloed gehad het op hoe die onderskeie kategorieë van kontrakteurs verhoudings met die belanghebbendes in konstruksieprojekte aanknoop. Verder is bevind dat die konstruksiebedryf tradisionele verkrygingstrategie meestal volg. Hierdie strategie is taamlik rigied en bevorder nie juis kontrakteurgedrewe belanghebbende-verhoudingsbestuur nie. Ander verkrygingstrategieë, soos die ontwerp-en-boustrategie, en konstruksiebestuur word in Botswana toegepas, en kan kontrakteurs se vermoë om hulle verhouding met die belanghebbendes in projekte en aanverwantesake doeltreffend te bestuur, enersyds bevorder en andersyds belemmer. Verskeie suksesfaktore vir kontakteur-belanghebbenderverhoudingsbestuur (KBVB) is op grond van die bevindings onderskei, te wete effektiewe kommunikasie, medewerking, betrokkenheid en samewerking tussen kliënte en kontrakteurs asook konsultante se verbintenis; werknemer (belanghebbendes) se betrokkenheid, bevrediging en kapasiteitsbou; 'n grondige begrip van alle belanghebbendes in 'n projek en van hulle belang en invloed; en strategieë om verhoudings effektief in die ontwerp, verkryging en lewering van 'n projek effektief te bestuur. Die bevindings, wat op die beoordeling van die geformuleerde voorstelle en 'n ontleding van die empiriese data berus, het tot die volgende analitiese veralgemenings gelei: konstruksiemaatskappye in Botswana het geen BVB-raamwerk waarvolgens hulle met belanghebbendes in projekte omgaan nie; hulle beseft dat hulle hul verhouding met belanghebbendes in projekte beter behoort te bestuur; en kontrakteurs beskik blykbaar nie oor die tegniese vaardighede en vermoëns om hulle verhouding met belanghebbendes in projekte te bestuur nie.

'n Raamwerk vir kontrakteurgedrewe belanghebberverhoudingsbestuur (RKBVB) is op grond van die bevindings ontwikkel. Die RKBVB is deur twee fokusgroepe gevalideer, naamlik projekbestuurders enersyds en beroepslui en akademici in die bedryf andersyds, ten einde die relevansie van die RKBVB te toets. Die raamwerk help kontrakteurs om die genoemde probleme op te los. Aangesien dit kontrakteurs sal help om hulle verhouding met belanghebbendes doeltreffend te bestuur, sal dit nie alleen tyd en geld spaar nie, maar ook die gehalte van hulle werk en bowenal kliënttevredenheid verbeter.

KERNBEGRIPE

Belanghebbendeteorie, Kontrakteur, Konstruksiebedryf, Belanghebbende verhoudings bestuur, Botswana, Gevallestudies, Kontrakstrategieë, Kliëntverhoudingsbestuur, Projekbestuurder, Suksesfaktor

TSHOBOKANYO

Bosupi go tswa mo dikwalong tse di maleba bo supa gore diporojeke tse di phuagantsweng le tse di padileng di dintsi kwa Botswana. Go supilwe botsamaisi jo bo bokoa jwa baamegi jaaka setshwaedi se segolo mo kgwethlong eno. Ka ntlha ya seno, go tthamilwe matlhomeso a le mmalwa a botsamaisi jwa baamegi (SM), dikao le mekgwa. Le fa go le jalo, koketsego ya ditiragalo tsa go pala le go phuaganngwa ga diporojeke mo indasetering ya kago kwa Botswana e supa tiragatso e e bokowa thata ya mekgwa eno ya SM. Tshekatsheko ya ka bonako ya dikao tsa SM e bontsha tatelano ya segoro sa botsamaisi jwa dikamano le baamegi (SRM), k.g.r. magareng ga modirelwa, baemedi le bakonteraka, mme maikarabelo a SRM a patagantswe le badirelwa gongwe baemedi ba bona mo mabakeng a le mantsi. Gape dintlha tse di amanang le diphetogo mo diponagalong tsa baamegi mo tsamaong ya tlamelo ya porojeke ga di a akarediwa mo dikaong tsa ga jaana tsa SM le botsamaisi jwa dikamano. Go tlalaletsa foo, dikao tsa ga jaana tsa SM di totile dikamano magareng ga baamegi ba diporojeke ka fa letsogong je lengwe, le baamegi ba kwa ntle ka fa go je lengwe, mme tse dingwe di lebelela baamegi ba diporojeke fela. Seno se kaya gore dikao tse di dirisiwang ga jaana mo dikonterakeng tsa Botswana ga di a siama. Ditlamo tsa kago (bakonteraka) di latofalediwa go palelwa ke go tsamaisa dikamano tsa diporojeke le baamegi ba kwa ntle ka nako ya tsamaiso ya diporojeke. Fela, ditheo tseo ga di mo mookong wa SRM mo diporojekeng tsa kago. Thutopatlisiso e neela dikarabo tsa ditlhaelo tse di supilweng. Maikaelelomagolo a thutopatlisiso e ne e le go tthamela le go tthomamisetsa indaseteri ya kago ya Botswana letlhomeso la botsamaisi jwa dikamano tsa baamegi (CSRMF) le le tsamaisiwa ke mokonteraka. Letlhomeso le le tthagelelang le le dirisang diponagalo tsa sekao sa dikamano tsa badirisi (CRM) le fenyha ditlhaelo tse di kailweng fa pejana.

Go dirisitswe mokgwa wa filosofi o o ikaegileng ka go ranola le go tthaloganya mo thutopatlisisong eno e e lebelelang mabaka mme go dirisitswe mokgwa wa go tthopha dikgetse o o sweditsweng pele. Ka ntlha ya botlhokwa jwa go lebelela gore a diphitlhelole tsa tshekatsheko di ka fetisega ka go obamela ntlha ya ntsifatso, go dirisitswe thadiso ya thutopatlisiso ya dikgetsidintsi. Go tthophilwe ditheo di le thataro tsa dikonteraka tse di arogantsweng go ya ka seelo mme di dira kwa Gaborone. Tokololo e ne e ikaegile ka dikamano magareng ga ditheo tsa kago le baamegi ba bangwe ba diporojeke mo diporojekeng tse di tthophilweng tse di rebotsweng le go

diragadiwa ka ditogamaano tse di farologaneng tsa kago. Go kokoantswe *data* ka molebo wa mekgwamentsi o o dirang ka tatelano moo go dirilweng dipotsolotso tse di batlileng di rulagane le batsamaisi ba diporojeke ba ba neng ba emetse ditheo tseno tsa kago mo diporojekeng tse di tlhophilweng. Go kgontsha ntsifatso, go etswe tlhhoko gore go tlhophiwa ditheo tse pedi tsa kago mo legatong lengwe le lengwe – le legolo, le le magareng le le lennye go ya ka dikaroganyo tse di gona. Go dirisa disampole go ralala dikonteraka tsa bogolo jo bo farologaneng go dirile gore go akaretsa go nne botoka.

Go sekasekilwe diporojeke le dikwalo tse di maleba tsa ditheo Mo godimo ga moo, go lokolotswe go tswa mo *dateng* ya magato a a farologaneng go dirisiwa thekeniki ya go lokolola diteng go lebeletswe mabaka. Diphithlelelo tsa thutopatlisiso di bontsha gore bontsi jwa dikonteraka mo Botswana bo amana le baamegi ba diporojeke kwa ntle ga sekao gongwe lethomeso fa bo tsamaisa dikamano le baamegi. Diphithlelelo tseno di bontsha dikonteraka tse dinnye, tse dimagareng le tse dikgolo mo indasetering ya kago ya Botswana. Gape go na le sesupo se sengwe sa gore dikonteraka tse dinnye, tse dimagareng le tse dikgolo di na le tsela ya go tsamaisa dikamano le baamegi le go rarabolola dikgotlhang, mme ka jalo seelo sa maitemogelo le kitso mo difemeng tsa kago se na le tlhotlhetso mo go reng di tsamaisa jang dikamano tsa tsona le baamegi ba diporojeke mo tsamaong ya theko le tiragatso ya porojeke. Go tlaleletsa, diphithlelelo tsa thutopatlisiso di bontsha gore mofuta wa togamaano ya konteraka o na le tlhotlhetso e e bonalang mo go reng dikarolo tsa dikonteraka di amanang jang le baamegi ba tsona mo diporojekeng tsa kago. Mokgwa wa tlwaelo o fitlhetswe e le togamaano e kgolo ya theko e e dirisiwang mo indasetering ya kago ya Botswana, mme mokgwa ono o tsepame thata go ka diragatsa botsamaisi jo bo nonofileng jwa kamano ya baamegi e e tsamaisiwang ke mokonteraka. Go dirisiwa ditogamaano tse dingwe tsa go reka di tshwana le thadisa-o-age, le botsamaisi jwa kago mo Botswana ka ditlamorago tsa tsona tse di siameng le tse di sa siamang mo bokgoning jo bo nonofileng jwa mokonteraka go tsamaisa dikamano tsa gagwe tsa baamegi ba porojeke le dintlha tse dingwe tse di amanang. Tshekatsheko e nngwe ya diphithlelelo e lebisitse kwa go supiweng ga dintlha tsa botlhokwa tsa katlego tsa go tlhamiwa ga CSRMF gore go nne le botsamaisi jo bo bokgoni jwa kamano ya mokonteraka le baamegi. Dintlha tseno tsa botlhokwa tsa katlego ke tlhaeletsano e e bokgoni, tirisano mmogo, therisano le tirisano magareng ga badirelwa le bakonteraka mmogo

le maitlamo a moemedi; therisano le badiri (baamegi) le kgotsofalo mmogo le katiso; go tlhaloganya go go boteng ga baamegi botlhe ba porojeke mmogo le botlhokwa le tlhotlheletso ya bona; le ditogamaano tsa go tsamaisa dikamano ka bokgoni mo tsamaong ya thadiso ya porojeke, theko le tiragatso. Go ikaegilwe ka tshekatsheko ya ditshitshinyo tse di dirilweng le tokololo ya *data* ya maitemogelo le dipholo tse di tlhatlhobilweng mo thutopatlisisong eno, diphitlhelelo di tshegetsa dikakaretso tse di latelang: ditheo tsa dikonteraka kwa Botswana ga di na matlhomeso ape a SRM go rerisana le baamegi mo diporojekeng tse di farologaneng; bakonteraka ba Botswana ba lemoga tlhokego ya go dira botoka go tsamaisa dikamano tsa bona le baamegi ba diporojeke; mme go na le phatlha e e bonalang ya bokgoni jwa setegeniki le bokgoni jo bo lekanyediitsweng jwa bakonteraka go tsamaisa dikamano tsa bona le baamegi ba diporojeke.

Go ikaegilwe ka diphitlhelelo, go tthamilwe letlhomeso la botsamaisi jwa dikamano tsa baamegi tse di tsamaisiwang ke mokonteraka. Letlhomeso (CSRMF) le tlhomamisitswe ke ditlhopha tse pedi tse go buisanweng natso, e leng, batsamaisi ba diporojeke ba ba neng ba le mo sampoleng go tswa mo dipotsolotsong tse di batlileng di rulagane, le baporofešenale ba ba maleba mmogo le barutegi ba bangwe mo indasetering. Tlhomamiso e ne e direlwa go sekaseka bomaleba jwa CSRMF mo tsamaisong ya dikamano. Letlhomeso (CSRMF) le tlaa tlamela ka kaedi ya go fokotsa phatlha e e supilweng. Le tlaa amogelwa le go dirisiwa ke bakonteraka go fitlhelela dinonofo mo tsamaisong ya dikamano le baamegi, mme ka go rialo ba boloka nako le ditshenyegelo le go netefatsa boleng jo bo tokafetseng le, go feta tsotlhe, kgotsofalo ya badirelwa.

MAFOKO A BOTLHOKWA

Tiori ya baamegi, Mokonteraka, Indaseteri ya Dikonteraka, Botsamaisi jwa dikamano tsa baamegi, Botswana, Dikgetsi tsa thutopatlisiso, Ditogamaano tsa dikonteraka, Botsamaisi jwa dikamano tsa bareki, Motsamaisi wa porojeke, Ntlha ya katlego

ABBREVIATIONS

AAB – Architects Association of Botswana

ACEB– Association of Consulting Engineers Botswana

BIDP – Botswana Institute for Development Professions

BOCCIM – The Botswana Confederation of Commerce Industry and Manpower

BOQ – Bill of quantities

CCO – Construction Contracting Organisation

CE – Constructing Excellence

CHINCA – China International Contractors Association

CI – Construction industry

CIA – Construction Industry Authority

CIC – Construction Industry Council

CICC – Canadian Construction Innovation Council

CIDB – Construction Industry Development Board

CIDC – Construction Industry Development Council

CITF– Construction Industry Trust Fund

CM – Construction management

CRB – Contractor Registration Board

CRM – Customer relationship management

CSO – Central Statistics Office

CSR – Cooperate social responsibility

CSRMF – Contractor stakeholder relationship management framework

DBES – Department of Building and Engineering Services

D&B – Design-and-build

D&C – Design-and-construct

ES – External stakeholder

EU – European Union

FIDIC – Federation Internationale Des Ingenieurs-Conseils

GDP – Gross domestic product

IBQS – Institute of Botswana Quantity Surveyors

IDCI – Identify, differentiate, interact and customize

IS – Internal stakeholder

LCCO – Large Construction Contractor Organisation

LEA – Local Enterprise Authority

MC – Management contracting

MCCO – Medium construction contractor organisation

MIST – Ministry of Infrastructure and Technology

MoHURD – The Ministry of Housing and Urban-Rural Development

MoST – The Ministry of Science and Technology

NDP – National Development Plan

NDRC – The National Development and Reform Commission of the PRC

PCL – Project life cycle

PD – Package deal

PESTEL – Political, economic, social, technological and environmental

PM – Project manager

PMI – Project Management Institute

PPADB – Public Procurement and Asset Disposal Board

PRM – Partner relationship management

QCI – Quality competitive index

SBPMM – Stakeholder-based project management model

SCCO – Small construction contractor organisation

SM – Stakeholder management theory

SNT – Social network approach

SRMM – Stakeholder relationship management model

SRMM-1 – Stakeholder relationship maturity model

TM – Turnkey method

UK – United Kingdom

USA – United States of America

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DEFINITIONS OF KEY TERMS

The keywords for the study will be defined in this section:

Contractor-Shekhar (2005) defines a contractor as a **manager** and possibly also a tradesman who is employed by a client, in most instances on the advice of the project's architect or engineer, to be responsible for the overall coordination of a project. A contractor must first assess the project-specific documents (referred to as a bid, proposal, or tender documents). In addition, a site visit is required to get a better understanding of the project. Depending on the project delivery method, the contractor will submit a fixed price proposal or bid, cost plus price or an estimate. The contractor considers the cost of home office overheads, general conditions, materials, and equipment, as well as the cost of labour in order to provide the owner with a price for the project (Shekhar, 2005).

The contractor and project manager will be used synonymously in cases where the contractor assumes the project management role.

Construction Contractor Organisation (CCO)-This is an independent contracting business or organisation that provides goods and services under a written contract.

Customer-The basic definition of a customer is an individual or business that purchases or buys goods and services. Customers or clients in construction can be from any range of private and public organizations, government departments, consultants, specialist suppliers, individual customers, and contractors. The different stages of the project life cycle engage a construction supply chain of different services and products, and those supplying these products and services are also customers or clients themselves (Preece, 2015).

Customer Relationship Management-Customer relationship management (CRM) is necessary to create a competitive advantage by being the best at understanding, communicating, delivering, and developing existing customer relationships, in addition to creating and keeping new customers.

Sohrabi, Haghghi, and Khanlari, (2010) assert that CRM is a process by means of which firms have a sound knowledge of their customers for effective relationship management. Further to that, Cambra-Fierro (2016) affirms that over the years CRM has assisted organisations to have a better understanding of their relationships.

Construction-According to Hyari (2005), construction is a process that sets up a portable plant, brings the material to the site, and on completion of the work moves the plant away, leaving its output standing. Construction of buildings and building works is the area of focus in this study.

Construction industry-The construction industry is responsible for building new houses, apartments, factories, offices, and schools. It also builds roads, bridges, ports, railroads, sewers, and tunnels, among many other things. In addition, it maintains and repairs of all those structures and produces basic materials such as concrete that are used to make them (OECD, 2008).

This study focuses on the **building construction industry** which includes all general contractors and operative builders primarily engaged in the construction of residential, industrial, commercial, or other buildings. In addition, the **special trade construction industry** includes all special trade contractors who undertake activities of a type that are specialized either to building construction, including projects such as painting, electrical work, plumbing, and maintenance (Sustainable development indicators, 1997).

Stakeholders-Stakeholders are “those groups who are vital to the survival and success of the corporation” (Freeman, 2004 p42). In addition to this definition, Olander (2007 p142) describes stakeholders as “any group or individual who can affect, or is affected by, the achievement of a corporation’s purpose”.

Construction stakeholders-Construction stakeholders can be categorized as internal and external stakeholders. The list of conceivable stakeholders is prevalent and can encompass but is not limited to, owners, managers, users of facilities, project managers, designers, shareholders, legal authorities, employees, sub-contractors, suppliers, service providers, competitors, financial establishments, insurance companies, media organisations, neighbours and community representatives, the general public, government establishments, visitors, regional development agencies, the natural environment, pressure groups, and civic institutions.

Project manager-A project manager is a person who is responsible for the delivery of a defined project within time and budget and a quality project (PMBOK, 2013). The role and responsibility of the project manager is discussed throughout the study in all areas of management.

Relationship management-Kenton (2018) defines relationship management as a strategy by means of which an organization sustains a constant level of engagement with its stakeholders. There is both a direct and indirect reciprocal relationship between a stakeholder and an organization or project as either has the ability to affect and in return be affected by the activities of the other (Jina, 2016).

Stakeholder management-Stakeholder management can be defined as a process that is required to identify people, groups or organizations that have an impact or can have an impact on a project. It also involves the analysis of stakeholder expectations and their impact on the project as well as the development of appropriate management strategies for the effective engagement of stakeholders in project decisions and execution (PMBOK, 2016).

Stakeholder relationship management-Stakeholder relationship management is an organized approach for identifying key stakeholders, documenting and implementing a plan for communicating with these stakeholders, and periodically reviewing the plan (more frequently when there is a significant restructure or change in the nature of the organization's business) (The Institute of Internal Auditors – Australia, 2018).

Stakeholder Relationship Management is the 21st century approach. Andriof and Waddock (2002 p9) argue that the very term 'stakeholder management' is archaic and corporate-centric when it comes to stakeholder engagement and subsequent mutuality. *"Companies can manage their relationships with stakeholders, but frequently cannot actually manage the stakeholders themselves, because, as the activism and collaborative initiatives, company–stakeholder relationships go two ways and different institutions bring different agendas, goals, and priorities to the engagement"* (Andriof et al., 2002 p9).

Sub-Contractor-Subcontracting has been defined as a legal-economic relationship between two agents in which the characteristic criteria are substitution and subordination. This substitution criterion means that the subcontractor executes the operation with technical and financial risks, instead of the job assignor. The subordination criterion means the subcontractor must follow the directions given by the contractor (Arditi, 2005). Specialist subcontracting can be used when the main contractor obtains goods or services which he does not produce or is not able to produce himself.

CHAPTER ONE - ORIENTATION AND RATIONALE FOR STUDY

1.1 INTRODUCTION AND BACKGROUND TO STUDY

Globally, construction industry clients have continued to grapple with project outcomes with increasing dissatisfaction. The burgeoning rates of dissatisfaction have continued despite various interventions (Ika,Lavagnon, 2012). Effective stakeholder relationship management (SRM) remains critical to the attainment of successful project outcomes. This is particularly the case in the construction industry, an industry often described as considerably fragmented and project-based, with a multiplicity of stakeholders with vested interests (Nawi, 2014). Increasing incidences of project failure have been attributed to poor SRM. Many studies investigating stakeholder management practices exist (Clarkson, 1995; Mitchell, Agle, and Wood., 1997; Friedman and Miles, 2006). However, a paucity of studies looking into SRM persists. According to Chinyio (2010), stakeholders are critical to project performance. Therefore, it is of essence that commensurate energy is expended towards managing relationships between the client organization, project stakeholders and other identified stakeholder blocs. Also, Gibson (2002) opines that stakeholders possess the power to influence project or organizational outcomes either negatively or positively.

Mohan and Paila (2013) observe that there are inherent weaknesses associated with the management of these relationships despite a prevalence of studies on stakeholder management. These weaknesses include limited tools for the identification of stakeholders' interests and influences, a paucity of studies covering the changes in stakeholders' influence and the impact of such changes on existing relationships; and limited studies assessing the influence of stakeholder relationships within the project environment (Mohan and Paila, 2013).

There is also an absence of studies seeking to explore the state-of-the-art frameworks concerning SRM within the Botswana construction context (Palalani, 2009; Rwelamila and Purushottam, 2012; Ssegawa-Kaggwa, Ngowi, and Ntshwene, 2013; Henjewe, 2013; Takuta, 2015). Based on these and other developments, this study was conceived to investigate that which has been identified as capable of undermining industry and project performance management of stakeholder relationships in the Botswana context.

1.2 PROBLEM STATEMENT

The Botswana Institute for Development Professionals (BIDP, 2015 p1) stated that: *“Delays are common to construction projects in Botswana and contractors have often been unfairly singled out as the main culprits even when the delay was of a much more complex problem involving a number of stakeholders.”*

The main causes of such delays, according to the BIDP, are the lack of information and efficient communication channels, poorly coordinated supply chain, irregular cash flow, and widespread incompetence (BIDP,2015). Although the report prescribes probable solutions, it is clear that poor stakeholder relationship management remains an underlying factor. Also, the BIDP mentions that the contractor bears the blame for project failures resulting from poor SRM practices. Yet, extant literature indicates that the responsibility for the SRM is often borne by the client or the client representative on construction projects. Although several models have been developed for the management of stakeholders in the construction industry, the failure of projects because of poor stakeholder management persists across different country contexts. The Botswana construction industry is no exception. It has been observed that despite the central role ascribed to the contractor in SRM (BIDP, 2015), none of the extant SRM/SM models have been designed to accommodate the contractor as the pivot for SRM/SM in construction project delivery environments. The contractor organisation is a business that seeks to make profit and attain sustainability for both growth and continuity of the organisation. The study therefore seeks to develop and validate a framework that may be used by contractors to manage relationships with their stakeholders leading to the attainment of possible competitive advantage and sustainability in the industry.

Consequently, this study draws on this gap to develop a contractor-driven stakeholder relationship management framework (CSRMF) based on the success attributes of distinct stakeholder (relationship) management frameworks (SRM) and customer relationship management (CRM) models/methodologies.

1.2.1 Knowledge Gap

Currently, there is no existing framework known to this researcher that seeks to postulate a practical methodology, driven by contractors, for the management of

stakeholder relationships within construction project environments, particularly within Botswana.

Also, few studies have addressed the management of stakeholder relationships taking into cognizance the dynamic nature of stakeholder attributes during different stages of the construction project delivery process. This appears to be the underlying cause of the adversarial relationships that may be experienced therein. These are the gaps which this study seeks to bridge.

1.3 CONTRIBUTION TO KNOWLEDGE

The study seeks to develop and validate a contractor-driven stakeholder relationship management framework (CSRMF) for Botswana's construction industry.

Furthermore, the study seeks to make significant contributions towards the stakeholder management, relationship management, stakeholder relationship management, and customer relationship management theoretical prisms as well as the project management and governance theories through the development and validation of a contractor-led stakeholder relationship management framework (CSRMF) for the Botswana construction industry and beyond. Also, the study seeks to provide a structured methodology for contractors to manage stakeholder relationships and the attendant dynamics during different phases of project delivery.

1.4 PRIMARY RESEARCH QUESTION

How can the contractors in the Botswana construction industry effectively manage their relationships with stakeholders during the delivery of construction projects for successful project delivery?

1.5 SUB-RESEARCH QUESTIONS

In order to achieve its objectives, the study has the following research questions

1.5.1 Research Questions

- a) What is the status of the existing project stakeholder relationship management frameworks/models in the Botswana construction industry?
- b) How are contractors currently engaging with these models in the management of stakeholder relationships in project delivery environments in Botswana?

- c) How effective are the current stakeholder relationship management practices and strategies being used by contractors in the construction industry?
- d) What are the success and failure factors influencing the current SRM models from a contractor's perspective?
- e) How can the current identified shortcomings in the management of stakeholder relationships by contractors be overcome?

1.6 AIM OF STUDY

The aim of the study is to develop and validate a contractor-driven stakeholder relationship management framework (CSRMF) for the Botswana construction industry.

1.7 OBJECTIVES OF THE STUDY

This research is guided by the following objectives:

Objective 1: To develop an understanding of the application of existing stakeholder management and stakeholder relationship management models/methodologies in the Botswana construction industry;

Objective 2: To establish the manner through which contractors engage with existing stakeholder relationship models/methodologies during project delivery processes within the Botswana construction industry;

Objective 3: To determine the efficacy or otherwise of these stakeholder management and stakeholder relationship management models/methodologies from a contractor perspective;

Objective 4: To assess the utility of the customer relationship model/methodology as applied in other economic sectors in contributing towards the amelioration of any shortcomings recorded in (3), if any; and

Objective 5: To develop and validate a model for the effective management of stakeholder relationships by contractors during project delivery within the construction industry in Botswana.

Table 1.1 highlights the relationship between the aim, objectives research question and sub-questions of the study.

Table 1.1: Relationship between research questions and aim/objectives

<p>Research question/ Research sub-questions</p>	<p>Research aim/Research objectives</p>
<p><i>How can the contractors in the Botswana construction industry effectively manage the relationships with stakeholders during the delivery of construction projects for successful project delivery?</i></p>	<p>To develop and validate a contractor-driven stakeholder relationship management framework (CSRMF) for the Botswana construction industry</p>
<p><i>What is the status of the existing project stakeholder relationship management frameworks/models in the Botswana construction industry?</i></p>	<p>To develop an understanding of the application of existing stakeholder management and stakeholder relationship management models /methodologies in the Botswana construction industry</p>
<p><i>How are contractors currently engaging with these models in the management of stakeholder relationships in project delivery environments in Botswana?</i></p>	<p>To establish the manner through which contractors engage with existing stakeholder relationship models /methodologies during project delivery processes within the Botswana construction industry</p>
<p><i>How effective are the current stakeholder relationship management practices and strategies being used by contractors in the construction industry?</i></p> <p><i>What are the success and failure factors influencing the current SRM models from a contractor's perspective?</i></p>	<p>To determine the efficacy or otherwise of these stakeholder management and stakeholder relationship management models/methodologies from a contractor's perspective</p>
<p><i>How can the current identified shortcomings in the management of stakeholder relationships by contractors be overcome?</i></p>	<p>To assess the utility of the customer relationship model/methodology as applied in other economic sectors in contributing towards the amelioration of any shortcomings recorded in (3), if any</p> <p>To develop and validate a model for the effective management of stakeholder relationships by contractors during project delivery within the construction industry in Botswana</p>

Source: Researcher's construct (2020)

1.8 RESEARCH METHODOLOGY

Teddlie and Tashakkori (2009) point out that the term 'methodology' refers to the logic of inquiry or the general philosophical approach to research. The study adopted 'research onion' research methodological framework for articulating the adopted research methodology due to its associated simplicity and detailed nature. A nested research methodological framework (Kagioglou, Cooper and Aouad, Hinks, Sexton and Sheath, 1998) also showed the relationship between three layers of the research methodology, namely research philosophy, research design, and research methods, is reinforced by the choice of techniques adopted for data collection and analysis. An interpretivist philosophical stance was adopted for the study. Furthermore, a qualitative multi-case study research design was selected. This research design enables an in-depth study of a phenomenon which in this study is the contractor stakeholder relationship management in a natural or bounded context (Yin, 2017).

This study's qualitative nature led to the selection of qualitative tools such as semi-structured interviews, focus group discussion forums and document reviews from data collection within the selected case studies. These tools were relied upon for data elicitation whereas qualitative content analysis was deployed for data analysis. Participants to the study were selected using purposive and snowball sampling techniques. The number of interviewees was informed by the attainment of data saturation (Fusch and Ness, 2015). Six contractor organizations served as case studies for the study. Note was taken to ensure that the criteria utilized for case selection allowed for theoretical and literal replication (Yin, 2017). The units of analysis within the cases were focused on the relationships between the construction contracting organization and other stakeholders in different projects being handled by the same contracting organizations. Project and policy documents relating to the projects and the case organizations were reviewed. The data from within-case interviews and document reviews were used during the framework development for the CSRMF. This framework was subsequently validated using two focus group discussion session.

1.9 STUDY DELIMITATIONS OF THE STUDY

The study's scope revolved around construction contractors who operate within Gaborone, the capital city of Botswana, who have been actively involved with construction projects and who are registered with the Public Procurement Asset

Disposable Board (PPADB). The study focused on projects being delivered by six (6) selected contractors: two (2) each from the small, medium, and large-scale segments respectively.

Furthermore, the study's delamination is in three fold. Firstly, a review from literature on issues and analysis of the construction industry, contractors and stakeholder theory and procurement strategies. A nexus of customer relationship management theory and stakeholder theory from literature reviewed formed the initial CSRMF. Secondly, semi-structured interviews were done with the project managers representing the CCO and the projects handled specific to a procurement strategy. The initial CSRMF was adjusted to accommodate their perspective which gave a representation of Botswana. The third and final fold was the validation of this later framework, through focus groups with professional and academics in the construction industry of Botswana.

1.10 SIGNIFICANCE OF THE STUDY

The deficiencies in the construction industry in Botswana are well documented (Ssegawa-Kaggwa-Kaggwa et al., 2013). According to Ssegawa-Kaggwa et al. (2013), the construction industry environment is not conducive for successful project delivery owing to its uncoordinated, fragmented, unregulated, and poor leadership nature.

The absence of a structured approach for stakeholder relationship management within the construction industry by contractors continues to pose a significant challenge to the attainment of project success owing to a surge in adversarial relationships and avoidable opportunistic behaviour exhibited by various stakeholder groups. Therefore, it is expected that the study's findings and the emergent framework will contribute towards ameliorating this challenge.

1.11 THESIS OUTLINE

The study is structured into the following eight chapters:

Chapter 1 - **Orientation and Rationale for Study**: This chapter consists of an introduction to the study outlining aspects such as the background to the study, the research problem, the research question, the aim and objectives, as well as the significance of the study.

Chapter 2 - **Literature Review**: This chapter provides a detailed insight into the theoretical underpinnings of this study. This is achieved through a thorough review of the contemporary and seminal relevant literature concerning the phenomenon being studied.

Chapter 3 - **Conceptual Framework**: In this chapter, a framework which provides a conceptualization of the nexus between the theoretical lenses explored in chapter 2, and the contribution of these lenses towards the resolution of the challenges faced within the study context is developed.

Chapter 4 - **Research Methodology**: This chapter provides a robust justification for the research methodological framework adopted for this study. Accordingly, it is expected that the rationale behind the choices made as it pertains to philosophical paradigms, research strategy/design, approach, data collection and analysis techniques, and recruitment of participants is provided in this chapter.

Chapter 5 - **Intra-Case Analysis Presentation of Findings**: The findings emerging from different data collection techniques deployed during the research study are presented in this chapter. This chapter consists of the intra-case analysis of the data obtained in the six multiple cases used in the study. This facilitated the generation of propositions that are tested in the following chapter six, namely the cross-case analysis stage.

Chapter 6 – **Cross-case Analysis Discussion of Findings**: Chapter six presents the cross-case analysis. In addition, the propositions generated during the intra-case analysis stage are tested in this chapter. The findings presented in the previous chapter are discussed in relation to the phenomenon being studied.

Chapter 7 - **Framework Development and Validation**: Herein, the details concerning the framework development process and subsequent validation are provided. Validation of the framework is done through a rendition of the findings from the two focus group discussion forums. The first focus group is made up of the project managers from the construction contractor organisation (CCO), namely two participants from each grade small, medium, and large. The second focus group is made up of professionals and academics in the construction industry of Botswana.

Chapter 8 - **Summary, Conclusions, and Recommendation**: This chapter consists of the summary, conclusions, recommendations, and the contribution of

the study. Also, it provides for reflections on the process of self-advancement experienced by the researcher during the research process vis-à-vis the research apprenticeship pathway as well as laying down the context for further studies.

1.12 CHAPTER SUMMARY

This chapter consist of the following sections: the introduction and background to the study, the statement of the research problem, the aim and objectives of the study, the key research questions, and sub-research questions. The significance and contribution to the body of knowledge were also highlighted in this chapter. The next chapter addresses the review of extant literature on the management of construction stakeholder relationships in Botswana and beyond.

CHAPTER TWO - LITERATURE REVIEW

“... but much less has been written about building and maintaining a relationship in the business world.” Bourne, L (: xv)

2.1 INTRODUCTION

This chapter consists of a critical review of relevant literature pertaining to the phenomenon under study: stakeholder relationship management in construction projects in Botswana. In furtherance to this, the chapter reviews a series of theoretical lenses through which the phenomenon is explored. Consequently, this chapter commences by providing a background to the nature of the construction industry and related activities. It further explores the contribution of the construction industry to national development in Botswana

In addition, the chapter examines the relationship management concept within the construction industry with emphasis on stakeholder and (stakeholder) relationship management theories in their entirety, the influence of such relationships on project delivery outcomes in construction, the factors affecting the management of these relationships, different management platforms within and beyond the construction firmament, and the potency or otherwise of these platforms.

The main theoretical lenses used for the study covered in chapter two include the following:

- Stakeholder theory (Freeman,1984)
- Stakeholder management theory
- Relationship management theory
- Stakeholder relationship management theory
- Construction procurement strategies

Moreover, the chapter reports on relevant studies conducted within the Botswana construction industry into the phenomenon being studied bringing to the fore any similarities or dissimilarities between the findings of such studies and the global worldviews elucidated in the initial reviews, based on the same parameters. The role and significance of the construction contractor in the management of stakeholder relationships as depicted in literature are also presented. Finally, the level of engagement of the contractor and the influence thereof on stakeholder relationship management processes is elucidated.

2.2 THE CONSTRUCTION INDUSTRY

Each construction project needs an organization comprising a team of designers and a contractor. Müller, Zhai, Wang, and Shao (2016) defines construction as project management and building activities that are carried out by contractor companies or in part by subcontractors. These construction activities include building work, civil engineering, and activities that are specific to construction (Müller et al, 2016). This definition places emphasis on working as a team with the aim of completing construction work.

Various firms and companies combine their capabilities and skills to start a construction project (Wang, 2017). The temporary and complex nature of construction projects leads to higher expenditures but lower productivity when compared to other industries (Wang, 2017). Cost overrun and low productivity has been a constant hindrance in the industry as Boyd (2006) stated earlier, on this problematic nature of the construction industry.

Ofori (2010) supports this assertion by contending that the construction industry has problems and challenges ranging from project failures, time constraints, cost overruns, poor quality, fragmentation, budget constraints, manpower skills, and management issues. He further opines that for developing countries, these problems are exacerbated by the ongoing social-economic stress and institutional weakness which makes it more difficult to achieve success in this industry.

2.2.1 Nature of construction industry

The construction industry possesses certain characteristics which set it apart from other industries. These characteristics are subsequently discussed.

2.2.1.1 Project-based nature

Emuze (2014) asserts that the construction industry is essentially a project-based production process. As such, firms are involved in the production process comprising relatively of independent participants (stakeholders) joining in constantly changing once-off coalitions of firms (Vrijhoef, 2005). The various projects are mostly once-off and delivered to the client or customer.

2.2.1.2 Fragmented

The historical development of the construction industry from a global perspective contributes to its fragmented state (Cain, 2003). According to Nawi (2014), industry-level fragmentation occurs when the number of small and medium-sized enterprises increases, and the number of large firms' decreases. Therefore, in most instances enterprises have a very limited market share and are unable to influence considerable outcomes for the industry and unable to establish intra-firms' networks (Langford and Male, 2001; Garcia, 2005; Vlies and Maas, 2009; Winch, 2010; González, González, Molenaar, and Orozco, 2014). Murdoch and Hughes (2008) argue that the numerous diverse skills, professions, specialists, and suppliers in the construction industry cause fragmentation. This diversity shows differences in specialization and professionalism.

The construction process is perceived as strengthening the fragmentation witnessed therein (Nawi, 2014). Furthermore, Nawi (2014) points out four factors that contribute to the fragmentation of the construction industry as outlined below:

i) Dichotomy between design and construction:

The design of the project done by the architect, for example, is separate from the contractor who will construct the building on site. The sequential manner of the construction process further segregates the interaction between the contractor and the designer during the design and construction stages (Nawi, 2014). The image below shows the separation between the design and the project outcome through the whole process until the delivery of a completely different product from the clients' expectations. This makes the whole process flawed as the customers' needs and expectations have not been met as illustrated in Figure 2.1.

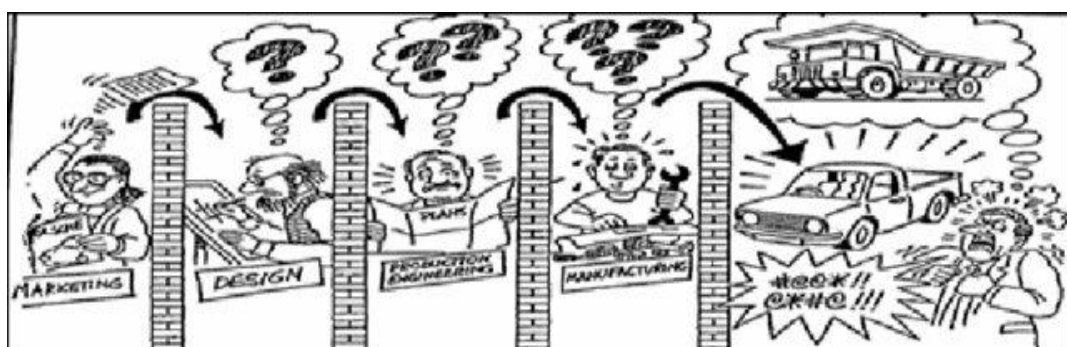


Figure 2.1: Traditional design fragmentation practice (Source: Nawi, 2014)

ii) Lack of communication in the supply chain

Poor communication amongst the internal stakeholders persists during the design stage and actual construction of the project. Information flow may be very limited, for example, between the contractor and subcontractor. Poor communication along the supply chain may lead to delay in material supplies or oversupply in some instances (Ngowi, 2000; Mohamad,1999).

iii) Lack of client focus

Each entity that is involved with the construction process is focusing on its stake and interest in the project thereby negating the concentration on the client and client's needs (Tenah, 2001).

iv) Adversarial culture

The construction industry is based on one-off projects and temporary relationships. Generally, fragmentation has a negative impact on stakeholder relations thereby leading to adversarial relationships between parties.

2.2.2 Botswana - The construction industry context

Since Independence in 1966, Botswana has adopted an approach to development planning. In 1965 the Government initiated Botswana's Transitional Plan for Social and Economic Development and has since been producing a series of National Development Plans (NDPs). Currently, the eleventh National Development Plan (NDP11) is the first medium-term plan towards the execution of the country's second vision, Vision 2036. This Plan is expected to run from 1 April 2017 to 31 March 2023 (Ministry of Finance, 2017).

Developed Infrastructure Sector Reforms 6.110 state that all sectors will strive to continue to reform by enhancing competition and accessibility, thus reducing barriers to entry. The government of Botswana will continue with the implementation of regulatory structures and process reforms in the construction industry. This will enable them to set standards, protect the public interest, create an enabling environment, and improve the performance and self-regulation of professions for the overall transformation of the industry in order to deliver quality infrastructure in collaboration with various partnerships (Ministry of Finance, 2017).

The construction industry has been viewed as being a key player in Botswana's economic and strategic development (Palalani, 2000; Ssegawa-Kaggwa, 2013; Ssegawa-Kaggwa, Ngowi and Ntshwene, 2013). These scholars argue that the

industry has been providing employment and infrastructural development in addition to the empowerment of citizens of Botswana. Palalani (2000) has pointed out that the construction industry has provided 20% of the total employment in Botswana and about 5.9% of Botswana’s gross domestic product (GDP).

In Botswana, the construction contribution to the GDP has increased marginally over the years (see Figure 2.2).

Construction Industry to GDP (Botswana) 2017-2019

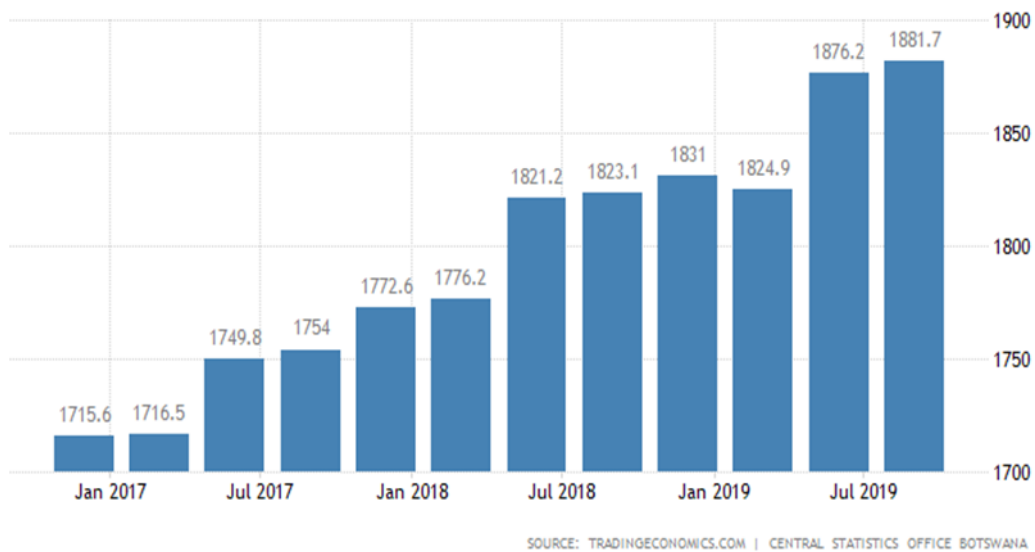


Figure 2.2: Botswana’s GDP from construction 2017-2019 (Source: Economics, 2019)

Currently, there is limited research on the Botswana construction industry (Ssegawa-Kaggwa et al, Ngowi and Nsthwene, 2013; Palalani, 2000; Rwelamila et al., 1999). Africa for Africa (2015) reports on government’s intention to revive the once-thriving construction industry in Botswana through an economic stimulus programme. The economic stimulus programme is expected to positively benefit the country's construction sector among other sectors.

The construction industry in Botswana has experienced phenomenal growth, particularly in the last two decades. However, it has also experienced some problems and still faces numerous challenges, among which are human resource development, capacity development, and lack of competitiveness for citizen firms (Africa for Africa, 2015).

Swarnadhipathi (2007) states that Botswana’s construction industry includes small, medium, and large contractors as well as international companies. Most construction companies owned by Botswanan citizens fall into the small and medium-size categories. The government of Botswana is the major client; therefore, government projects take dominance over all types of major construction activities (Swarnadhipathi, 2007).

This makes the government significantly dominant in the development of construction in Botswana. The Public Procurement and Asset Disposal Board (PPADB) which is under the auspices of the Ministry of Finance and Development Planning, serves as a platform for registration by construction companies seeking to operate in Botswana, except for large scale multi-national companies (Swarnadhipathi, 2007). The prime mandate of PPADB is to arbitrate and award tenders for the Central Government and other institutions specified under the Act for the delivery of works, services, and supplies-related services (PPADB, 2018). However, the government is putting policies and measures in place to develop its construction companies’ capacity. These include 40% of the construction work being reserved for the locals and a waiver or reduction in performance bond (Ngowi and Pienaar,2005). The PPADB has six categories of contractors, which are classified alphabetically with the highest-class being E and OC being the lowest class. Table 2.1 shows the categories of PPADB contractors OC, A, B, C, D, and E.

Table 2.1: Category of PPADB contractors

Small Contractors	Medium Contractors	Large Contractors
OC (100% Citizen only)	B (100% Citizen only)	D (100% Citizen)
A (100% Citizen only)	C (100% Citizen)	D (Majority Citizen)
	C (Majority Citizen)	D (Minority Citizen)
		E (100% Citizen)
		E (Majority Citizen)
		E (100% Foreign)

Source: PPADB (2018)

To ensure that Botswana's construction industry meets high professional standards, the Construction Industry Authority Botswana (CIAB) has drafted a bill outlining new regulations for the sector. Currently, the main construction organizations in Botswana include the Construction Industry Trust Fund (CITF), the Architects Association of Botswana (AAB), the Association of Consulting Engineers Botswana (ACEB), and the Institute of Botswana Quantity Surveyors (IBQS).

To tender for public projects in South Africa, contracting companies must register with the Construction Industry Development Board (CIDB), which assists with the transformation of the South African construction industry in general (Martin and Root, 2012). Contractors need to meet all the regulatory requirements to be able to qualify for registration. In Botswana, contracting companies must register with the PPADB.

Currently, construction businesses need to be registered with the PPADB for them to perform work in buildings, mechanical, electrical and maintenance works (PPADB, 2018). The PPADB (2018) confirms an increase in the number of contractors registered with the PPADB from 21 664 in 2016/17 to 28 047 in 2017/2018 which is a significant 22.75% increase.

However, the construction industry has also experienced some problems and still faces numerous challenges. Among these are human resource development, capacity development, and lack of competitiveness for citizen firms (Africa for Africa, 2015). Ssegawa-Kaggwa-Kaggwa (1999) states that one of the reasons behind Botswana's inadequate capacity is the ineffective structure and organization of the construction industry which is characterized by constraints such as unavailability, insufficient or inappropriate use of resources, functions, and institutions (BOCCIM, 1992; Rashid and Morledge, 1998).

The construction industry of Botswana currently consists of several fragmented players who can be grouped into the four categories, namely suppliers i.e., those who provide services or supply materials and components to a project; clients (public and private); regulators (who regulate the project management process and the conduct of suppliers); and facilitators (those who facilitate the delivery of projects in various ways, but without having any contractual obligations on any aspect of the project). These players can be considered as stakeholders (Ssegawa-Kaggwa-Kaggwa et al., 2013). The management of these stakeholders has been described

as critical for successful construction project delivery. To date construction projects in Botswana have continued to experience underwhelming performance because of poor stakeholder relationship management. Although various studies have been commissioned to study the S(R)M phenomenon on construction projects, most of these studies have overlooked the important role of the contracting organization on the S(R)M continuum. This study realises the important position of contractors in managing relationships with other stakeholders, considering the notion that contracting organizations are business entities seeking survival, sustainability and, most significant of all, profitability. This observation has made the development of a contractor-led stakeholder relationship framework imperative.

2.3 STAKEHOLDER MANAGEMENT THEORY

According to Hitt, Freeman, Harrison (2001, p190), the use of the term ‘stakeholder’ emerged in the 1960s from pioneering work at Stanford Research Institute, which argued that managers “needed to understand the concerns of shareholders, employees, lenders, and suppliers, in order to develop objectives that stakeholders could support” (Hit et al,2001, p190). The term has become increasingly prevalent since Freeman’s (1984) seminal text “Strategic Management: A Stakeholder Approach” (Sinclair,2014). Freeman associated stakeholder management with strategic management, focusing mainly on the firm’s strategic focus (e.g. profitability and shareholder value) (Freeman,1984). However, the stakeholder view currently focuses on issues of sustainability and moral obligation (Dierksmeier,2016). Owing to the dynamics of the business environment, especially political, economic, social, technological, legal and environmental factors (PESTLE), the stakeholder management theory has become equally adaptive (Weiss, 2014).

Who Are Stakeholders?

2.3.1 Defining and contextualizing the stakeholder

Freeman (1984) defined a stakeholder in an organization as any group or individual who can affect or is affected by the achievement of the organization’s objectives. This definition is corroborated by other authors (Preble, 2005). This definition is particularly important in highlighting a two-way relationship between the firm and its stakeholders (Preble, 2005). In construction project contexts, large numbers of individuals, groupings, and organizations could be conceived as stakeholders: scholars have classified them in various ways.

2.3.1.1 Diversity of stakeholders in construction projects

Chinyio and Olomolaiye (2010) point out the multiplicity of stakeholders in most construction projects, reiterating that this amounts to a potential source of conflict. Additionally, Bourne and Walker (2005) mention that successful project management is influenced by stakeholders and their capacity to impact the project outcome. They further assert that it is necessary to identify project stakeholders and to understand their power and influence in order to better manage their potential impact on the project. It is necessary to manage this diversity proactively to forestall conflicts and disputes (Chinyio and Olomolaiye, 2010). It is important that stakeholders are identified at the beginning of the project, no matter how major or minor they are, lest they delay or introduce other obstacles at some point during the life cycle of the project. Some stakeholders portend good for the organisation and yet others may mean trouble for the firm. The organisation must be aware of these stakeholders and what they stand for and then formulate strategies for dealing with each of these (Chinyio and Olomolaiye, 2010). Such strategies may vary from collaborating/cooperating, defending, accommodating, negotiation, avoiding, confronting, resisting, attacking, to bypassing. Managers of firms and projects should be able to assess situations and create action priorities. In this context, stakeholders need to be treated differently according to their needs and whether they offer either potential or threat to the firm or project (Bucholtz and Carroll, 2008). An appreciation of the diversity of stakeholders the organisation is dealing with is vital for the success of the projects

2.3.2 Identifying stakeholders and their stakes

Lim (2008) points out that different stakeholders have different levels and types of investment and interest in construction projects. Failing to acknowledge stakeholders, especially in construction projects involving various parties with vested interests, would potentially jeopardize the project objectives and its smooth implementation (Lim, 2008). Successful completion of construction projects is therefore dependent on identifying and meeting the expectation of stakeholders (Lim, 2008).

According to Bucholtz and Carroll (2008), stakeholders can be divided into internal and external stakeholders. Bourne and Walker (2008) also dichotomise

stakeholders as upstream and downstream stakeholders based on their location in the supply chain.

2.3.3 Stakeholders in construction projects

Figure 2.3 shows both internal and external stakeholders. These stakeholders have different interests or stakes win the project.

The relationship between stakeholders and the project

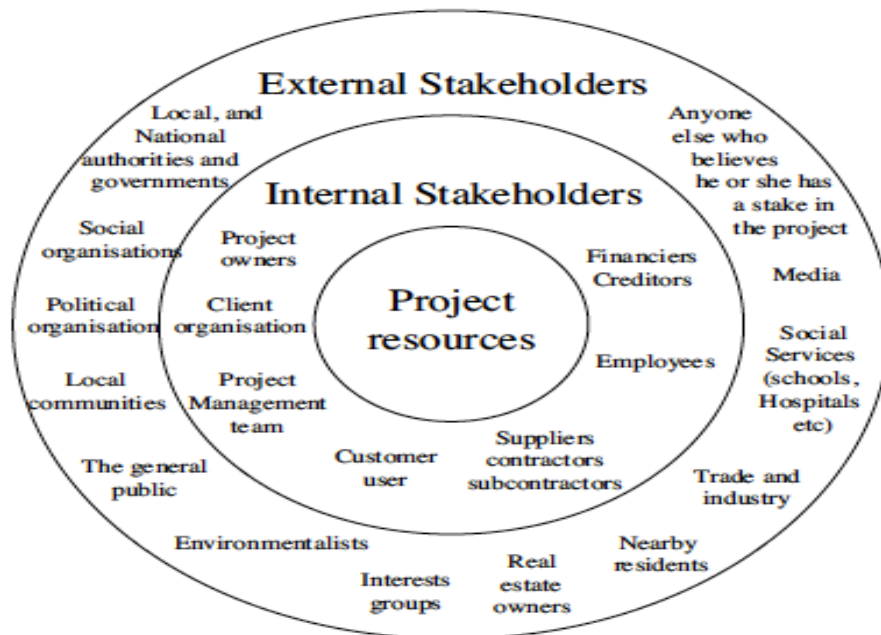


Figure 2.3: Project internal and external stakeholders (Source: Negi, 2017)

The interests of the stakeholders tend to be dynamic in nature, thus, the need to manage the relationship with these stakeholders as the organization engages with them. Chinyio (2010) points out that stakeholder management incorporates the management of relationships which may stimulate the stakeholders in a way that will make them support the project objectives.

2.3.4 General presentation of stakeholder categories

These consist of those stakeholder categories which provide inputs (such as suppliers, society, financiers), regulatory bodies such the local and national governments, the community (which may be positively or negatively affected by the project), owners (concerned with profits and survival of the firm or project), facilitators (e.g. employees and others who assist in dealing with certain issues like lawyers, financial advisers and so on) and the clients.

The following stakeholder categories are discussed below: primary social and secondary social stakeholders, primary non-social and secondary non-social stakeholders and upstream, downstream, supply chain and project stakeholders. All these stakeholders need to have their concerns assessed and addressed.

2.3.4.1 Primary social and secondary social stakeholders

Most stakeholders can be divided into primary social and secondary social stakeholders (Bucholtz and Carroll, 2008) because they are concerned with human elements as stakeholders. The primary social stakeholders have a direct impact on the organisation and affect the success or failure of the project or business in a very direct manner. Vasi (2012) argues that secondary stakeholders are those who do not have a direct impact on the organisation or project although their influence may be far-reaching. While these stakeholders appear distant, their influence may be so significant that the project managers cannot afford to ignore them without impacting the project negatively.

2.3.4.2 Primary non-social and secondary non-social stakeholders

According to Bucholtz and Carroll (2012), non-social stakeholders are mostly non-human in nature such as Greenpeace and Friends of the Earth and animal welfare. These terms were coined by Wheeler and Sillenpaa (1997) to differentiate categories of stakeholders. Bucholtz and Carroll (2012) add that non-social secondary stakeholders include environmental interest groups' organisations such as the Society for the Prevention of Cruelty against Animals (SPCA). Examples of primary non-social stakeholders are the natural environment and future generations. If businesses do not consider these stakeholders, they are likely to face stiff resistance and have their image damaged – something which can negatively impact the business or project in the community or society, both locally and globally.

2.3.4.3 Upstream, downstream, supply chain and project stakeholder

Bourne and Walker (2012) categorise stakeholders into four categories. These are upstream stakeholders, downstream stakeholders, downstream supply chain stakeholders and project stakeholder groups. Upstream stakeholders are the customers and end-users of the product, while downstream supply chain stakeholders are suppliers and subcontractors, among others (Walker, Bourne, and

Rowlinson, 2008). External stakeholders consist of the community and other groups and individuals who feel that they will be affected by the activities of the project. The problem is that projects and organisations often ignore such stakeholders until it is too late. They include invisible stakeholders but who are vital for the successful execution of the project. The last group is defined by Bourne and Walker (2005 p658) as the “highly visible stakeholder group” who are active in the project in proximity such as project sponsors and the project team.

Identifying and categorizing these stakeholders make it possible for the organisation or project to understand and know how it should treat each stakeholder. This enables managers to understand the power and influence stakeholders can exert on projects (Bourne and Walker, 2008). Bucholtz and Carroll (2008) warn, quite rightly, that stakeholders can suddenly change from secondary to primary stakeholders – for example, when an environmental group decides to demonstrate in the streets in full view of society against a certain project or business.

2.3.5 Stakeholder-related factors influencing project performance

Hong, Martin and Wai, (2009) identify seven (7) important stakeholder-related factors influencing project performance. These are presented below.

2.3.5.1 The power factor

Hong et al. (2009) view the element of power as a vital consideration in the management of stakeholder relations. Power implies that one player will have more influence than the other player, enabling that player to do what it wants despite the resistance of the other party. Also, one actor possessing a requisite degree of power can get another party to do what he wants him to do, whether he wants it or not. Thus, power reveals itself in social and economic relations. Hong et al. (2009) see mainly expert, resource and position power as the most relevant power. This implies that the firm must weigh its position, resource and expert power vis-à-vis each of its stakeholders as part of its stakeholder management programme or mechanism.

2.3.5.2 The legitimacy factor

The second factor put forward by Hong et al. (2009) is legitimacy. They view legitimacy as a prerequisite for one to have successful transactions with other stakeholders. Legitimacy deals with appropriateness where actions are proper and conform to acceptable norms and values (Yang and Wu, 2016). There is also a

moral element in the legitimacy factor whereby a firm should conform to accepted moral standards. Organisations or business have moral obligations to various stakeholders such as suppliers and customers (Yang and Wu, 2016). Firms owe and are owed contractual obligations, and this is part of the legitimate factor.

2.3.5.3 The urgency factor

Hong et al. (2009) highlight the importance of the urgency factor in stakeholder relationship management. The urgency factor in stakeholder management refers to the degree to which a stakeholder requires that issues be attended to immediately or with very high priority (Neville, Bell, and Whitwell, 2011). The vital elements of urgency are there when the time factor and the criticality of importance to concerned stakeholders are at stake. Priority issues should be imperatives that drive action. This essentially implies that there are things that must (should) be done and cannot wait (high priority) and there are things of not so high priority. High priority issues exert great pressure on concerned decision-makers to act immediately rather than later. Failure to prioritise can cause project problems and dissatisfied stakeholders.

2.3.5.4 The proximity factor

There is also the proximity factor which Hong et al. (2009) refer to as the fourth factor. It is premised on the level of involvement of the stakeholder(s) in the project. Some stakeholders are more closely involved than others. The logic would be to be able to place stakeholders along a continuum from extremely high involvement to extremely low involvement. Bourne et al (2008) rates these from 1 to 4 (Hong et al., 2009). It is only reasonable that highly involved stakeholders are kept informed by establishing efficient communication channels and that their concerns are not only understood but also attended to on time and with efficiency. Bourne and Walker (2005) warn that there may be some stakeholders who may seem invisible but who have a very strong influence and power on the project and can affect its success. Therefore, any mechanism for the management of these stakeholders should consider every possible stakeholder, no matter how remote they seem.

2.3.5.5 The vested interest factor

Different stakeholders have different levels of interest in a project. Hong et al. (2009) opine that the interest of stakeholders has a great impact on the chances of project success. They point out that interests may vary in nature from economic interest,

importance to the mission of the business, political (power) importance, legal rights, survival, safety, and health, among others (Bourne, 2016). Any mechanism that a business adopts concerning its stakeholders should address all these stakeholder concerns so that there is a healthy relationship that can make projects succeed and issues to be anticipated (Imran and Gregor, 2011).

2.3.5.6 The stakeholder attitude factor

Hong et al. (2009) presented the stakeholder attitude factor, pointing out that various stakeholders have different attitudes towards a project, ranging (in a continuum) from outright hostility or objection to outright support for the project. There may be total opposition (for example, environmentalists opposing buildings on wetlands), mild opposition, noncommittal views, and total support. For managers to develop viable mechanisms they must be able to assess the attitudes of stakeholders and their influence and try to address their concerns on how they deal with the project.

2.3.5.7 The stakeholder knowledge factor

According to Mallak, Patzak and Kurstedt (1991) cited in Hong et al. (2009). in the contemporary world stakeholders are becoming more knowledgeable, informed and are aware of their rights. Information is now available to stakeholders from multifarious sources, making them more informed on how things can be done better. Again, knowledge can also be logically described as a continuum from extremely well informed to extremely ignorant. Stakeholder knowledge drives most of the factors as knowledgeable stakeholders are more aware of their interests and their legitimate rights.

2.3.6 Importance of stakeholder management

The importance of stakeholders in projects has been articulated in the field of project management by several authors such as Freeman (1984), Cleland (1986), Savage et al. (1991), Littau et al. (2010) and Beringer, Jonas and Kock (2013). Bucholtz and Carroll (2008 p85) emphasize how stakeholder management should be taken seriously when they refer to the concept of the “stakeholder corporation”. The stakeholder corporation concept is a radical view that goes beyond just considering stakeholders’ interests but recommends ‘stakeholder inclusiveness’ and the incorporation of ‘stakeholder symbiosis’. This quite rightly goes deeper than

ordinary coordination with stakeholders by acknowledging that the organization or firm must try to attain loyalty or partnerships with all its stakeholders, at the same time recognizing that there is an indispensable level of dependence (symbiosis) among the business and its stakeholders. They argue that how an organization creates and maintains relationships with its various stakeholders, considering their values, is vital for the strategic or long-term survival of the firm.

Mohan and Paila (2013) emphasise the importance and relevance of stakeholder management, particularly in construction projects. This has been stated in several studies by various scholars (Newcombe, 2003; Olander and Landin, 2005; El-Gohary, Osman, and El-Diraby, 2006; Olander, 2007). Other studies such as those of Jergeas, Williamson, Skulmoski and Thomas (2000) and, Olander and Landin (2005) have highlighted the reasons for and relevance of stakeholder management in construction projects, particularly for the following reasons:

- construction projects are complex in nature because of the many processes and parties involved.
- The relationships among stakeholders are generally temporary in nature because of the nature of the projects.
- The expectations and needs of the stakeholders are generally divergent in nature because of their financial exposure to the project and for other reasons. Therefore, the project manager should have expertise in communication to manage the stakeholders.
- All project participants should be clear about their roles and responsibilities in order to meet the project objectives.
- Ineffective stakeholder management could lead to time delays and cost overruns.

2.3.6.1 Levels of stakeholder management

To demonstrate their stakeholder capability, organizations or firms should understand the three levels of stakeholder management that move from simple to the most complex (Bucholtz and Carroll, 2008). An organization, firm or project at level three would have the highest capability to deal effectively with its stakeholders. An understanding of this escalation will enhance an organization's ability to develop its stakeholder management capability to the highest possible level and assess its

own level of competence in dealing with the stakeholders. The three levels are briefly described below.

- **The rational level**

At this level, the firm or organizations can identify who their stakeholders are. According to Bucholtz and Carroll (2008), this recognition of stakeholders makes it possible for the organization or firm to perform stakeholder mapping. It highlights and describes the interests or stakes of each of the stakeholders and forms the initial stage of an intended stakeholder management system. Bucholtz and Carroll (2008) caution that while most organizations have correctly identified their stakeholders, they have failed to do a proper analysis of the stakes of each, thereby leading to the neglect of stakeholders by such organizations. At the same time, such a situation gives the misleading impression that something is being done about the stakeholders when in fact nothing is happening. This stage should be regarded as the phase of familiarization whereby the firm is familiarizing with its stakeholders to prepare for the development of modalities to address their needs.

- **The process level**

The process level is the second level in developing an organization's stakeholder capability. This phase entails the organization's moving to the implementation stage of its planned processes, procedures, and practices. The organization will systematically gather critical information (on a continuous basis) on its stakeholders to guide it in making vital decisions concerning its stakeholders (Freeman,2015). This process needs to be dynamic, signifying the view that stakeholder needs are not constant but in flux. Monitoring ensures that firms take cognizance of these changes and adjust their actions towards their stakeholders accordingly. Yang, Shen and Ho (2009 p169) argue that "the key to solving strategic problems is to use a method to identify the firms entire set of stakeholder relationships, not with the managers' subjective opinion, but with particular methods to perceive the relationships." In other words, they recommend a practical way or mechanism of stakeholder identification and engagement as the best way to understand and manage stakeholders and address their needs.

- **The transactional level and stakeholder engagement**

This is the last stage among the levels of achieving organizational stakeholder management. It is the highest stage and involves actual stakeholder engagement. In this phase, the firm should take measures to respond to the needs of its stakeholders (Bucholtz and Carroll, 2008). In this case, the firm needs to communicate constantly and consistently with its stakeholders, using the most effective channels, including regular meetings, to anticipate and address issues in genuine ways (Kujala and Korhonen 2017). In this case, the organization should be prepared to allocate and use resources to ensure that stakeholder needs are met. Communicating effectively and consistently does not only involve the stakeholders who relate well with the organization but also those who have negative relations with the organization (for example environmentalists) (Bucholtz and Carroll, 2008). The firm must be able to match its engagement to the needs of each stakeholder and the levels of engagement differ at different times. Light engagement may involve communication or passing information, while middle-level engagement may involve negotiations. High-level engagement may involve active collaborative, partnership actions or strategic alliances (Bucholtz and Carroll, 2008). Transparency and active engagement are key elements to stakeholder engagement. The involvement of all stakeholders leads to long-term sustainability of the organization.

The following section will deliberate the stakeholder management process.

2.3.6.2 Stakeholder management processes

Several scholars have highlighted different stakeholder management processes (Cleland, 1990; Karlsen, 2002; Elias, Cavana and Jackson, 2002; Young, 2006; Bourne and Walker, 2006; Walker, Bourne, and Shelley, 2008; Jepsen and Eskerod, 2009). Table 2.2 gives a summary of some of these processes. A review of these processes shows that there is consensus regarding stakeholder management processes in terms of the initial step of identifying the different stakeholders.

Table 2.2: A review of project stakeholder management processes

Scholars	Stakeholder Management processes
Karlsen (2002)	Identify stakeholders; analyse characteristics of stakeholders; communicate and share information with the project team; develop strategies; follow-up
Elias et al. (2002)	Develop a stakeholder map of the project; prepare a chart of specific stakeholders; identify the stakes of stakeholders; prepare a power versus stake grid; conduct a process level stakeholder analysis; conduct a transactional level stakeholder analysis; determine the stakeholder management capability of the R & D projects; analyse the dynamics of stakeholders' interactions
Young (2006)	Identify stakeholders; gather information about the stakeholders; analyse the influence of stakeholders
Bourne and Walker (2006)	Identify stakeholders; prioritize stakeholders; develop a stakeholder engagement strategy.
Cleland (1990) adopted by Olander (2006)	Identify stakeholders; gather information on the stakeholders; identify stakeholder mission; determine stakeholders' strengths and weaknesses; identify stakeholder strategy; predict stakeholder behaviour; implement stakeholders' management strategy
Walker et al. (2008)	Identify stakeholder; prioritising stakeholders; visualise stakeholders; engage stakeholders; monitor the effectiveness of communication
Jepsen and Eskerod (2009)	Identify the important stakeholders; characterize stakeholders pointing out their (i) needed contributions, (ii) expectations concerning rewards for contributions, (iii) power in relation to the project decision about which strategy to use to influence each stakeholder.

Source: Yang et. al. (2010)

The idea of stakeholder management is important in the way organizations effectively deal with their stakeholders and is governed by certain principles termed the Clarkson Principles after their originator (Bucholtz and Carroll, 2008 p85). These principles are guidelines on how stakeholders should ideally be treated for the sake of the long-term success and sustainability of the firm. They are believed to result

in effective stakeholder management, boosting the organization’s ability to identify and deal with the stakeholders. In summary, the seven stakeholder principles (Clarkson Principles) are provided in Table 2.3.

Table 2.3: Clarkson Principles

Seven Stakeholder Principles
Firstly, management needs to acknowledge who their legitimate stakeholders are and the fact that they should constantly monitor them to ensure that they are taking their interests properly into account.
Secondly, managers are supposed to have the ability to listen to these stakeholders and establish efficient lines of communication with them so that their concerns and interests are kept in focus to avoid the risk of neglecting these interests.
Thirdly, the principles also recommend that firms should adopt procedures, practices, and practices consistent with the interests of all the identified and acknowledged stakeholders (Bucholtz and Carroll, 2008).
Fourthly, the organisation should recognise that there is some symbiotic interdependence among that various stakeholders and benefits should be distributed commensurate with the risks and resources that stakeholders incur in the relationships.
Fifthly, there should be mutual cooperation among all stakeholders so that risks are minimised, and benefits are maximised.
Sixthly, managers are obliged to desist from any activities likely to violate human rights, the environment, and other unethical behaviours.
Lastly, there is need for managers of firms to recognise their own potential conflicts of interests vis-à-vis those of other stakeholders. They should also take measures to eliminate such conflicts and assume commensurate legal and moral duties. Finally, they should ensure that such problems are communicated clearly to interested parties.

Source: Bucholtz and Carroll (2008 p85).

2.4 STAKEHOLDER MANAGEMENT THEORIES

This section provides several theoretical frameworks for engaging with the concept of stakeholder (relationship) management. The previous sections elucidate the different theories in stakeholder management.

2.4.1 Stakeholder-based project management model (SBPMM)

With the SBPMM, the organization becomes successful through the enablers (proximity, interest, network, and legitimacy) which initiate the project. The

importance of management processes, including identification, communication, engagement, empowerment, and risk control, are also emphasized in the SBPMM.

This framework clearly outlines the key influential variables for stakeholders and highlights the stakeholder management processes that act as mediators towards project success. However, it does not clearly define what is perceived as project success. Also, this framework does not also consider the environmental peculiarities of the project. Furthermore, whereas the role and importance of a stakeholder can shift through the different phases of the project life cycle, this framework does not account for such shifts.

Rajablu, Marthandani, Fadzilah, and Yusoff (2015) refined this framework further from the traditional project base frameworks into the stakeholder-based project management model (SBPMM) This framework is success-oriented and is constructed from the independent variables of influential attributes and the dependent variables of project success through the mediating factors (Rajablu et al., 2015). This model is illustrated in Figure 2.4:

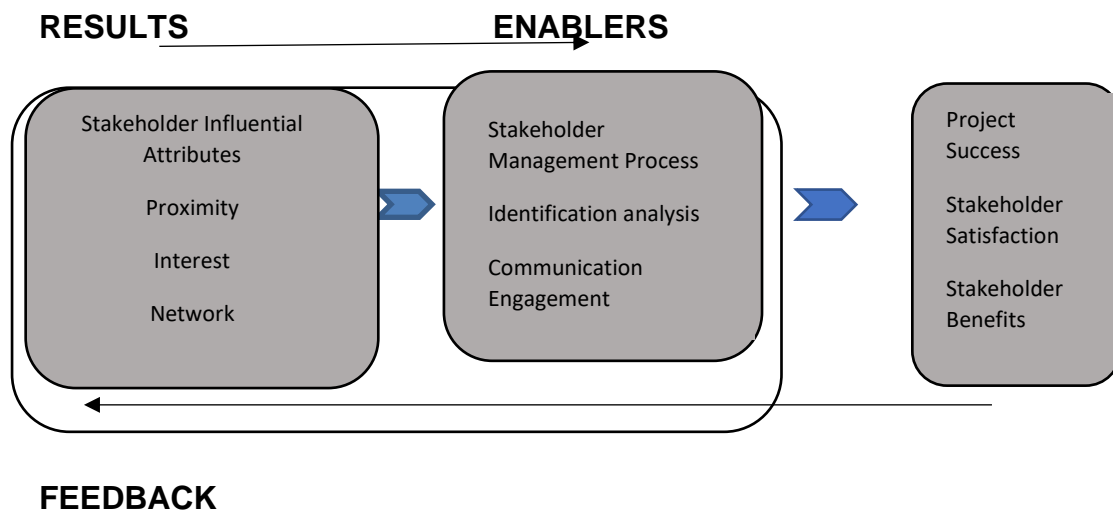


Figure 2.4: Stakeholder-based project management model

Source: Rajablu et al. (2015)

2.4.2 Karlsen's project stakeholder management strategies

In order to evolve strategies for effectively managing stakeholders, it is critical to understand their power and influence. Karlsen (2002) points out four strategies for managing stakeholders. Table 2.4 illustrates these strategies based on the

stakeholders' potential for collaboration with the project and their potential to affect the project.

Table 2.4: Typology of project stakeholders

Potential for collaboration with the project	Potential to affect the Project		
		HIGH	LOW
	HIGH	Collaborate	Involve
	LOW	Defend	Monitor

Source: Karlsen (2002)

Collaboration is the best alternative for the stakeholders who have a high potential to affect the project. These stakeholders need to be closely worked with and always kept satisfied. Any disagreements or misunderstanding should be dealt with amicably to maintain peace and all should agree on the way forward for the project's successful outcome. It is necessary to involve stakeholders with low potential to affect the project and who have a high potential for collaboration with the project, as these stakeholders will assist and may help in the progression of the project. The stakeholders with a high potential to affect the project and low collaboration need to be defended, so that there may be fewer chances of the stakeholders affecting the project negatively. Lastly, the model emphasises the need to monitor the stakeholders with low potential to affect the project and low collaboration as the global business environment is always changing, given their proclivity to transiting to other blocs.

2.4.3 Mendelow's matrix

A widely used model (perhaps the most famous one) is the analysis of power and interest dimensions (Mendelow's matrix). Mendelow (1991) developed the matrix based on the analysis of power and interest. It divides stakeholders into four groups. The model recommends a specific type of treatment for each of these groups (Serra, 2014). Figure 2.5 shows the analysis of power and interest.

Power interest grid

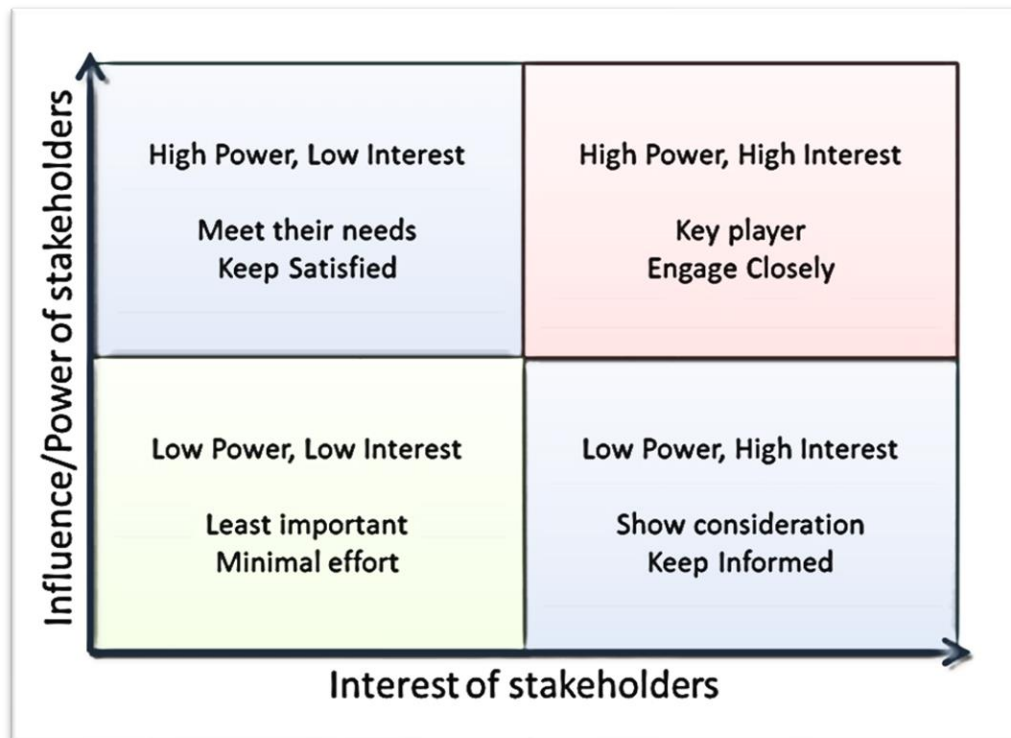


Figure 2.5: Power interest grid

Source: Eden and Ackerman (1998)

- Mendelow (1991) proposes using power and interest to craft a method for mapping stakeholders. Further to this, the PMBOK (2013) highlights other multiple classification models for the stakeholder analysis such as the following:
- **Power/Interest grid** – This refers to grouping stakeholders because of their level of authority 'power' and their level of concern or 'interest' regarding project outcomes.
- **Power/ Influence grid** – This pertains to grouping stakeholders according to the level of authority and active involvement, which is, 'influence'.
- **Influence impact grid** – This is based on active involvement in the project and their ability to effect changes to project planning or execution that is 'impactful'.
- **Salience model** – This is based on the power or 'ability to impose their will', urgency that is 'need for immediate attention' and legitimacy that is 'the appropriateness of their involvement'.

Chinyio and Olomolaiye (2010) further observed that Mendelow’s matrix theory argues that businesses, causes, interests, and pressure groups must manage their relationships with those external entities that can influence the achievement of their goals.

2.4.4 Social responsibility-based model

Some other conceptual frameworks have been developed for managing project stakeholders. Figure 2.6 illustrates one of such frameworks developed by Yang et al. (2009). Yang et al.’s proposed conceptual framework identified a precondition for the management of stakeholders which is the management of stakeholders with a social responsibility, whether economic, legal, or ethical. The framework further identifies the input of information, stakeholder estimation and decision making as components that are required for the sustainable support of stakeholder management. This framework considers the social responsibilities and clearly includes the identification of stakeholders and their areas of interest, their attributes, behaviour, potential influence and conflicts, and coalitions. This framework further highlights the decision-making component.

Even though the framework was developed with the specific context of the framework in Hong Kong and Australia in mind, the framework still pertains to features of stakeholder management and provides workable mechanisms for global construction systems (Yang et al., 2009).

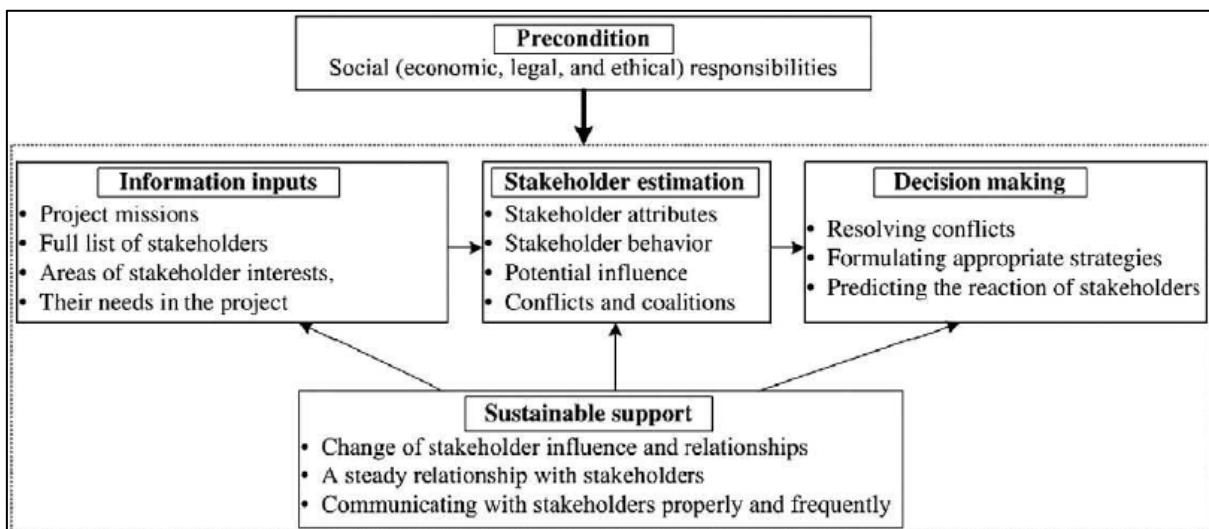


Figure 2.6: Framework for project stakeholders’ management

Source: Yang et al. (2009)

This framework also does not account for the different phases of the project life cycle. This is a shortcoming as the overall complexity of the other phases may have an effect on the model. There is a need to validate the adequacy of this mechanism in managing stakeholders in other regions as the global business environment is not the same and regions differ in terms of political, environmental, social, technological, economic and legal (PESTEL) aspects (Yang et al., 2009).

2.4.5 Donaldson and Preston's (Taxonomy) stakeholder theory of the corporation

Donaldson and Preston (1995) developed the stakeholder theory of the corporation. This theory views stakeholder management as falling within the ambit of management because of its descriptive nature and makes recommendations on how stakeholders should be managed (Bucholtz and Carroll, 2005). Also, Donaldson and Preston (1995) view the stakeholder theory of the corporation as predictive considering that it anticipates stakeholder needs. In theory, while managers should consider all stakeholders, they should also consider each organization according to its legitimate stake in the project. Managers develop an ontology of their stakeholders, that is, their importance to the organization or project in significant ways. Guba and Lincoln (1989) define the ontology development from the viewpoint that ontological situations describe what entities in terms of managers' managing stakeholders are in existence and the kind of relationships which exist. The descriptive, instrumental, and normative value of stakeholders are discussed below as they fall under the Donaldson and Preston's (Taxonomy) stakeholder theory of the corporation.

2.4.5.1 The descriptive value of stakeholder engagement

According to Damak-Ayadi and Pesqueux (2005), the descriptive value of stakeholder engagement originates from the theoretical views of Donaldson and Preston (1995). It is clearly articulated by Bucholtz and Carroll (2008). This view sees the stakeholder perspective as valuable because it provides the vision or view that the business does not exist in isolation. Moreover, for it to function, it has to take itself as embedded in an environment with many competitive and cooperative entities without which it cannot function or succeed. Central to the descriptive values are factors that determine competition or/and cooperation between the organisation and its stakeholders (Damak-Ayadi and Pesqueux, 2005). In other words, the

descriptive value makes the business adopt the view that it cannot work without its stakeholders. The organisation can only be understood when viewed in context together with all its stakeholders. According to this view, it allows for managers to advance propositions on how each stakeholder ought to be managed (Damak-Ayadi and Pesqueux, 2005).

2.4.5.2 The instrumental value of stakeholder engagement Jones (1995).

The instrumental value of stakeholder engagement takes the view that the firm should engage stakeholders because they make it possible for the firm to succeed (Damak-Ayadi and Pesqueux, 2005, Bucholtz and Carroll, 2008). According to Bucholtz and Carroll (2008), the instrumental value of stakeholder management is adopted so that the firm can achieve its goals (e.g. profits, stability, growth, shareholder value and the like). This implies that results-based stakeholder management best serves organizational interests. This represents an orientation whereby the firm uses stakeholders strategically to achieve its own goals. Stakeholder management is thus seen purely to achieve certain ends. The organisation conducts a cost-benefit analysis of what it gets in return for its action towards a stakeholder. This appears utilitarian and does not emphasize long-term normative moral obligations to a particular stakeholder.

2.4.5.3 Normative value to stakeholder engagement

This is the last aspect of Donaldson and Preston's model (Bucholtz and Carroll, 2008). In this case, the stakeholder engagement is seen as having value because of its normative nature. It is seen as having value regardless of the instrumental orientation. It takes the ethical or moral view of how stakeholders should be treated with natural justice and fairness. This view posits that ideally, business organisations have to be ethical in how they treat stakeholders – not merely instrumental and profit-focused. This is supported by Damak-Ayadi and Pesqueux (2005 p.8) when they point out that "...the emphasis is placed on the ethical obligations a firm face, and on how it can satisfy them without denying its interest in achieving economic success."

In other words, stakeholder management encapsulates the norm or the way business must be conducted irrespective of profit or other self-serving motivations. When organisations follow this stakeholder management construct, they are expected to succeed in terms of growth, profitability, reputation, and sustainability

(Bucholtz and Carroll, 2008). Preble (2005) points out that the normative viewpoint involves the acceptance of the following:

- Stakeholders are persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity.
- Stakeholders are identified by their interests in the corporation, whether the corporation has any corresponding functional interest in them.

The interests of all stakeholders are of intrinsic value. That is, each group of stakeholders' merits consideration for its own sake and not merely because of its ability to further the interests of some other group, such as the shareowners (Preble, 2005 p.67).

2.4.6 The Stoney and Winstanley framework

Bourne and Walker (2008) discuss the Stoney and Winstanley framework which is used for stakeholder management in projects, including construction projects. Bourne and Walker posit that this framework assists managers to develop mechanisms for defining and assessing risks (posed by uncooperative stakeholders) and opportunities in projects (availed by cooperative stakeholders). This tool helps managers to visualize the risks or opportunities clearly by defining who the stakeholders are and what they mean for the project. Stoney and Winstanley's framework considers that the first step for project managers is to clearly define their position in which stakeholders should be seen as bona fide stakeholders of the project. In this case what the project managers consider the realities in terms of stakeholders can be clarified.

This framework is of paramount importance in that it guides the project managers to be able to define their stakeholders and their relevance very clearly (what Bourne and Walker (2008) refer to as the ontology of stakeholders) so that strategies for managing and satisfying their concerns can be developed. In short, the mechanisms for addressing stakeholder needs are arrived at more clearly.

2.4.7 Savage, Whitehead and Blair's stakeholder management model

Savage, Whitehead, and Blair (1991) developed a construct based on the idea that project managers deal with different organisations which have different effects on the project. They envisage that stakeholders differ in their potential for cooperation and their potential for threatening the projects of an organisation. These different

types of stakeholders require different kinds of management strategies. Savage et al (1991) identified four types of stakeholders and the strategies that may be used to manage them. For guidance to managing different stakeholders, these four stakeholder types are explained below:

2.4.7.1 Type 1: The supportive stakeholder

The supportive stakeholder is the kind of stakeholder that usually collaborates with the organisation. This type of stakeholder is interested in the success of the firm and includes shareholders, employees, the board of directors, managers and those people who see the organisation in a positive light (Savage et al,1991).

2.4.7.2 Type 2: The marginal stakeholder

Bucholtz and Carrol (2008) identified the second type of stakeholder as the marginal stakeholder. This type of stakeholder poses a minimum potential threat factor when it comes to the firm. These may include consumer groups and professional bodies for employees. The solution is to keep on monitoring such stakeholders to keep potential problems in check.

2.4.7.3 Type 3: The non-supportive stakeholder

Bucholtz and Carroll (2008) define the non-supportive stakeholder as that stakeholder that is high in terms of threats potential and low on the potential for collaboration. According to Bucholtz and Carroll (2008), these types of stakeholders include trade unions, regulatory bodies, competing interests, environmentalists and the like. These stakeholders are hard to please and almost always oppose the firm's projects.

2.4.7.4 Type 4: The mixed-blessing stakeholder

This type of stakeholder has the capacity for both cooperation or non- cooperation or threat (Bucholtz and Carrol, 2008). These are stakeholders who can be good to the organisation if they support it or harmful if they do not. They include employees with scarce skills and customers. They can easily shift their loyalty if they are not happy with the firm, seriously upsetting the firm's projects when they are needed most. Mixed-blessing stakeholders can develop into either supportive or hostile stakeholders if not properly handled. Since if such stakeholders are helpful if they remain allies to the firm, the best strategy would be to initiate and maintain high collaborative relationships with them.

2.4.8 Effective stakeholder relationship management

Effective stakeholder relationship management has a significant bearing on a project's outcome. According to Bourne and Walker (2005a), a project's success or failure is strongly influenced by the perceptions and expectations of stakeholders, the nature of the stakeholders' relationships with the project team and, most of all, the capability and willingness to manage these multiple relationships effectively. Manowong and Ogunlana (2010) assert that these relationships in construction projects are those relationships between the stakeholders and the project managers as well as the relationships among the project stakeholders themselves.

Manowong and Ogunlana (2010) stress that stakeholder relationships can be associated with common situations which are harmonious or conflict situations. They further stated that these common situations could take the form of harmonious situations where stakeholders share enough consensus concerning an issue that results in successful collaborations. Conversely, the situation can present some conflict among the stakeholders, thus inhibiting collaborations which can potentially harm the progress of the project if left unresolved. Bourne and Walker (2005b) believe that the success of construction projects is linked to the strength of the stakeholders' relationships which can be fostered by effective, regular, planned or ad-hoc meetings with all groups of stakeholders. Bourne (2006) further reiterates that building and maintaining relationships with stakeholders can be successfully achieved through effective communication which will result in a greater possibility of maintaining stakeholders' support and commitment.

Successful project managers make a strong effort to build relationships with key stakeholders. Some of the aspects that constitute successful stakeholder relationship management include the development of stakeholder relationship plans with relationship matrices and communication charts (Manowong and Ogunlana, 2010). The communication should thus be aimed at warranting constant commitment and backing by all key stakeholders for all phases of the project, for instance, communication, whether formal or informal, could be verbal, written or electronic. Other suitable channels of communication constitute project plans and reports, meetings, informal discussions as well as formal presentations.

There are several steps that Manowong and Ogunlana (2010) highlight that could be used to monitor stakeholder relationships within a project environment. These steps are mentioned below:

- Identification of key stakeholders through the stakeholder matrix created during the project initiation phase;
- Development of a better understanding of the relationships among the various stakeholders on specific problems; and
- Determination of the best strategies to manage and deal with the stakeholders based on the understanding of the dynamics of the stakeholders' relationships.

Therefore, the management of stakeholder relationships should be carefully planned and executed to ensure project success. A study by Smyth and Edkins (2007) on relationship management of construction projects partnered by stakeholders from both private and public sectors is indicative of the fact that proactive management of stakeholder relationships should be afforded greater strategic and tactical considerations which more specifically focus at the client interface.

Bourne (2009) adds that organisations must deliver the strategies and requirements defined in their mission, vision, charter, or articles of incorporation with the leadership team of the organization being responsible for ensuring that these are achieved accordingly. The fulfilment of organizational strategies and requirements over and above their bottom line can be viewed as a success. More specifically, Bourne (2009 p11) asserts that “success is measured in part by reports of financial compliance and in part by other less tangible aspects such as meeting expectations of its stakeholders such as the public, government, shareholders, customers, employees, lobby groups and voters.”

Therefore, an organization needs to focus on strategic, tactful, and operational activities in order to achieve success. Successful achievement of these activities requires the contribution of other organisations, groups, or individuals for the attainment of agreed outcomes. These contributors are the different stakeholders whose requirements, needs and expectations must be regarded as an integral part of any organization's management and planning. Bourne (2009) thus emphasizes that successful organizations recognize that stakeholders contribute to the success

or failure of their activities. According to an analysis of research undertaken on the success and failure of the accomplishment of organizational activities through workshops delivered on stakeholder relationship management, identifying customers, senior managers, end-users and often government is important towards achieving organizational success (Bourne, 2009).

Bourne (2009) presents a typology of a balanced view of success that consists of three elements as illustrated in Figure 2.7. These three elements entail delivering value, managing risks, and managing relationships. The relationship between these three components is depicted in Figure 2.7 where the three intersect. The key point to note is that stakeholders are central to the success or failure of any organization or project. Bourne (2009) identifies a consistent theme of people as being a key factor. Further to this, Bourne (2009) adds that communication is the key to successfully managing people. Thus, this communication (information) is required to report on the delivery of value and manage risk in relation to the people (stakeholders).

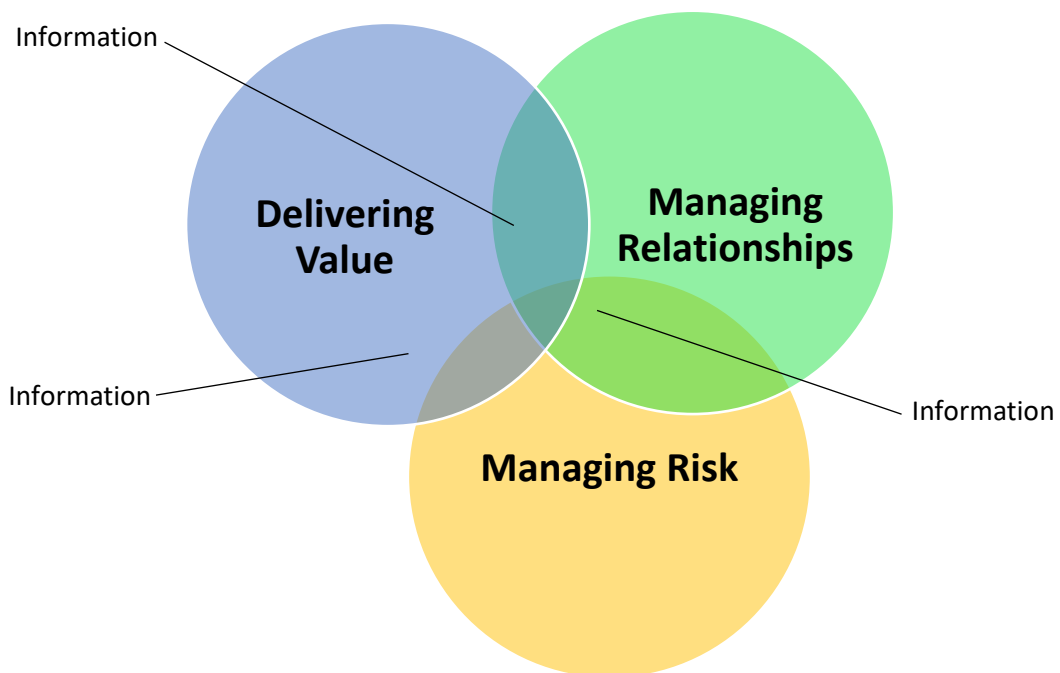


Figure 2.7: The interconnected elements of the success of contemporary organizations

Source: Bourne (2009, p. 17)

Delivery of successful outcomes to any organization necessitates the simultaneous management of all three elements. The combination of the three elements assists in securing the commitment of important stakeholders through imparting a feeling

of confidence that the work is in good hands and that it is being appropriately managed. This level of stakeholders' confidence is brought about through effective communication mechanisms such as progress reports on the actual progress of work which highlight any issues or expectations to focus management's attention (delivering value). Additionally, Bourne (2009) emphasizes that reporting exercises of this nature contribute to managing risk and ultimately elevate the reputation and the credibility of the activity's manager and team. "Effective management of relationships requires planning and implementing communication that focuses on the groups or individuals that are important at each phase in the lifecycle of the work and understanding their requirements from the outcomes of the work" (Bourne, 2009 p21). A clear understanding of the important stakeholders at each phase in conjunction with their specific requirements at each phase will go a long way in ensuring that all necessary processes and procedures are undertaken to keep them fully engaged and in the loop about the progress of the work.

With reference to the construction industry, the several issues raised of stakeholder dissatisfaction suggest that the current practices in stakeholder engagement do not seem to account for standardized stakeholder relationship management practices or processes that can be replicated to bring the project to project success. In order to bring about a change in this regard, it is necessary for organizations to review their current practices in managing stakeholder relationships to determine shortcomings in their systems.

Bourne (2016) proposes the stakeholder relationship management maturity (SRMM) model as a tool that organizations can use to measure the levels of use of consistent, widespread stakeholder relationship management in an organization. Understanding the organization's current positioning in terms of the SRMM model will assist management to determine the starting point for improvements in stakeholder relationship management. Furthermore, Bourne (2016) proposes six different attributes that organizations' stakeholders' relationship management processes and practices should satisfy. These attributes are as follows: standard processes, centralized support, improvements in stakeholder relationship management as part of KPIs, organization-wide implementation, developing baselines, and proactive reporting on stakeholder relationship management. These are discussed as follows:

Standard processes: This refers to the awareness and general use of standardized processes for stakeholder relationship management.

Centralized support: This is centralized support for training, support, and implementation of standard processes and practices of stakeholder relationship management.

Improvements in stakeholder relationship management as part of KPIs: Implementation of the stakeholder relationship management in the entire organization as well as the adoption as part of the organizational culture as the tool facilitates the management and improvement of stakeholder relationship management in specific activity areas. The inclusion of measures of successful improvement in essential stakeholder relationships in management KPIs is a reliable indicator of adoption and usage and motivation for its usage

Organization-wide implementation: This comprises an application of the stakeholder relationship management processes and practices across a wider range of activities in the organization which may include projects, programmes, competitor analysis and management, marketing strategies and CSR activities.

Developing baselines: This encompasses the development of a typical view of a normal stakeholder community that will serve as a baseline or standard for stakeholders within an activity within that organization's culture. This visualization includes the relative importance and influence of the stakeholders visualized. This baseline additionally acts as a point of comparison for stakeholder communities of new activities. Conformance to this baseline standard in new activities will likely result in less difficult stakeholders while inversely, lack of conformance in the relationship management situations would require further analysis in order to understand the reasons for any anomalies (Bourne,2016).

Proactive reporting on stakeholder relationship management: This refers to the proactive use of the typical view of the stakeholder community for health checks and risk assessments or any other reviews. The use of the specific view of an organization's typical community can contribute to a holistic representation of the progress and achievement of the objectives of specific organizational activities or the effort of different parts of the organization (Bourne,2016).

2.4.9 Stakeholders during the Project Life Cycle

The project life cycle has five phases, according to PMBOK (2015). These are project **initiation, planning, execution, monitoring and evaluation, and closure**. At each stage, there are a variety of activities that take place as illustrated in Figure 2.8.

2.4.9.1 Phases of a Project Life Cycle

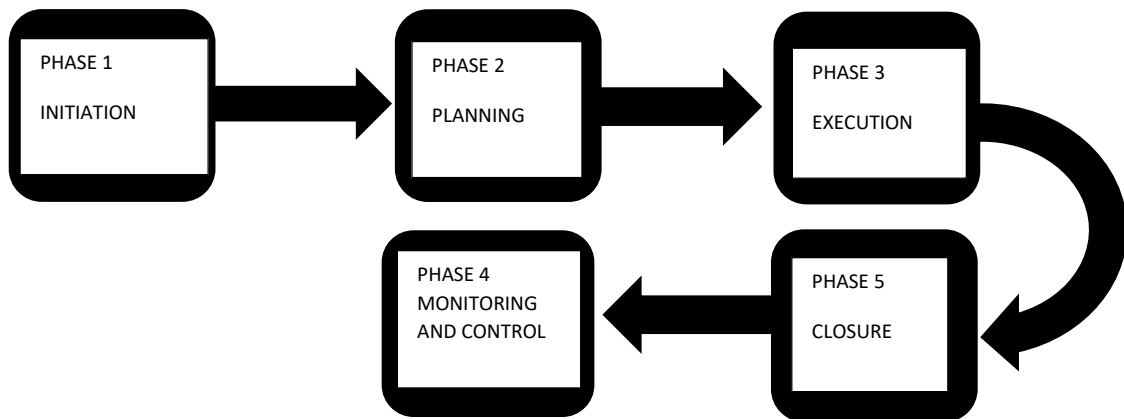


Figure 2.8: Project life cycle model

Source: PMBOK (2015)

- **Project initiation**

The first phase of a project is the initiation phase. During this phase, a business problem or opportunity is identified and a business case providing various solution options is defined (Westland, 2006). At this point, all the relevant and necessary stakeholders may be recognised, and their stakes taken into consideration.

- **Project planning**

During the project planning the project solution is further developed in as much detail as possible and the steps necessary to meet the project's objective are planned (Watt, 2011).

- **Project execution**

The project plan is put into action and the work of the project is performed. It is important to maintain control and communicate as needed during implementation. Communication with relevant stakeholders is a key factor here (Watt, 2011).

- **Project control and monitoring**

The need for control and monitoring is to maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes (Watt, 2011).

- **Project delivery**

This can also be the closure of the project, where the client gets a handover of their final project. Specifications of the final product are matched with the initial requirements of the project (Watt, 2011). Figure 2.9 summaries the phases.

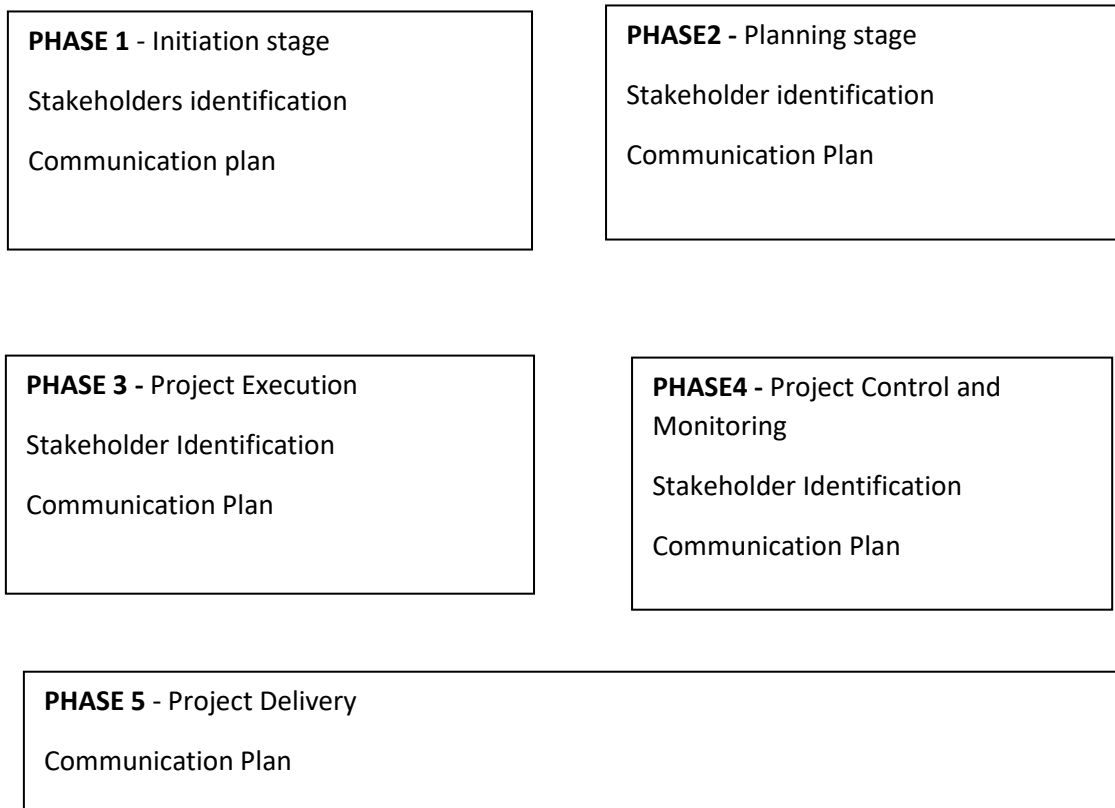


Figure 2.9: Project phases

Source: Researcher's construct (2020)

2.4.9.2 Project phases and stakeholder dynamism

The Project Management Institute (PMI) (2013) identifies five project phases of project management, namely initiation, planning, execution, monitoring and control and lastly, project close. Msomba, (2018) states that at any stage of the project lifecycle it can be noted that there is no consistency regarding the stakeholders' interests and influences from one stage of the lifecycle to another: the interests and influences change and the changes can also be at different times (Olander, 2007;

Aaltonen et al., 2008; Ward and Chapman, 2008;). Furthermore, the phases are linked with suitable stakeholder management practices shown in Table 2.5 and Figure 2.10, resulting in an outline of a combination of project stakeholder management phases and stakeholders' relationship management in a project in Table 2.6.

Table 2.5: Project phase and stakeholder management

Project Phase	Initiation	Planning	Execution	Monitoring and Control	Project close
Project Stakeholder Management	Identify Stakeholders	Plan Stakeholder Management	Manage Stakeholder Engagement	Control Stakeholder Engagement	Review Stakeholder Management

Source: PMI (2013)

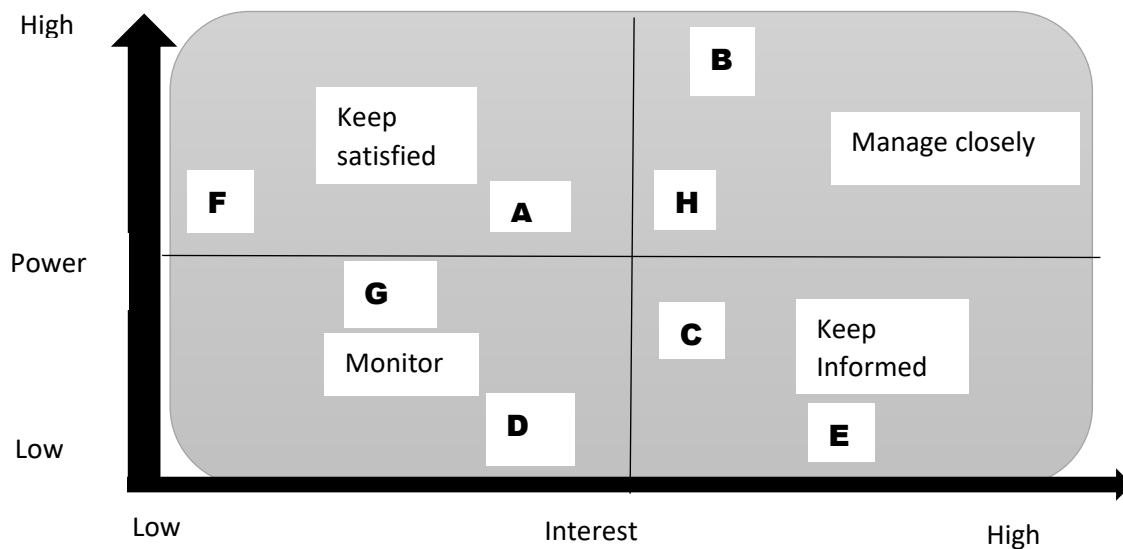


Figure 2.10: Power and interest matrix

Source: Olander (2005)

(A-H representing the different stakeholders that may be involved in a project)

Table 2.6: Combination of project stakeholder management phases and stakeholders' relationship management in a project

Project Phase	Initiation	Planning	Execution	Monitoring and Control	Project close
Project Stakeholder Management	Identify stakeholders	Plan stakeholder management	Manage stakeholder engagement	Control stakeholder engagement	Review stakeholder management
Stakeholders Relationship Management	Identify for A to H	Plan the management of the stakeholders and allocate them in the relevant matrix for A to H	Use matrix and manage according to the matrix	Control according to power and Interest and be aware that power and interest may change along the phase.	Feedback and review of management A to H,

Source: Researcher's Construct (2020)

The combination of the two figures above in table 2.6 shows the Mendelow matrix and the different phases of a project lifecycle. Yang (2018) points out that this shows that the different approaches to stakeholder relationship management do not take cognizance of the dynamic nature of stakeholder interests and influence across the various phases of the construction project lifecycle

Each of the different phases correlates with a particular group of stakeholders which is different from the other phases. Engagement with a particular group of stakeholders may not be relevant in another phase. It is necessary for a continuous review of the stakeholder analysis and list for effective engagement and appropriate communication plans. During the initiation stage, it is important to identify all stakeholders and analyse their interests, expectations, influence, importance, and influence. The planning phase can be the phase where appropriate management strategies are planned to effectively engage stakeholders for the whole project, based on the analysis of their needs, interests, and potential impact on project success (PMI, 2013). During the execution of the project which is the stage during which the contractor is most active, there is a need to manage stakeholder engagement. This is the process of communicating and working with stakeholders to meet their needs or expectations, addressing any issues when they occur, and adopting appropriate stakeholder engagement in project activities throughout the project life cycle (PMI, 2013). For purposes of effectiveness and efficiency when

considering the management of stakeholder relationships, there is a need for control. Control stakeholder engagement can be defined as the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders (PMI, 2013). Lastly, during the project closure, stakeholders' relationship management practices may be reviewed, and appropriate adjustment and feedback may be summed for future relationship management strategies and practices.

Contractors are highly active mainly from the execution stage where the actual construction takes place and at this point, the chosen contractor will be occupying the site to start construction. Yang (2018) mentions that even though the project team are aware of the importance of managing the stakeholders during the lifecycle of the project, to date there is no developed structure method to do so. He further points out that since most project teams may be reluctant to use mechanisms or tools as they may need expert help, they may find ways to adopt network analysis. The stakeholder practices are evolving and as such, project teams need to monitor the dynamics of stakeholders' requirements (Yang, 2018).

2.4.10 Critical Success Factors for Effective Stakeholder Management

Ineffective stakeholder management leads to conflicts and controversies, especially during the implementation of the construction projects (Jargeas et. al., 2000). Meeting project objectives requires the development of an effective framework to identify, clarify, manage, accommodate, and represent the often-competing requirements of the stakeholders (Cleland, 1999).

Of essence to the CSFs of stakeholder management is communication with the stakeholders and the relationships between the project team and the stakeholders. A review of 68 articles by Yang et al. (2009) yielded fifteen commonly identified critical success factors. These factors were further ranked in a quantitative study conducted in Hong Kong (Yang et al., 2009). The highlights these factors according to their descending mean rankings are outlined below in Table 2.7.

Table 2.7: CSFs for stakeholder management

Critical Success Factors
Managing stakeholders with social responsibilities (economic, legal environment and ethical)
Exploring stakeholder needs regarding project delivery
Communicating with and engaging stakeholder properly and frequently
Understanding area of stakeholder interest
Properly identifying stakeholders
Keeping and promoting a good relationship
Analysing conflicts and coalitions among stakeholders
Accurately predicting the influence of stakeholders
Formulating appropriate strategies for the management of stakeholders
Assessing attributes (power, urgency, and proximity) of stakeholders
Effectively resolving conflicts
Formulating a clear statement of the project mission
Predicting stakeholder reactions to the implementation of strategies
Analysing the changes in stakeholder influences and relationships
Assessing stakeholder behaviour

Source: Yang et al. (2009)

2.5 RELATIONSHIP MANAGEMENT

As much as relationships need to be maintained, there are various factors that can affect the nature of a relationship. These include communication, the time factor and trust. These factors are discussed below:

2.5.1 Communication and interpretation

Collinge and Harty (2014) observed that previous work addressing construction project communications (for example, Dainty et al., 2006; Gorse and Emmitt, 2007) had noted the significance of interpretation in design interactions. For example, Luck (2007) recognized that differences in interpretation between professionals and non-professionals required further investigation. If there is a misunderstanding

during communication, it will lead to friction in the relationship. Communication is a key factor in a relationship and assists in founding a good basis for a relationship if done in the right way. Bourne (2009) defines communication as the primary tool for stakeholder engagement. The effectiveness of communication can be influenced by a variety of factors. These include the relationship between the sender and the receiver and considering barriers such as cultural differences, personal realities, and personal preferences.

2.5.2 Time Factor - is the relationship short term or long term?

The length of the relationship between the autonomous entities in project-based industries is an indicator of the strength of the ties between these units. Strong network ties have three basic characteristics: frequent interaction, an extended history, and intimacy or mutual confiding (Kraatz, 1998).

Zou, Kumaraswamy, Chung and Wong (2014) argues that the longer the contract period, the higher the chance that major changes will arise. Relationship management (RM) is valuable; there is a need to maintain and establish reliable relationships that aid the maintenance of the contractual bonds in projects. Zou et.al (2014) identified four critical success factors for RM, namely commitment to senior executives, defining the objectives, integration of the different divisions, and a multidisciplinary team.

Time is a factor that can affect relationships. For prolonged projects that go beyond the expectations of the customer or the contractor in terms of project delivery, relationships may be strained. Contractual obligations are breached when there is a delay in payment times. The contractor, on the other hand, will have less time for the delayed project as they will be getting other projects. Also, time can be costly as the prices of materials for the project may increase or be affected by inflation in unstable economies. Yang (2009) argues that poor stakeholder management can cause time delays and cost overruns.

2.5.3 Trust issues

Ngowi (2005) found that the construction companies in most cases were more competitive than cooperative when there was a low degree of trust amongst themselves. However, the trust increased to a higher level when there was good cooperation, thus concluding that there is a need for a high level of trust amongst

the construction alliances. Ceric (2015) highlights that both inter-firm trust and intra-firm trust are important.

Mutual trust and open communication are two critical factors for relational contracting approaches (Rahman and Kumaraswamy, 2004). Parties in relationships should have the confidence that other parties are reliable in fulfilling their obligations. It is essential to 'open' the boundaries of the relationship because this can relieve stress, enhance adaptability, smooth information exchange, encourage joint problem solving, maintain transparency, and provide better outcomes (Chan, Chan, Fan, Lam and Yeung, 2006).

2.6 STAKEHOLDER RELATIONSHIP MANAGEMENT

Karlsen (2016) pointed out that the project environment is complex and ever-changing and so are the needs and expectations of the stakeholders therein. Therefore, if stakeholder management is not adequately addressed, unexpected problems and uncertainty regarding the project may arise. This point is emphasized by Thacker (2009 p3) within the context of construction projects. According to Thacker (2009 p3), "stakeholders make or break a project, and often CCO's do not spend the time to effectively manage the stakeholder relationship – to the project's disadvantage. (Adnan and Morshed, 2019) further emphasis that one of the success factors for project success is stakeholder management. To be successful, CCO need to learn how to leverage stakeholder relationships and how to balance their competing needs". Slabbert (2012) argues from a subjective perspective that the firm's strategic stakeholders are to be identified by the managers. The salience of the stakeholders based on the extent to which managers give precedence to the stakeholders' claims is identified by the managers (Mitchell,1997). This enables the managers to attend to stakeholders' attributes such as power and urgency, thus enabling the managers to attend to the interests of the legitimate stakeholders. Meyer (2017) points out that while traditional management practices are concerned with the internal issues of the organization, SRM focuses on the explicit management of all stakeholder relationships.

2.6.1 Stakeholder relationship management challenges facing construction contractor organisation

Construction contractor organisations engage in construction work. They are appointed by clients and can in turn appoint sub-contractors for the construction of

the required project. Stakeholder-related factors which affect performance must be understood if contracting organizations are to have a proper perspective on stakeholder relationship management and the CCO challenges. This section clearly articulates six of some of the CCO and stakeholders' challenges that affect the management of their relationships.

2.6.1.1 Poor communication

As key stakeholders, construction clients want assets delivered on time and according to predetermined costs. Ncwadi (2005) noted that client dissatisfaction was a serious cause for concern. In their study of the construction industry, Hove and Banjo (2015) found out that there was a disparity between performance perceptions of managers of contractor organisation and clients as key stakeholders. They discovered that the smaller contractors focused principally on self-serving benefits such as profits, return on investment, return on sales and return on equity, whereas stakeholders such as clients focused on attributes such as quality, delivery time and project costs. The cutting of corners by project managers to cut costs is a sign of blatant disregard for customer requirements and requires a strategy to sort it out to get things done (Twala and Mofokeng, 2012). Also, a study in Gauteng by Migiro (2011) arrived at the same conclusion, explaining that there was a lack of agreement on quality standards between project contractors and clients or beneficiaries of housing projects. The underlying problem here is lack of communication between project managers and clients. Communication is thus critical in developing and maintaining a relationship.

2.6.1.2 Finance-related stakeholder relationship issues

Ncwadi (2005) points out that the issues of lack of finance are pervasive when it comes to the construction industry. According to Twala and Mofokeng (2012), most construction projects fail owing to the inability to obtain adequate financing from financial institutions as critical stakeholders. Twala and Mofokeng (2012) state that lack of finance has a domino effect and negatively impacts on delivery to clients – another key stakeholder. Another finance issue involving stakeholders which Twala and Mofokeng (2012) identified is the demand for immediate payments by creditors when the firm is not ready to do so. Migiro (2008) concurs when he pointed out that there is a lack of trust between contractors and banks as banks perceive the smaller contractors as a risk. All these issues and challenges can be attributed to a lack of

communication, lack of information and no feedback mechanisms. This gap among stakeholders seems to be the problem. Competition from larger construction companies is also prevalent. The large construction companies possess good financial credibility in comparison to the smaller contractors who struggle in obtaining finance.

2.6.1.3 Supplier relationship problems

Suppliers are critical to the performance of contractors. Contractors have been said to have poor relationships with suppliers (Migiro, 2008). Ncwadi (2005) corroborates this view, arguing that a lack of cooperation causes delays in the channelling of materials to the project. Arguably, this lack of cooperation is symptomatic of a lack of proper and focused stakeholder relationship management. Twala and Mofokeng (2012) lament the inability of firms to obtain credit from suppliers. This calls for the need to handle suppliers in such a manner that supplier credit can be easily obtained. There is a need to create a sustainable relationship with one's suppliers in order to have a competitive advantage in the construction industry.

2.6.1.4 Government mandate as a stakeholder

The government is a critical stakeholder for the construction sector in most developing nations. Governments undertake the construction of most public goods in the economic sector of most developing countries. Also, they use the industry as a focal point for citizen empowerment. This has been the case in South Africa where apartheid led to serious economic inequality with blacks being disadvantaged (Twala and Mvubu, 2009; Hove and Banjo, 2015). Moreover, the government is a stakeholder as it serves as the main regulatory authority in that sector. In many cases, the lack of understanding of, and lack of adherence to government requirements (especially environmental and safety regulations) have negatively affected stakeholder relationship management processes in projects (Migiro, 2011; Hove and Banjo, 2015). Government approval and payment systems have their own unique practices that contractors must understand, such as payment delays (Migiro, 2011; Twala and Mofokeng, 2012).

2.6.1.5 Employee relationship issues

The issue of lack of qualified staff and managers has been raised by several scholars (Migiro, 2011; Twala and Mofokeng, 2012; Hove and Banjo, 2015). This

raises the issue of the need for the organisation to act as critical internal stakeholders whose activities have a vital impact on the expectations of other stakeholders such as clients. Employing unqualified staff can be seen from a moral point of view as compromising client needs by employing people who can be paid less, giving the firm more profits at the expense of quality. It shows that the impact of employees on other stakeholders has not been considered. Twala and Mvubu (2009) have also reiterated the fact that attention to the employee as a stakeholder is of paramount importance since the construction sector employs the largest number of unqualified staff relative to other sectors. According to Hove and Banjo (2015), issues of employee supervision need serious consideration and attendant mechanisms.

2.6.1.6 Lack of advisors and consultants

Smaller contractors are more often in need of operational advice than large established construction companies. According to Ncwadi (2005), there is a lack of professional advisors and consultants in the construction industry. Most small contractors are said not to be aware of the existence of professional services even though they exist. For there to be sound project management, advisors and consultants should be major stakeholders.

Twala and Mofokeng (2012) highlight the prevalence of problems such as poor management, lack of finance, poor payment times by clients, cutting corners and thus compromising quality leading to failure to meet client needs. Another issue is the intentions to make quick money while engaging in fields contractors are not qualified for, and a lack of proper qualified project managers.

Task Group 29 (1998) suggests that, among other problems, contractors in developing countries have management issues of the firm. There is further suggestion for a "How to do it" manual for contractors to follow in resolving issues. From a regional perspective, China has had a rapid and fast-growing presence in Africa and local contractors have to compete with their competitive advantages of skill, low cost, meeting deadlines and quality of work (Buys and Van Schalkwyk, 2015).

2.6.2 Contractor Organisation in Botswana

Palalani (2000) asserts that the government is the main client of Botswana's construction industry. Botswana's construction industry is dominated by foreign firms. This includes other sectors in the industry such as supplies, consulting and sub-contracting.

The contractor can seek the assistance of subcontractors, although a contractor cannot subcontract the whole of the works to a subcontractor. The contractor and its sub-contractors manage their relationship by way of a contract, without the involvement of the employer. The contractor is responsible for the acts or defaults of any sub-contractor or his agents or employees. Any services provided by such subcontractors are financed by the contractor. For any defective works performed (by either the contractor or the subcontractor), the contractor remains liable to the employer for any rectification in relation to the works and payment of liquidated damages.

2.6.3 Influence of Contractor Organisations on Project Success

Pertaining to critical project success factors on construction projects, there are some factors the contractors can influence and some that they cannot. (Silva, Warnakulasuriya, and Arachchige, 2016). A critical literature review on the project implementation stage resulted in identifying 40 external factors that are not controllable by the contractor and 34 internal factors that the contractor can control.

Silva (2016) states that one of the critical factors over which the contractor project manager has little control externally in terms of managing stakeholders was the low level of political support and liability. The contractor, however, has the most influence internally regarding the way the project team communicates and passes on information from one stakeholder to another as well as control on effective site control and management (Silva, 2016).

Table 2.8 highlights 10 of these critical success factors, ranked with the most critical factor being first. The selection of factors was in consideration of those which were deemed to relate to contractor stakeholder relationship management.

Table 2.8: Critical success factors for contractors' organisation during project implementation

Rank out of 40 factors	Factors over which a contractor has little or no control (External factors)	Rank out of 34 factors	Factors over which a contractor has control or influence (Internal factors)
1	Low level of government/political support and political stability	1	Adequate communication among all project participants
2	Clients/Customer financial capability/Delay in payments	2	Effective quality assurance programme
3	Clients involvement and monitoring	3	Top management support and commitment to the project
4	Design and material changes by clients	6	Frequent project monitoring and progress meetings
5	Social/Cultural environment and community involvement /support	7	Implementing an effective health and safety programme
6	Clients' characteristics (Type, private vs public, size, risk, attitude, and emphasis on low cost, quality, speed)	8	Managing and control of sub-contractors' work
9	Project nature-related factors (scope size/value, project type)	9	Adequate funds/ Cash flow management
11	Clients experience	12	Clear and detailed procurement process and strategy
12/13	Consultants skill, commitment, cooperation in solving problems/quick decision	15	Availability of experienced professionals and skilful workforce/ staff
14	Bribery/Corruption and favouritism	18	Effective site management, control, and coordination.

Source: Silva (2016)

2.6.4 Stakeholder relationship management capabilities of contractor organizations

Construction projects involve various stakeholders classified according to their legal contractual relationship with a project (Leung and Olomolaiye, 2010). Leung and Olomolaiye (2010) further assert that stakeholders who are members of the project partnership provide finance or have a legal or contractual relationship with the project are referred to as *internal stakeholders*. However, *stakeholders* who influence or are influenced by the project but are not essential to its survival are *external stakeholders*. Each stakeholder has his or her own objective and has a part to play towards ensuring the successful execution of the construction project. Leung and Liu (2003) emphasize that stakeholder management requires stakeholders to simulate as many conflicts and risks as possible while identifying project goal specificity and ensuring commitment among the stakeholders during the implementation process.

Given the varied stakeholders and inevitably diverse goals, it is necessary to achieve the necessary collaboration which fosters teamwork as this will not automatically be attained. Key stakeholders should be identified in conjunction with their objectives in order to manage the relationships between these key project proponents successfully. This ensures that key activities, actions, and objectives are aligned as much as possible to reduce the risk posed by each key player. In cognizant of the fact that the main contractor has to carry out the work on site in accordance with the contract documents, they are thus responsible for the complex task of effectively coordinating activities and efficiently communicating with all stakeholders involved at this stage. The contractor has to deal with the internal project team consisting of the sub-contractors and suppliers as well as other consultants that may be tasked by the client to monitor the progress of the project and address any problems that may arise, such as design error, discrepancies or even design changes (Leung and Olomolaiye, 2010).

These simultaneous activities or processes require coordination as channels of communication must be maintained while normal progress should be periodically communicated to the client. For the contractor, this colossal task of dealing with multiple stakeholders requires appropriate skills that are often absent in most construction projects.

Leung and Olomolaiye (2010) provide an illustration of the complex interplay between some key stakeholders as depicted in Figure 2.11. Additionally, the interactions between construction stakeholders vary depending on the nature and scale of the construction projects. The stakeholders in a construction project are in no way isolated from one another: rather they are closely connected through formal and informal ties (Leung and Olomolaiye, 2010).

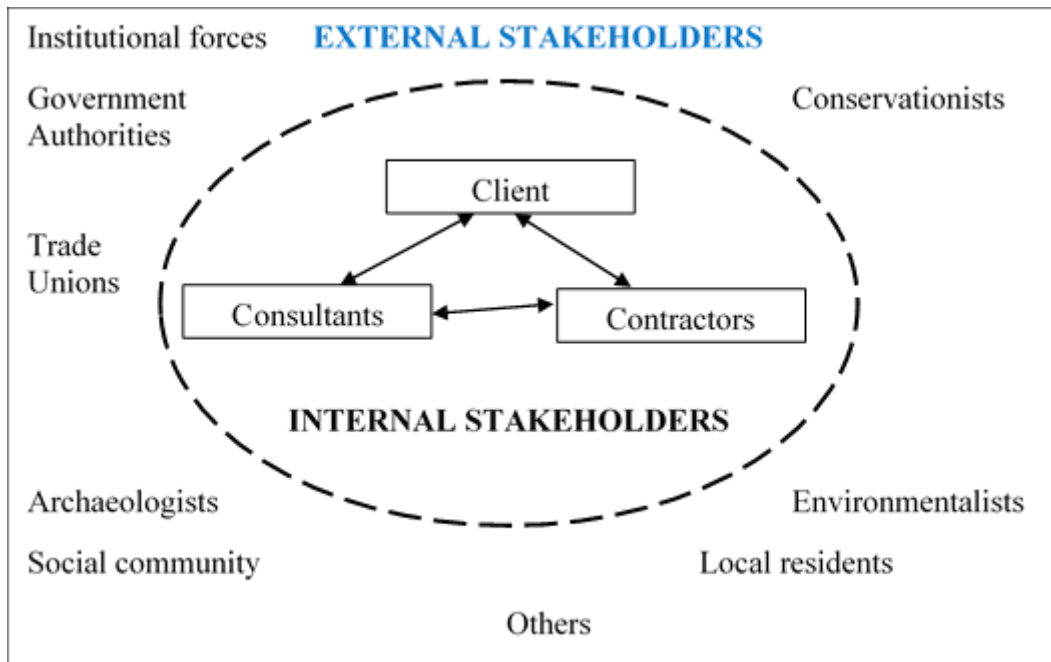


Figure 2.11: Interplay between some key stakeholders

Source: Leung and Olomolaiye (2010)

Figure 2.11 shows that clients, consultants and contractors (internal stakeholders) have official communication channels as they are intricately interrelated through legal contractual ties. On the other hand, the communication channels of external stakeholders are less structured as dialogue is formed at different stages of the project, depending on their influence on the construction project. For example, engagement with trade unions such as labour unions would be required in relation to labour-related issues while engagement with government authorities would be essential for matters relating to building control compliance. Given the different engagement levels required for the varied stakeholders, the project manager (main contractor) is required to possess the right skills, capabilities, and mechanisms to execute stakeholder relationship management adequately that will lead to timely project delivery to the satisfaction of the client.

Having reviewed the literature on stakeholders, construction contractors, relationship management, project phases and construction contracting organizations, subsequent stages consider the different contracting strategies or procurement systems in the construction industry. The procurement system or contracting strategy used by a construction project influences the type of relationship that contractors have with their stakeholders.

2.7 DEFINITION OF PROCUREMENT SYSTEMS

The Western Cape Provincial Treasury (2012) states that a procurement strategy/system refers to a process which creates, manages and fulfils contracts relating to the provision of goods, services, and engineering and construction works or disposals, or any combination thereof. It is an approach or framework adopted to execute a project. Adopting an appropriate procurement strategy helps to ensure that the final product will be fit-for-purpose and realised within acceptable and pre-defined parameters of the project.

One central aspect of the construction project process which is a pre-requisite for a project's successful execution is the selection of the most suited organization for the design and the construction of the project. The selection of the best organizational design for any given construction project facilitates the most optimum project results which are achieved through the careful selection of the most suitable construction procurement system (CPS). According to Rwelamila (2010), a CPS determines the overall framework of responsibilities and authorities for all stakeholders within the construction process and ultimately contributes to the success of the project and subsequent stakeholder's satisfaction. Franks (1984) describes a CPS as an amalgam of activities undertaken by a client to obtain a building. Laryea and Watermeyer (2014) emphasize that the main purpose of a construction procurement strategy is to determine the most suitable way to achieve the intended objectives of a project as well as value for money. For instance, Rwelamila (2000a) highlights that the CPS is the organization's structure adopted by the client to manage all phases of the project, from initiation to completion and in some circumstances, the post-completion stage. Furthermore, Rwelamila (2010) incorporates definitions of several scholars (Ireland, 1982; Rwelamila and Ngowi, 1996; Sanvido and Konchar, 1999; Rwelamila, 2000a) to define a CPS as the following:

“An organizational structure that defines and describes the roles of stakeholders, the relationships between them – both formal and informal, their individual responsibilities, sequence of activities and timing of events required to provide a facility, as well as the practices and techniques of management that are used.” (Rwelamila, 2010 p195).

While several definitions exist, the essence of the CPS is to ensure the successful completion of the project as the system gives a clear indication of contractual relationships, activities to be undertaken, and the roles and responsibilities of all stakeholders involved. Love, Lopez and Kim (2014) assert that the early contractor involvement at the pre-construction phase allows for the contractor to participate in design and development, risk management and the construction programming processes. Ultimately stronger project relationships are fostered through the collaborative efforts of the design and construction teams. Van Valkenburg, Lenferink, Nijsten and Arts (2008) contend that the early integration of the contractor not only makes it possible for the contractor to be involved in the design and planning, but it has been proven to ameliorate the communications between the client and project team members. A clear understanding of these factors provides the much-needed foundation of managing stakeholder relationships as well as how to deal with conflicting interests in cognizance of the power structure within the project.

There is a need to select an appropriate CPS for any envisioned project. The selection of the appropriate CPS is largely determined by the level of risk and control that the client is willing to bear. For instance, a client who desires to have detailed hands-on control over the construction project would select a different CPS from one who is inclined to accept little or no risk at all. Thus, the selection of the suitable CPS must precede the preparation of the project brief as it determines who will assist with the design of the brief (Rwelamila, 2010). In order to optimize project results, increase value to the owner, reduce waste and maximize efficiency throughout all phases of design and construction, it is necessary to adopt integrated project delivery processes that collaboratively harness the talents and insights of all project participants (Love et al., 2014). The most suitable strategy must be based on the scope and nature of the individual project, which renders it capable of balancing the project parameters.

While a selection of the appropriate CPS is a crucial precursor towards the inception of the project, it does not guarantee success as there are other aspects to consider, such as building an effective project team with the necessary skills to execute the project. Team building thus becomes the role of the project manager who is required to have the necessary leadership skills. Rwelamila (2010) rationalizes that the project management process further requires a precise understanding of the organization, its culture, interfaces, authority and responsibility relationships, and power structures among its stakeholders as well as motivational factors. With this clear understanding, the project manager can effectively manage the stakeholder relationships for the efficacious execution and completion of the project (Rwelamila, 2010).

2.8 MAIN CATEGORIES OF CONSTRUCTION PROCUREMENT SYSTEMS

There are different approaches to construction procurement, and these are classified according to Masterman's (1992) classification and framework as cited by Rwelamila (2010). They can be categorized as separated and cooperative, integrated and management-oriented procurement systems.

2.8.1 Separated and cooperative procurement systems

The traditional method or traditional procurement system (TPS), which is also known as the conventional method, is classified under the separated and cooperative procurement system. With this strategy, the responsibility of the design and that of construction is disaggregated. Although there is cooperation between the contractor and the client's consultants', these two elements remain as two independent entities. Rwelamila (2010) states that this approach allows the process of project documentation to be completed prior to the tendering process. This is indicative of the availability of enough time to identify internal stakeholders (IS) and external stakeholders (ES). Love et al. (2010) point out that the traditional lump-sum approach is perceived to offer price certainty as well as lower costs and better value for money despite extant research having proven otherwise. The foundation of this framework, which is the separation of design from construction, presents a weakness in dealing with issues such as contractor collaboration in the design process and client involvement (Rwelamila, 2010). There are variants of the TPS which include additional mechanisms to deal with arising issues. These variants

include two-stage selective tendering, negotiated contracts and cost-reimbursable contracts.

2.8.1.1 Two-stage selective tendering

The two-stage selective tendering is similar to the traditional procurement system up to the stage where the tender documentation is produced although the documents are mostly approximate (Rwelamila, 2010). This procurement approach generates a very low value of variations owing to its cooperative framework. This procurement strategy facilitates greater input from project stakeholders such as the client and the client advisors, resulting in strengthened teamwork amongst internal stakeholders. Where the client wishes to begin work on the site prior to the finalization of the detailed design of the project, this approach is highly suitable to secure the early involvement of a contractor to provide some form of expertise. The constructor's expertise with constructability input into the design phase can improve the planning and scheduling significantly and reduce the project's construction period (Tatum, 1987; Mitropoulos and Tatum, 2000; Love et al., 2014). Thus, ultimately there is a chance of time efficiencies due to the possible overlap of design and construction.

2.8.1.2 Negotiated contracts

This procurement approach is similar to the TPS. However, this variant allows the early appointment of the contractor during the design phase. According to Rwelamila (2010), the early involvement of a contractor could fulfil several stakeholder requirements such as constructability, value engineering and construction methods which will strengthen the project satisfaction index of the project stakeholders. A contractor's input during the pre-construction phase can significantly improve the design and specification and potentially stimulate innovation (Love et al., 2014). This process may have a negative side, namely the client may not have the option of being able to break off negotiations if the obstacle to a justifiable solution cannot be resolved. This obstacle will be carried throughout the project and could undeniably affect the project stakeholder binding medium which is essential for stakeholder management (Rwelamila, 2010).

2.8.1.3 Cost reimbursable contracts

The cost-reimbursable contracts procurement system consists of reasonable sharing of the financial and practical risks of the project by the stakeholders as

compared to other procurement strategies (Oyegoke et al., 2009) This positively impacts the project stakeholder management as the stakeholders are more committed. However, from the perspective of a public stakeholder, this system could affect them negatively owing to the lack of contractual commitment by the contractor regarding the final cost incurred by the client or any financial incentives for the contractor for resource use efficiencies achieved, thus infringing on the concept of public accountability (Love et al., 2014). Thus, this procurement approach could have a negative impact on stakeholder management.

2.8.2 Integrated Procurement Systems

There have been persistent calls for the use of integrated procurement systems to deliver public sector infrastructure to obtain value for money (Love et al., 2014). The integrated approach which entails the early involvement of the contractor has been known to yield better results. Mosey (2009) emphasizes that consultants alone cannot develop a comprehensive design solution that is buildable and innovative.

2.8.2.1 Design-and-build (D&B)

The design-and-build (D & B) approach entails the sole responsibility of the project being assumed by one contracting organization, usually under a lump sum fixed price basis for both the design and the construction. The two central tasks of the projects are implemented through a single point of responsibility with two of the key stakeholders, the designers, and contractors, operating under a single focal point (Rwelamila, 2010). Love et al. (2014) added that in this procurement strategy, the contractors assume the responsibility of the detailed design of the project as well as the construction of the project.

This procurement system has advantages which include the easier assessment of the environment around the project in terms of its impact within its locality and beyond due to the collaborative teamwork of the designer and contractors and the identification of the goals of principal stakeholders as they are working as one team. This approach is also beneficial when it is necessary to develop solutions when addressing stakeholder needs, given that the key stakeholders are working as a team. Rwelamila (2010) adds that the client can easily assess their capabilities as they are communicating with one team as opposed to dispersed experts. This approach can positively impact the project in terms of risk-sharing, client involvement, facility for variations, time management, and close expenditure

controls. However, it can conversely negatively impact the project through the lack of mechanism to deal with issues such as the management of technical complexity and facilitation of high-quality levels which can lead to the dissatisfaction of some stakeholders.

2.8.2.2 Package deals (PDs)

The objective of this procurement system is to use a proprietary structure system in order to produce a scheme which is unlikely to satisfy all the client's needs (Rwelamila, 2010). Where the client requirements are flexible, this approach would be highly suitable in the sense that there could be a reduction in the design, approval, and construction phases, thus introducing time and cost efficiencies. Typically, PD contractors have in-house designers; thus they perform where time and speed are concerned (Rashid et al.;2006). They are additionally able to provide an example of the contractor's product before they decide. This helps manage the expectations of the stakeholders.

2.8.2.3 Turnkey method (TM)

The turnkey approach echoes similar dynamics to its parent system which is the design-and-build approach (Rwelamila, 2010). In this instance, one organization, the contractor, is responsible for the entire project right from the design phase to the installation and client commissioning (Ahola, Laitinen, Kujala and Wikström, 2008). The organization's responsibility could be extended to the installation and commissioning of the equipment and at times the identification and purchase of the site, recruitment and training management and operatives and even organizing the funding for the project. The result of this approach regarding dealing with stakeholder management's primary areas is positive as all processes are controlled by one party (Rwelamila, 2010).

2.8.2.4 Develop and construct (D&C)

This procurement system involves a process whereby the client's consultant prepares conceptual drawings or sketch designs and a site layout, including the disposition of individual structures and their plan forms (Rwelamila, 2010). Rwelamila (2010) adds that another IS (the contractor) develops the conceptual design, produces detailed drawings, chooses and specifies material and then submits these proposals with their bids. This would be similar to the D&B process. This approach is ideal where the key project stakeholders are keen to determine

the basic concept of the project prior to the competitive tendering process (Molwus, Erdogan and Ogunlana, 2020). Ultimately, a single organization will eventually take responsibility for the detailed design and implementation of the project.

2.8.3 Management oriented procurement systems

2.8.3.1 Management contracting (MC)

Under this procurement approach, one of the internal stakeholders (IS) is appointed in his or her professional capacity as the *management contractor* who is considered on a par with the design team and provides construction expertise. However, the actual construction is carried out by other ISs, such as the works or package contractors engaged under the coordination and administration of the management contractor. Love et al. (2014) clarify that the client appoints a contractor to manage the design and construction phase for a management fee and additionally transfers the risk of cost overruns to the contractor through the provision of a guaranteed maximum price (GMP) prior to their engagement.

This system has an in-built framework of flexibility, hence a positive impact on the stakeholder management equation (Rwelamila, 2010). This procurement approach has the potential to strengthen one of the pillars of stakeholder management, namely the maintenance of industrial relations fundamentals as an issue that affects both external stakeholders (ES) and internal stakeholders (IS). This is because the management contractor's knowledge and experience guarantee that industrial relations on the project are better as compared to other conventional procurement systems. It is noteworthy that this procurement system does not provide a suitable framework that can facilitate contractor collaboration during the design phase, control of cost expenditure and higher levels of quality (Rwelamila, 2010).

2.8.3.2 Construction management (CM)

The construction manager, one of the internal stakeholders, is appointed as a consultant during the initial stages of the project with the same status as the other ISs tasked with the design. The focal point with this procurement system is management which generally results in clients and designers making timely decisions to match the needs of construction (Rwelamila, 2010). Walker and Hampson (2003a) add that the contractor acts as a consultant builder, providing significant advice on the practicality of the design and expected construction methods to be used. Walker and Hampson (2003a) further state that the

construction manager also provides services such as construction planning, cost control, coordination and the supervision of those with direct contract with the client. As a result, the majority of the IS make concerted efforts to reduce the time and cost penalties that might be incurred by the client. This contributes to strengthening the stakeholder relationship between the client and the other stakeholders which is a prerequisite for a conducive environment for stakeholder management.

Another factor which is a key component of this procurement approach is the additional risk borne by the clients as they are responsible for additional administrative duties and responsibilities which have a direct bearing on cost overruns, delays and claims. For instance, with the CM approach, the client is responsible for direct payment of the works contractor's accounts which is different from the 'pay when paid' basis, thus partially solidifying the stakeholder management process (Rwelamila, 2010). Walker and Hampson (2003a) regard this feature as a disadvantage given that the client bears all the risk for the final cost. The client thus needs to have a great deal of confidence in the contractor and the design team as well as sound auditing systems to ensure that the final facility is reflective of the money spent (Walker and Hampson, 2003a).

2.8.3.3 Design-and-manage (D&M)

This procurement system is very similar to management contracting (MC) and construction management (CM) in the sense that a single entity is appointed to manage the design and construction with the use of package contractors to carry out the actual construction (Molwus et al.,2020). In addition, work can commence on site before the total design has been finalized. An additional feature of this system is that the personnel tasked with the design of the project are present on site and work towards further detailing the design and clarifying the existing design details. They further liaise with works contractors to ensure constructability whilst also working with the client's representative so as to make certain that the project's functional requirements are maintained and accomplished (Rwelamila, 2010). This improves the communication between the ISs and contributes positively to stakeholder management because conflicts between designers and constructors are minimized (Rwelamila, 2010). This is essential for stakeholder relationship management.

2.8.4 Influence of procurement strategies on the role of the contractor

Different procurements strategies are employed for different projects in accordance with the stakeholder needs and key focal areas. The client (main stakeholder) who commissions the project, acting in consultation with the principal agent, determines the procurement approach that best meets their needs. With each procurement strategy, the role of the contractor shifts based on the key features of the adopted strategy. Table 2.9 provides a summary of the influence of the adopted procurement strategy on the contractor's stakeholder relationship management role within projects.

Table 2.9: Summary of influence of procurement strategy on the role of the contractor

Procurement system classification	Specific procurement system	Role of contractor	Impact on Stakeholder relationship management by the Contractor
Separated and cooperative procurement system	Traditional procurement system	Very weak on contractor collaboration during design as the design and construction phases are disaggregated. Contractor is responsible for construction phase.	Negative impact on stakeholder management as the contractor is introduced after design phase. Issues could arise where there are variations that need consultation with the design team.
	Two stage selective tendering	There is early involvement of the contractor as they provide their expertise where the client wishes for the work to begin on site prior to the finalization of the detailed design of the project.	Positive impact on stakeholder management as this approach has an embedded cooperative framework.
	Negotiated contracts	Contractor can be appointed early in the design phase to provide expertise in constructability, value engineering and construction method.	Positive impact as it strengthens stakeholder management as IS stakeholder needs are spelt out early in the project life.
	Cost-reimbursable contracts	There is equitable sharing of the risk. Contractor has no contractual commitment on final cost of construction. To some extent this creates some liberty to execute the project without financial constraints.	Positive impact on stakeholder management as the key stakeholders are more committed due to sharing of risk.
Integrated procurement systems	Design-and-build	The contractor is involved early in the project as one contractor is responsible for both the design and construction.	Positive impact on stakeholder management as the key ISs are working as a team this strengthening stakeholder relationships

Procurement system classification	Specific procurement system	Role of contractor	Impact on Stakeholder relationship management by the Contractor
	Package deals	Similar to design-and-build the Contractor is responsible for both design and construction as they have their own in-house designers and as such are classified as design-builders.	Positive impact if the client requirements are flexible but negative impact where the client needs are not flexible. The client is able to see an illustration of the contractor's product at a very early stage in the project.
	Turnkey method	The contractor is responsible for the total project from design through to completion.	Very positive impact as all responsibilities are controlled through one point of responsibility.
	Develop-and-construct	The contractor is involved in the design in the sense that they further develop the detailed conceptual designs of conceptual drawings or sketches prepared by the client's consultants. One contractor is still required to assume the full responsibility of the detailed design and execution.	Positive impact , especially where the client desires to have a basic concept prior to tendering. This strengthens the stakeholder relationships as expectations and key stakeholder needs are determined early.
Management-oriented procurement system	Management contracting	The contractor is appointed on a professional basis to provide construction expertise and is on a par with the design team. There is however little contractor collaboration at the design phase. The actual construction is carried out by other contractors employed. The contractor	Positive impact as the management contractor assumes a single point of responsibility. On the other hand, there could be stakeholder dissatisfaction due to the lack of contractor collaboration in the design process, cost expenditure controls, and higher quality levels.

Procurement system classification	Specific procurement system	Role of contractor	Impact on Stakeholder relationship management by the Contractor
		coordinates and oversees the constructors.	
	Construction management	The construction manager is appointed as a consultant in the initial stages of the project with equal status with the design team. There is an emphasis on management resulting in timely decisions being made to match the needs of construction. The contractor takes on the role of a consultant builder, providing significant advice on the practicality of the design and expected construction methods to be used.	Positive impact due to the level of teamwork which contributes positively to solidifying the relationship between the client and other stakeholders.
	Design-and-manage	One single organization is selected for both design and construction. These processes are either contractor-led or consultant-led and allow for work to commence early onsite. The design team remains on site semi-permanently to further detail design and clarify existing designs.	Very positive impact as the key ISs are working as a team onsite and thus there are time efficiencies achieved.

Source: Rwelamila (2010); Walker and Hampson (2003a); Love et al. (2014); Mosey (2009)

2.9 PROCUREMENT METHODS PREVALENT IN BOTSWANA

The procurement methods used in Botswana for both local and international projects fall in the categories of separated and cooperative procurement system, integrated procurement systems and the management-oriented procurement system. These are outlined as follows:

- Engineering, Procurement and Construction Contracts/Turnkey (EPC/Turnkey).
- Engineering Procurement Construction and Management (EPCM)
- Design Build and Operate Contracts (DBO).
- Conditions of Contract for Construction for Building and Engineering Works Designed by the Employer.
- Conditions of Contract for Plant and Design-Build.
- Conditions for Short Form Contracts.
- Client/Consultant Model Services Agreement by the International Federation of Consulting Engineers (Fédération Internationale des Ingénieurs- Conseils) (FIDIC).
- Joint Building Construction Contract (JBCC), which is a South African form of contract (Tafa, 2014, p. 6).

These methods are similar to the ones identified in literature.

2.9.1 Procurement strategy summary

Adopting an appropriate procurement strategy helps to ensure that the final product is fit-for-purpose and realised within acceptable and pre-defined parameters of the project.

Implementing a clearly defined procurement strategy is therefore imperative across all project types; from small to large, residential, and non-residential buildings as well as infrastructure projects. Relations with the suppliers are crucial in the construction industry as there is a need for the timely supply of all materials to avoid delays and cost overruns.

However, having reviewed the different modes of procurement above, it may be noted that the different modes have an influence on the contractors' relationship management style.

2.10 CHAPTER SUMMARY

This chapter highlighted the literature review on construction and the construction industry, stakeholders and stakeholder relationship challenges in the construction industry. Further to that the chapter also reviewed the diversity of stakeholders in the construction industry, identified stakeholders and their stakes and looked at the vital stakeholder factors influencing construction industry performance. Also, effective stakeholder relationship management, stakeholder management process, the importance of stakeholder relationship management and levels of stakeholder management. Lastly procurement strategies and other issues of stakeholder relationship management in general were reviewed. The general background of the concept of stakeholder relationship management strategies and the various ways of classifying stakeholders in the construction industry were outlined and explained. Factors influencing stakeholder relationship management were also presented. Challenges faced by contractors in the management of stakeholder relationships within the project environment have been identified as well as the success factors.

In the next chapter, a conceptual framework will be articulated for tackling these challenges using relevant theoretical lenses.

CHAPTER THREE - CONCEPTUAL FRAMEWORK

3.1 INTRODUCTION

This chapter reviews literature concerning extant models and theories for stakeholder and customer relationship management. Furthermore, it provides an opportunity for exploring the usefulness of tenets of customer relationship management in bridging identified shortcomings of SM/SRM models or frameworks, thereby engendering effective stakeholder relationship management processes in the construction industry. The theories for stakeholder relationship management presented here are Bourne's model, the stakeholder circle, stakeholder network theory and Karlsen's framework. The customer relationship management models analysed in this chapter include the identify, differentiate, interact, and customize (IDIC) model, the quality competitiveness index model (QCI) model, customer relationship management (CRM) value chain model and Payne's five forces model. The review of these various theoretical concepts culminated in the development of a conceptual framework for contractor driven SRM on construction projects.

Having unravelled the salient nature of the stakeholder relationship management in the construction industry, especially as it concerns the contractor/construction industry. The challenges hindering optimal stakeholder relationship management, and the negligible role of contractors along the stakeholder relationship management continuum were explored in chapter 2. This chapter explores the utility of another theoretical lens in resolving the gap identified.

The following main theories are reviewed in this chapter:

- Social network analysis theory (Loosemore,1996)
- Customer relationship management
- The nature of the 'customer' in the construction industry context (Client/Regulator)
- Stakeholder (customer) relationship management in the construction industry context

This is the last chapter of phase one of the study. It culminates in the development of a conceptual framework from the literature review.

3.2 STAKEHOLDER RELATIONSHIP ANALYSIS TECHNIQUES

Reed et al. (2009) identify three principal techniques that have been used to analyse stakeholder relationships: i) actor-linkage matrices, ii) social network analysis and iii) knowledge mapping which analyses the content of information between these actors.

3.2.1 Actor-linkage matrices

A commonly used means of describing stakeholder interrelations is through actor-linkage matrices (Biggs and Matsuert, 1999; ODA, 1995). These require stakeholders to be listed in the rows and columns of a table, thereby creating a grid so that the interrelations between them can be described using keywords. One popular method, for example, is to determine whether the relationships between each stakeholder are conflicting, complementary, or cooperative. The advantage of this approach is its flexibility and simplicity of use (Reed et al., 2009).

3.2.2 Social network analysis

Social network analysis (SNA) makes use of matrices to organize data on the relational ties linking stakeholders. Rather than using keywords in the matrix cells, SNA uses numbers to represent firstly, the presence/absence of a tie; and secondly, the relative strength of the tie. Each matrix represents a unique relation, for example, communication, friendship, advice, conflict, and trust (Reed et al., 2009). Thus, SNA captures not only different kinds of relations (both positive and negative) but also the strength of those relational ties.

In recognition of the fact that stakeholder analyses are iterative, a stakeholder analysis tool was developed to facilitate the analysis. This allowed stakeholders to be classified in an interest–influence matrix, which displayed their attributes and inter-relationships (Reed et al., 2009).

3.2.3 Knowledge mapping

Reed et al. (2009) point out that when used in conjunction with SNA, knowledge mapping provides an important method for: i) extending the “who knows who” of SNA by providing a visual representation of “who knows what” (Wexler, 2001 cited in Reed et al., 2009) that captures the knowledge of different stakeholders across time, people and locations (Nissen and Levitt, 2004); ii) identifying the dominant flows of knowledge (Eppler, 2001); iii) identifying knowledge bottlenecks and areas

of latent knowledge; iv) locating and explaining knowledge seepage, for example, through the migration or loss of key stakeholder groups or individuals; v) assisting individuals within the system to understand the other types of knowledge of different individuals and groups within the system and; vi) helping researchers to group stakeholders more effectively in order to promote learning (Reed et al., 2009). By mapping linkages in a knowledge system, information exchange mechanisms can be identified and evaluated, thereby providing an overview of power and control of the linkages, and highlighting whose interests are being met (FAO, 1995).

3.3 SOCIAL NETWORK THEORY (SNT)

Social networks are essentially relational and support the argument that relationships matter in stakeholder engagement and management. This view is highlighted and explained by Loosemore (1998) who argues that social network theory is mainly based on structured relationships which in turn are based on mutual exchange relationships and reciprocity. This theoretical view comes from sociology, especially the works of Simmel (2011), Granovetter (1973), Bourdieu (1984), Coleman (1988), Portes (1998), Nahapiet and Ghoshal (1998), Nan Lin (1999) , Burt (2000) and other social capital gurus. These may be outdated but nevertheless remain the key basis of the social capital theory which is relevant in contemporary society, especially where rationalist economic models have failed. Mohan and Palia (2013) observed that the social network approach (SNT) emphasizes on relationships instead of individuals gives dynamic and structural issues a priority. Given the dynamic nature of the stakeholder relationships and its structure as well as the influence the stakeholder management process has on the stakeholder inter-relationships and on the project, SNT can be used to develop a stakeholder relationship model to support analysis (Mohan and Palia, 2013).

The argument of this construct is structural as it regards business activities as dependent on the closeness of the decision-makers in the firm to the people who control certain resources (Bourdieu, 1984). Parties closer to the owners or controllers of resources have greater chances of success. Thus, the structure of the relationship is seen as vital. In addition, the nature of relationships differs by stakeholder as there is more intense interaction among those members who are closer compared to those who are perceived as distant. Therefore, Yang et al. (2009) recommend that for a healthy stakeholder engagement, reciprocal or mutual

interdependence rather than independence and autonomy becomes paramount if business organisations are to succeed.

Harrison and Wicks (2013) support the idea of networks and argue that networks have norms according to which those who are perceived as being unfair are sanctioned while those seen as fair would be rewarded. To support this view of networks Harrison and Wicks (2013) posit that stakeholder desire for affiliation encourages stakeholders to contribute to creating more value and discourages them from behavior that destroys it. This holistic view of stakeholder relations is important. Harrison and Wicks (2013) point out that for managers to succeed, they need to understand the flow of influence and relations in the whole network, analysing the implications of such flows for ongoing construction projects and articulating appropriate responses to each member within that network to ensure that everything runs smoothly and projects meet their objectives in time.

The network stakeholder management is premised on a business having interactions. It works on the basis of the interdependence of a business's stakeholders in the form of a network on a multi-organizational structure basis. According to Burt (1992), in a network structure of stakeholder management, there are chances of wider networks of relations, depending on the centrality of the entity in the network. A centrally located entity will have multi-faceted contacts with multiple stakeholders, thus gaining maximum benefits from the network. Conversely, a stakeholder located at the periphery would have fewer or minimal contacts or linkages (Martirosyan and Vashakmadze, 2013). A centrally located member of the network of stakeholders has richer and more diverse information and resources from the network. An unrestricted and cohesive network is thus more likely to reap maximum benefits from the network as there is maximum sharing of resources and boundary-spanning or what Burt calls "structural holes", making information sharing possible (Burt,2009).

In this case, it would be better for an organisation wanting to derive maximum benefits from its stakeholders to locate itself in a central position in relation to its stakeholders. A peripheral position would mean less connectivity and fewer linkages; hence, a lack of information and resource sharing leading to poor stakeholder engagement and subsequently, poor management (Burt,2009). Network stakeholder management is viable because adherence to obligations is not

merely governed by rigid contractual (legal) rules but by network norms and values bastioned by rewards and sanctions built into the network structure in a relational manner.

3.4 STAKEHOLDER RELATIONSHIP MANAGEMENT MATURITY

Bourne (2010) points out that human beings are social animals and cannot prosper when they are isolated from one another. There is a need to build relationships in our personal and professional lives to be effective human beings. Building relationships requires us to understand two important factors: firstly, a sustainable relationship provides benefits to both parties; and secondly, communication is the only tool to build and maintain robust relationships (Bourne, 2010). This affirms the need to manage relationships in projects as there will be benefits to stakeholders enabled by effective communication.

Bourne (2010) applies the processes supporting effective communication to the mission of building and maintaining healthy relationships with organisational stakeholders through analysis of a case study, namely that of the construction and opening of Heathrow Terminal 5. The Heathrow T5 project, which cost £4.3bn, was deemed to be one of the most successful projects because of innovative project management practices that focused on collaboration.

3.5 BOURNE AND WALKER'S STAKEHOLDER MANAGEMENT PROCESS (THE STAKEHOLDER CIRCLE)

The stakeholder circle was developed by Bourne and Walker (2008) to provide easier visualization and management of project stakeholders. According to Bourne and Walker (2008), the stakeholder circle consists of five (5) steps. These are depicted as step 1- the identify step; step 2 - the prioritize step; step 3 – the visualise step; step 4 – the engage step and step 5 – the monitor step. Each of the steps is now explained below according to Bourne and Walker (2008) to show how the circle can be used to manage various stakeholders.

An example of the stakeholder circle is shown in Figure 3.1.

Asset Management Project

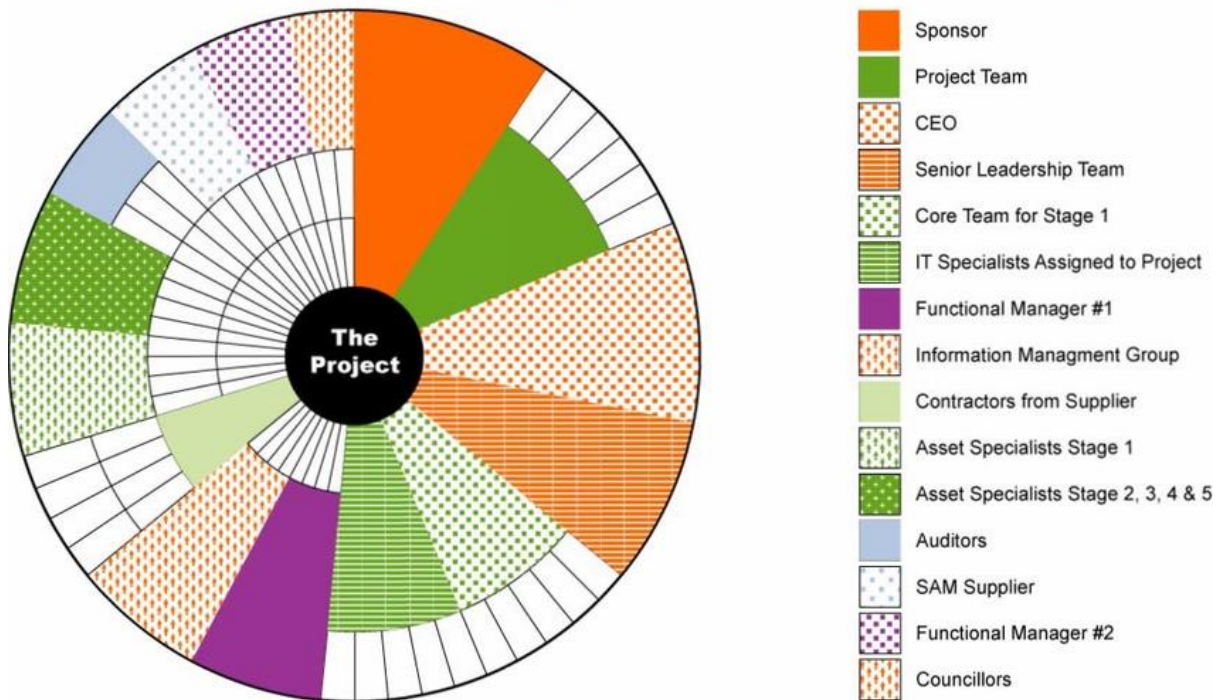


Figure 3.1: Asset management project

Source: Bourne and Walker (2008)

3.5.1 Step 1 – The ‘Identify stakeholders’ step

In this first step, stakeholders are identified and the ways they influence the project outcomes are defined and clarified. This is done upwards for senior managers, downwards for the project team members, sideways for the peers of the project manager and outwards for stakeholders outside the project such as the government and trade unions. What each stakeholder needs from the project is ascertained and these stakeholders’ needs are important to the project. This is agreed upon and noted in writing. This information is obtained via workshops and brainstorming with all people familiar with the project.

3.5.2 Step 2 – The ‘Prioritise stakeholders’ step

In this step Bourne and Walker (2008) argue that prioritization is carried out based on three factors used to assess the hierarchical importance of stakeholders. These three factors are power, urgency, and proximity. Power is based on the extent of influence of the stakeholder on the project, measured on the basis of the stakeholder to stop or terminate the project. Proximity is the extent to which the stakeholder is directly involved in the project, rated from one (1) ‘relatively’ ‘remotely

involved' to four (4) 'directly involved' in the project. Urgency is based on two variables, namely time sensitivity and criticality. Time sensitivity is ranked from one (1) to five (5) where five refers to the need for immediate action regardless of other commitments and one is used where there is little need for immediate action beyond routine commitments. Criticality is based on the amount of interest or stake in the project. Bourne and Walker (2008) also perceive criticality to be based on the likelihood to take action which would result in failure or success of the project.

3.5.3 Step 3 – 'Visualise stakeholder' step

The visualise stakeholder step uses data from the initial steps to develop a stakeholder circle where the data is different for each phase of the project and each project. Visualisation provides the unique nature of relationships with each stakeholder.

3.5.4 Step 4 – 'Engage stakeholders' step

This is the fourth and crucial step. At this stage it is necessary to identify key stakeholder issues such as project team needs, ascertaining the quantity of information needed by each stakeholder so that their cooperation can be attracted, and opposition averted as well as determining hierarchically the stakeholders who play both key and subsidiary roles in the project. According to Bourne (2006), a project must then translate the what, who and how aspects into tailor-made information to specified stakeholders. Communication is integrated into project plans and team meetings are used to enhance such communications. All this is based on a prior assessment that guides engagement and the stakeholder circle created earlier. Stakeholder management and communication lead to project success: communicating properly with each stakeholder is vital to the stakeholder circle model.

3.5.5 Step 5 – Monitoring communication effectiveness

This is the last step in the stakeholder circle strategy. Once the plans for communication and stakeholder engagement have been made, these are scheduled clearly for easy assessment and evaluation. Once communication is made part of the plan, the points at which it must be done are clear so that it would be easy to measure whether it was done at the time it was scheduled.

However, a shortcoming of the stakeholder circle has been identified by Yang et al (2009) who argue that the stakeholder circle tool certainly can support the project manager in developing the stakeholder engagement strategies; however, the weighing value of the stakeholder attributes is somewhat subjective, and it cannot reflect the interrelationship of the entire stakeholder relationship network. Because of the complexity of relationships, one decision making can cause stakeholders' various reactions; therefore, the project manager or construction contractor organisation (CCO) should balance the interests of the entire stakeholder set (Yang et al., 2009). The chapter proceeds to review the customer relationship models and theories in terms of what has worked in different industries and what can be adopted by the contractors in the construction industry.

The shortcomings of the SM/SRM methodologies/models that have been reviewed in Chapter 2 are outlined in Table 3.1. This chapter rationalizes the suggestion that certain attributes of the CRM may be useful in tackling the identified shortcomings of these SRM/SM methodologies/or models.

Table 3.1: Shortcomings of SRM that may be alleviated by utility and application of CRM attributes

SHORTCOMING
1) The arguments on shortcomings of SRM principles and concepts and the client-centric nature of these models
2) Procurement strategy Compliance with rigidity of contract The different types of contracts and their effects on SRM The contract is a template and fails to address dynamic issues of SRM Contractor is not the dominant actor for SRM
3) The shortcomings in stakeholder management competencies /capabilities by appointed personnel in organisations Ability to do the following: a) Stakeholder identification , attributes b) Stakeholder analysis and stakeholder mapping c) Salience, power, legitimacy, and urgency nurture the powerful stakeholders d) Stakeholder engagement

4) SRM success factors for enhancement of SRM

Success factors inclusive of communication - Internal and External communication, commitment, collaboration and cooperation

Source: Researcher's construct (2020)

3.6 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) CONCEPT

Buttle (2009) describes CRM as an integrated approach to identifying, acquiring, and retaining customers. By enabling organizations to manage and coordinate customer interactions across multiple channels, departments, lines of business and geographies, CRM helps organizations to maximize the value of every customer interaction and drive superior corporate performance.

This definition resonates well with the nature of the construction industry which requires the collaboration of multiple stakeholders across different fields and platforms, some of which have greater influence and value when compared to others. Buttle (2009) also describes CRM as the core business strategy that incorporates internal processes and functions and external networks to create and deliver value to targeted customers at a profit. It is based on high-quality customer-related data and empowered by information technology. Also, Bouling et al. (2005) define CRM as the overall process of building and maintaining profitable customer relationships in delivering superior value and satisfaction, dealing with acquiring, and keeping and increasing consumers. It is a powerful concept to align the interests of a company and its customers. Its success depends on the appropriateness of the company's strategy and CRM implementation effectiveness (Bouling et al., 2005).

CRM is also defined by Sin et al. (2005) as cited by Mohamad et al. (2014) as a comprehensive strategy and process that enable an organization to identify, acquire, retain and nurture profitable customers. According to Sharp (2002), the objective of CRM is to establish relationships with each individual customer as opposed to the mass market approach that is product-centric rather than customer-centric. Sharp (2002) additionally emphasizes that to successfully manage customer relationships, an organization has to learn about customer behaviours and needs while simultaneously anticipating future buying patterns and possibly new opportunities for adding value to the customer relationship. Similarities can be observed with stakeholder relationship management in that the customers' needs and behaviour are pivotal in ensuring the effective management of relationships

resulting in successful project execution. According to Baran (2014), CRM is about perfecting relationships to maximize a customer's value over time. The customer's value towards the business gives leverage to the business. This would be the ultimate aim of a business in order to remain competitive in the current turbulent global environment. Berndt and Tait (2014) argue that the customer is jointly involved in adding value; thus more creative ideas are produced, and deeper relationships are built with them

Given the infancy of CRM, there has been no consensus on the definition of these terms. Buttle (2009) attributes this lack of consensus to the existence of different types of CRM, namely strategic, operational, analytical and collaborative which are discussed as follows:

3.6.1 Strategic CRM

With reference to strategic CRM, Buttle and Maklan (2019) asserts that it concentrates on the development of customer-centric business culture. This culture is dedicated to gaining and retaining customers by creating and delivering value better than competitors. As such, the culture is evident in the behaviour of the leadership, the design of the formal systems of the company and the stories generated from the firm. Strategic CRM has yielded success in the office supplies industry (Buttle and Maklan, 2019).

3.6.2 Operational CRM

Buttle et al. (2019) further presents another type of CRM, termed operational CRM. This kind of CRM encompasses the automation and improvements in the customer-facing and customer-supporting business processes. With the aid of CRM software, some operational functions such as the marketing, sales force and service functions are automated, allowing for better integration of customer information (Buttle, 2009). According to Buttle (2009), the adoption of the operational CRM allows the organization to gain a deeper understanding of the customers through creating customer profiles and customer segmentation, thereby facilitating increasingly targeted communication with their customers.

3.6.3 Analytical CRM

Another facet of CRM is analytical CRM. This facet enhances customer and company value through capturing, storing, extracting, integrating, processing,

interpreting, distributing, using and reporting customer-related data (Xu and Walton, 2005). This kind of CRM is anchored on the underpinning of customer-related information which may be found in enterprise-wide repositories which contain sales, financial, marketing and service data. Furthermore, analytical CRM allows the integration of this customer-related information with data from external sources such as business intelligence organizations which provide geo-demographic and lifestyle data (Buttle, 2009). This data can be analysed with the aid of data mining tools to determine the most valuable customers, those that may have the highest propensity to switch to competitor brands as well as other kinds of information.

3.6.4 Collaborative CRM

According to Buttle et al., (2019), collaborative CRM is described as the strategic and tactical alignment of normally separate enterprises in the supply chain for more profitable identification, attraction, retention, and development of customers (Buttle et al., 2019). For instance, retailers, as well as manufacturers of consumer goods can streamline their processes, people, and technologies in order to serve shoppers more efficiently and effectively. This collaborative process can be achieved using practices such as co-marketing, category management, collaborative forecasting, joint new product development and joint market research (Buttle et al, 2019). One of the most powerful capabilities of collaborative CRM is that it applies CRM technologies to communicate and transact across organizational boundaries, thus facilitating the data and voice communication across companies, business partners and customers. Further to the technology applied towards achieving collaborative CRM, more developments such as partner relationship management (PRM) applications have emerged. Partner relationship management facilitates multifaceted partner or channel ecosystems and reduces the costs of partner or channel management. PRM also enables companies to manage the distribution of funds, plan and control promotions and measure outcomes (Buttle et al., 2019).

3.7 CRM IN OTHER INDUSTRIES AND NATURE OF 'CUSTOMER'

The concept of CRM has been implemented across numerous commercial contexts. For instance, CRM is used in banking to deal with vast numbers of retail customers. The analytical capability of CRM allows banks to manage customer (churn) rates and to enhance their performance with regard to cross-selling. CRM data mining techniques can be used to identify which customers are likely to defect, what can

be done to win them back, which customers are hot prospects for cross-sell offers, and how best to communicate those offers (Buttle et al., 2019).

Other industries that have benefited from CRM include the automobile manufacturers industry that sells their products through their distributors or a network of dealers. According to Buttle et al., (2019) CRM has assisted them to develop better and more profitable relationships within their distribution networks. CRM is highly customer-centric as it focuses on the customer (Buttle et al, 2019).

A customer or client for the CCO refers to all firms, individuals, businesses, and organisations that offer services to them. Kamara (2000, p.2) describes “the 'customer' as a body that incorporates the interests of the buyer of construction services, prospective users and other interest groups of wider perspective, ...”.

Stakeholder relationship management can incorporate some key concepts from CRM which have yielded success in different fields. For example, CRM transforms customer knowledge into customer value where high-value customers are identified together with their needs, thus creating new value for them where it did not previously exist (Buttle and Maklan, 2019). This concept can be similarly applied to stakeholders' relationship management where the needs of high-value stakeholders that have a greater influence on the project's success or failure are identified and prioritized in terms of meeting their needs. The result of having a customer-centric organization is customer loyalty which can be equated to successful stakeholder collaboration and confidence because of effectively managing their needs, thus bringing leading to stakeholders' satisfaction (Buttle and Maklan, 2019).

Mesároš (2018) defines CRM as a strategy that aims to meet the needs of the customer effectively and enhance their satisfaction by better understanding the customer. The customers' involvement in the project is substantial (Mokhtariani, 2017). The customer becomes involved from the initiation stage, as it is the customer who initiates the need for the building, till the closure of the project when the building is handed over to the customer. CRM considers the importance of the customer throughout the project as the project exists owing to the customer's need for it. CRM becomes a major contributor to project success (Mesároš, 2018). Payne (2006) and Boulding et al. (2005) emphasize that CRM serves as a strategy for managing value through the gauging of customer knowledge and disseminating this knowledge to relevant stakeholders. This leads to the development of appropriate

relationships with specific customers or customer groups in order to generate customer value. Cambra-Fierro et al. (2017) affirm that CRM has improved organisations' understanding of the management of relationships.

3.8 CRM AND SRM MODELS

The emphasis placed on the CRM in this study results from the notion that firstly, CRM has been successfully deployed in other sectors and secondly, that its attributes may be used to ameliorate the shortcomings of SRM in the literature. The above discussion relating to CRM shows that they have certain aspects that are similar in terms of strategies of managing customers. The SRM model discussed in this chapter shows that there is an absence of a structured manner of stakeholder relationship that takes into consideration the flexible and dynamic nature of the stakeholders attributes, the lifecycle of projects, as well as the changing definitions of the construction client and the influence of contracting strategies on these relationships.

The field of stakeholder management has been explored by many scholars since Freeman's (1984) conceptual view focusing on the strategic orientation of stakeholder management. It is expected that the utility of various attributes of the CRM models reviewed will support the probable development of a contractor-led stakeholder relationship management framework (CSRMF) for the construction industry of Botswana.

3.9 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) FRAMEWORKS / MODELS

This section provides a critical analysis of some of the available CRM models and their relevance to contractors and the development of the CRSMF. It engages in a peripheral identification of the relationship management attributes of the CRM which may engender an amelioration of the challenges and shortcomings identified in the literature on SRM shortcomings highlighted in this chapter and chapter 2. The study positions the construction contractor as an organization that is involved with the delivery of projects. As such, this organization will need to adopt the customer-centric mien in handling relevant stakeholder groups. This rationale informed the decision to use CRM to complement already known S(R)M methodologies.

3.9.1 Attributes of a General CRM Model

Preece et al. (2014) identified six general attributes of a CRM model. The first suggested criterion is to create a customer base, followed by analysing the customer base. The next criterion is to select appropriate tools for targeting the customers. The fourth criterion would be the development of relationship platforms whilst the consideration of privacy issues serves as the fifth criterion. The last criterion is the establishment of the critical success factors which provide a sustainable CRM project. These identified attributes are applicable in the construction industry (Preece, 2014).

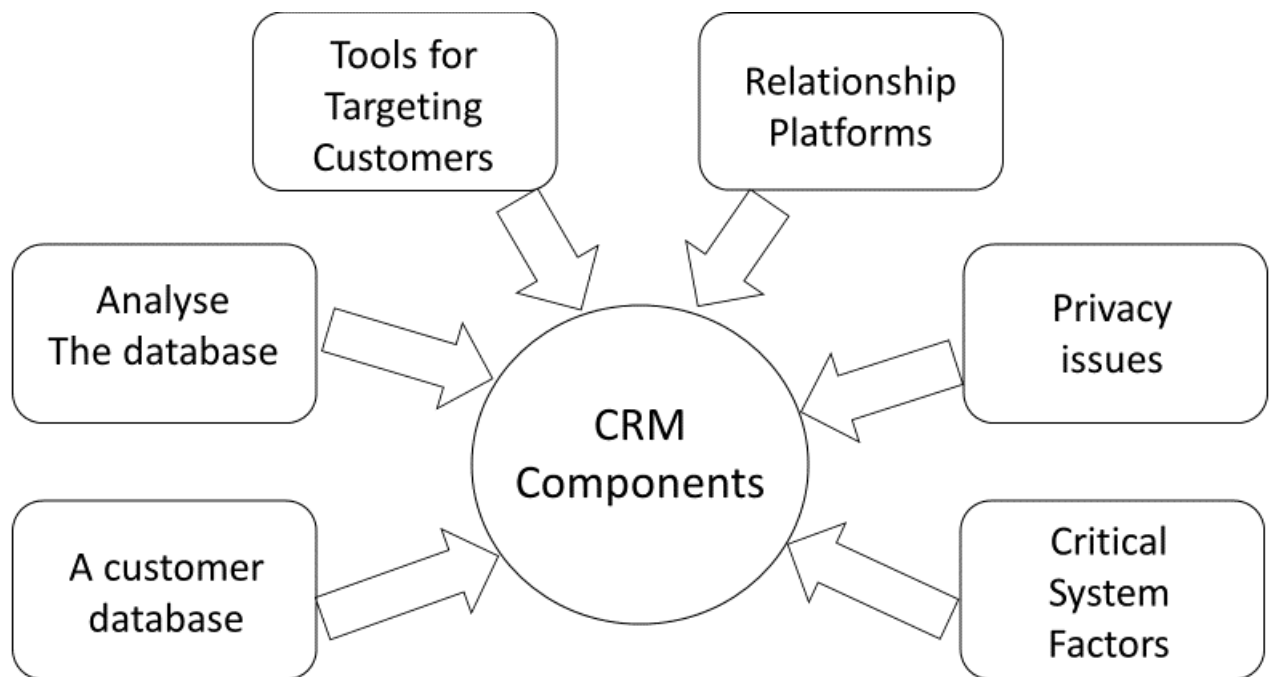


Figure 3.2: Customer Relationship Main Components in the Construction Industry

Source: Preece (2014)

Preece et al. (2014) summarise the CRM components that are crucial in the construction industry as shown in figure 3.2. The combination of the following four CRM models and CRM components from Preece's model (Preece, 2014) are discussed below. The combination seeks to support and strengthen the idea that CRM attributes may engender an amelioration of the shortcomings of the SRM from the literature.

3.9.2 The IDIC (Identification, Differentiation, Interaction, Customize) Model

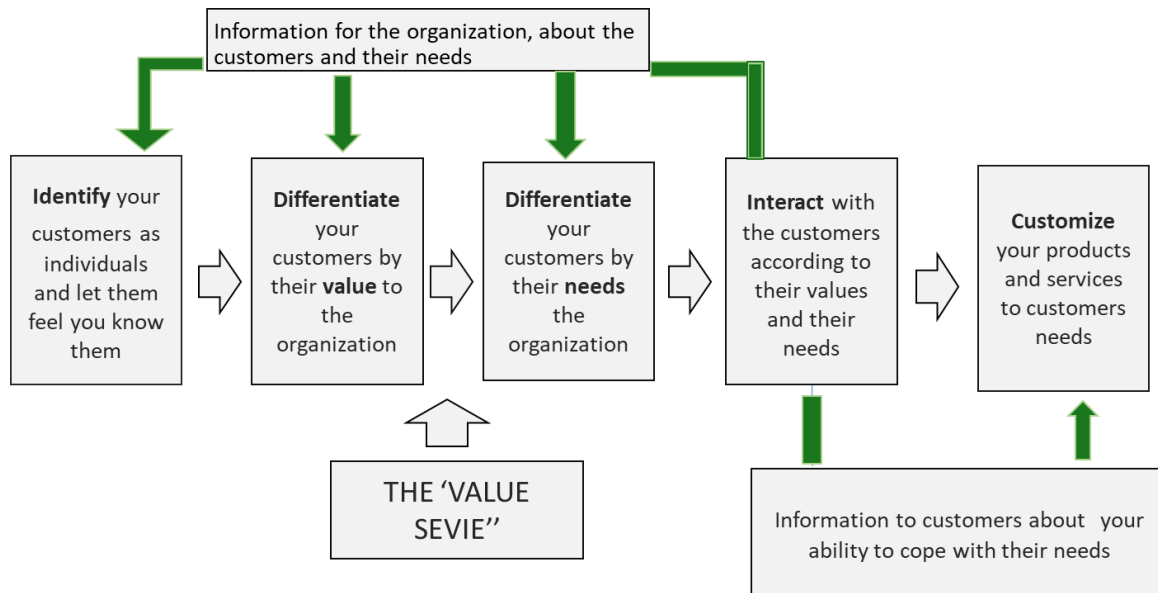


Figure 3.3: The IDIC model

Source: Peppers and Rogers (2004)

This model was developed by Peppers and Rogers (2004). Eko (2014) posits that the value of the business, the creation of customer base and the expectations of the customers can be assessed using this model. However, the collection of a comprehensive customer data base is not an easy task (Preece, 2014). The model shows four actions that need to be taken in the specific order to have a good one-to-one relationship with the customer (See Figure 3.3). These four actions include the following:

- Identification of customer - The ability for organisations to identify who their customers are
- Differentiation of customer needs and value - The organisation categorises the customers according to their needs and to the value they bring to the organisation
- Interaction with the customer - Interacting with the customer on available platforms is paramount for the development and enhancement of relationships
- Customization of products or services to meet the customers' needs – Organisations can serve customers better by customising the required products and services to meet the customers' needs (Peppers and Rogers, 2004).

This model offers a simple way of relating with customers and it may be useful in several industries such as banking, manufacturing, and construction. The fact that the model identifies the customer and emphasizes the importance of pointing out not only the customer but also the stakeholders. (Peppers and Rogers, 2004). The need to interact with the customers according to their value can also be similar to interacting with stakeholders according to their value.

3.9.3 The Quality Competitiveness Index (QCI) Model

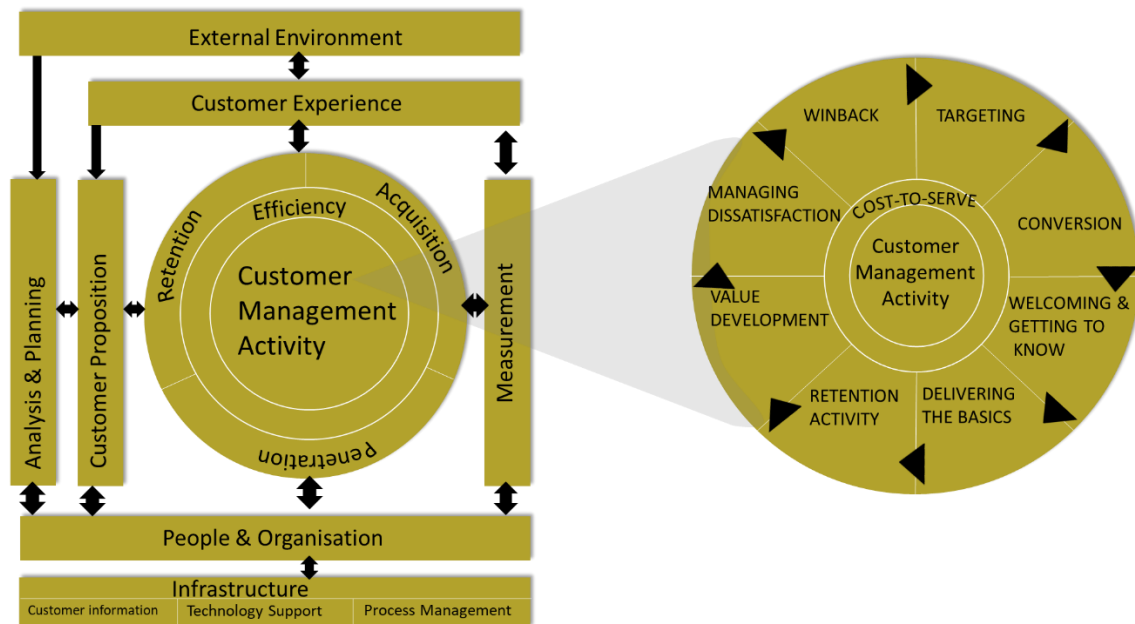


Figure 3.4: The QCI customer management model

Source: Hewson et al. (2002)

The quality competitive index (QCI) is another variant of a customer relationship model developed from the work of Hewson et al. (2002) (see Figure 3.4). It shows the importance of achieving customer management using technology. There are various activities that are used to prioritize and retain customers; these are at the centre of the model. This model is deemed relevant to stakeholder (relationship) management as it provides an option of developing relevant software to manage stakeholder relationships. *“The main value of this model for present research is that it puts customer management activity at the heart of the model, with people and organisation as immediate supportive process”* (Sibanda et al., 2018 p.31). Preece (2014) argues that, for managers to be able to provide good performance that exceeds customer expectation there is need for training and developing relationship programmes and also continuously measuring the level of customer satisfaction.

3.9.4 The CRM Value Chain Model

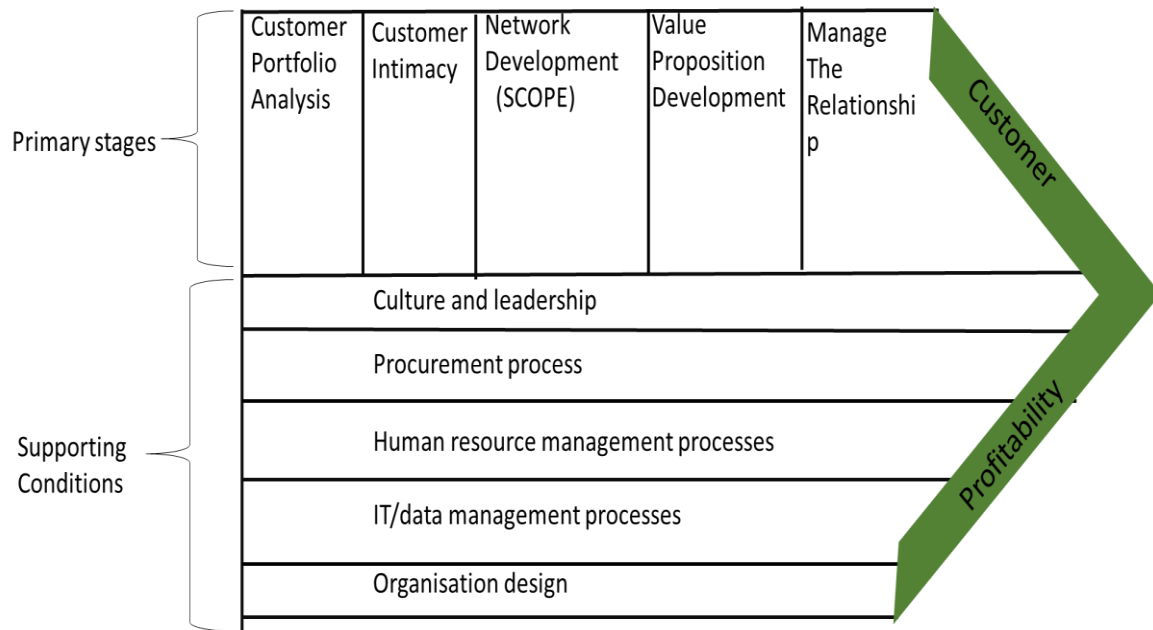


Figure 3.5: The CRM value chain

Source: Buttle (2000)

The practical requirements of a small business are seen in this model (see Figure 3.5). It can be used across industries, for example, IT, retail, banking and construction, among others. The primary stages focus on the customer's portfolio analysis. It is important to perform an analysis of the customer. This can also be used for analysing stakeholder portfolios. Preece (2014) attests that through analysing the customer data base the organisation is able to recognise the most profitable and potential customers. Furthermore, it is easier to trace and solve customer problems and complaints.

3.9.5 Payne's Five Forces Model

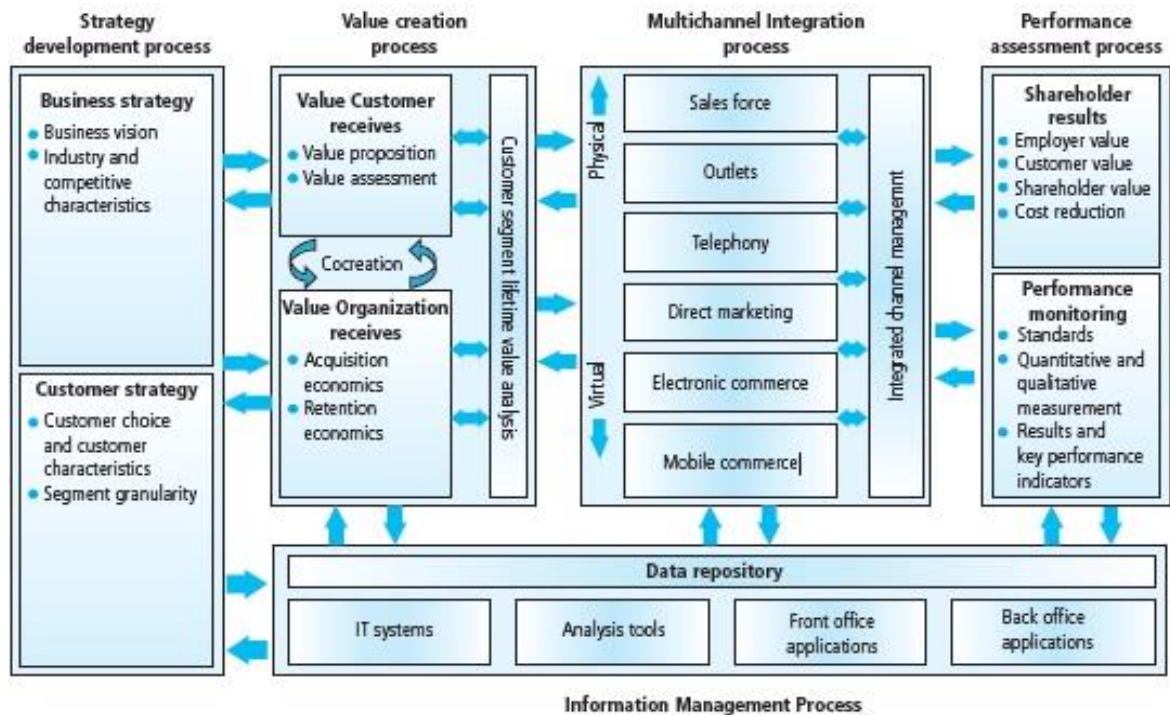


Figure 3.6: The five forces model for CRM

Source: Payne (2006).

This model was proposed by Payne (2006) for the management of customer relationships (see Figure 3.6). It was premised on the consideration of five core forces: the strategy process, value creation, multichannel integration, performance assessment and lastly, information management. At each stage, different strategies are adopted to manage relations with the customers. These stages may ensure that there is consistency in customer service in the project life cycle. Payne and Frown (2005) argue that they adopted an explicit cross-functional process-based conceptualisation and this would be applicable to those responsible for relationship management in an organisation, as the authors used an expert panel of executives. The establishment of relationships and relationship platforms enhance customer service, customisation, and community building (Preece, 2014).

A combination of CRM models is discussed above, showing the attributes of the CRM model in Fig 3.2. These CRM components from Preece's model (Preece, 2014) have mutually dependent criteria which may engender an amelioration of the shortcomings of the SRM from the literature.

Table 3.2: Customer Relationship Management (CRM) Frameworks/ Models

CRM MODELS	SCHOLARS	CRM COMPONENTS IN CI (PREECE, 2014)	RELATIONSHIP DEVELOPMENT	ANALYSIS OF CONTRACTOR'S ADOPTION OF THE FRAMEWORK
The CRM Value Chain	Buttle (2000)	Analysis of the customer database	The primary stage should have supportive conditions. The focus is on the customers' portfolio. Analysis of the customer	Contractors to provide supporting conditions in managing this relationship which include culture and leadership, procurement processes and organizational design.
The Qci Customer Management Model	Hewson et al. (2002)	Relationship platforms	A number of activities that the contractors can conduct to acquire and retain customers	There is a need for contractors to use technology to manage relationships
IDIC Model	Pepper and Rodgers (2004)	Customer database	Identify customer Differentiate customer Interact with customer Customise customer requirements	Contractors requirement to customize the end product to the customers' specifications makes this model relevant to the study
The Strategic Model For CRM	Payne (2006)	Relationship platforms	Five stages are used each with different strategies to manage relations, these include: Strategy process, value creation, multichannel	Contractors may tally the five stages with the project life cycle from inception to end user in order to manage relations

CRM MODELS	SCHOLARS	CRM COMPONENTS IN CI (PREECE, 2014)	RELATIONSHIP DEVELOPMENT	ANALYSIS OF CONTRACTOR'S ADOPTION OF THE FRAMEWORK
			integration, performance assessment and lastly, information management	

Source: Researcher's compilation (2020)

3.10 STAKEHOLDER (CUSTOMER) RELATIONSHIP MANAGEMENT IN CONSTRUCTION

In considering an appropriate S(R)M methodology for the construction industry, the question “Why does a project manager adopt a stakeholder management approach?” should be answered in advance (Yang et al., 2009). Bourne (2005) observes that the project’s success or failure is considerably influenced by the expectations and perceptions of its stakeholders and the capability and willingness of project managers to manage organizational politics. Awakul and Ogunlana (2002) suggest five groups in construction projects: the groups affected by the project, the project participants (project owner, contractors, consultants, and designers), non-governmental organisations and interested organisations, academics and experts, and the local government officials. Stakeholders in construction projects are more complex than those in other industries (Jergeas et al., 2000). Also, Rowley (1997) highlighted that stakeholder relations are not static; they are dynamic and in a constant state of flux.

According to Yang et al. (2009), the stakeholders’ commitment, interest and power should be fully assessed so that the project managers can tackle the key problems in the stakeholder management process. Jergeas et al. (2000) suggest that the purpose of the project should be understood, and feedback from stakeholders solicited to achieve alignment between the stakeholders and the project team. Yang et al. (2009) point out that many problems can be overcome if the stakeholders are actively included in the front-end planning and integrated into the project team, and if a systematic approach is used to identify and manage stakeholders in the project delivery process (Jergeas et al., 2000). This is the only way expectations can be managed, hidden agendas can be brought to the surface, and project priorities can be established (Yang, 2009). Previous studies have indicated that stakeholder management is important in ensuring successful construction projects owing to the following reasons:

- The construction projects are complicated with many process and parties involved.
- The relationships among stakeholders in construction projects are temporary (Yang, 2009).

Mainardes et al. (2012) affirm that the management literature indicates that running organisations based on stakeholder relationships is a feasible management alternative, especially for organisations with multiple and varied stakeholders such as the construction industry. After a review of literature and a discussion on stakeholder management and relationships and an evaluation of the CRM, CRM will be juxtaposed with SRM and relevant theories to develop the initial CSRMF.

3.11 FACILITATING A CONTRACTOR-DRIVEN STAKEHOLDER RELATIONSHIP MANAGEMENT APPROACH - A CONCEPTUAL FRAMEWORK

Miles and Huberman (1994) define a conceptual framework as a visual or written product that “explains, either graphically or in narrative form, the main things to be studied — the key factors, concepts, or variables — and the presumed relationships among them” (p. 18).

“What is often called the ‘research problem’ is a part of the studies conceptual framework and formulating the research problem is often seen as a key task in designing the study. It is part of the conceptual framework because it identifies something that is going on in the world, something that is itself problematic or that has consequences that are problematic” (Miles and Huberman 1994 p 40).

Problem statement of the study

This study draws on the observation of the absence of a contractor-driven stakeholder relationship management framework (CSRMF) based on the success attributes of distinct stakeholder relationship management (SRM) and customer relationship management (CRM) models/methodologies.

3.11.1 CSRMF Framework Briefing

Karslen (2002) reiterates the need for further endeavour towards developing new insights in project stakeholder management to cater the lack of formal and systematic project stakeholder management in most projects. Cleland (1999) and Yang et al. (2010) emphasize the criticality of developing an effective framework to identify, clarify, manage, accommodate, and represent the often-competing interests of stakeholders to achieve project objectives. Additionally, Yang et al. (2009) point out the need to develop a practical framework for managing project

stakeholders in the construction industry. This study reviewed stakeholder models and frameworks, and customer relationship models. The synthesis, evaluation, and analysis of the dimensions of these models contribute to the construction of the CSRMF. This framework can further be used to highlight the critical success factors in project contractor-led stakeholder relationship management.

3.11.2 Proposed contractor-driven stakeholder relationship management framework

Given that contractors are cognisant of the need to manage their relationships with their stakeholders as well as the importance of ensuring customer satisfaction, this implies that a fusion of the two concepts S(R)M and CRM will facilitate the development of a contractor-driven stakeholder relationship management framework (CSRMF).

The use of such a framework can be further explored by contractors in Botswana to mitigate the underwhelming project delivery performance arising from ineffective stakeholder relationship management practices. It is doubtful whether the extant stakeholder management relationship models being used by contracting firms (if there are any) have understood or catered for the peculiarities of stakeholder (relationship) management in the construction industry context. This is what this study seeks to establish.

Proposed Contractor Stakeholder Relationship Management Framework

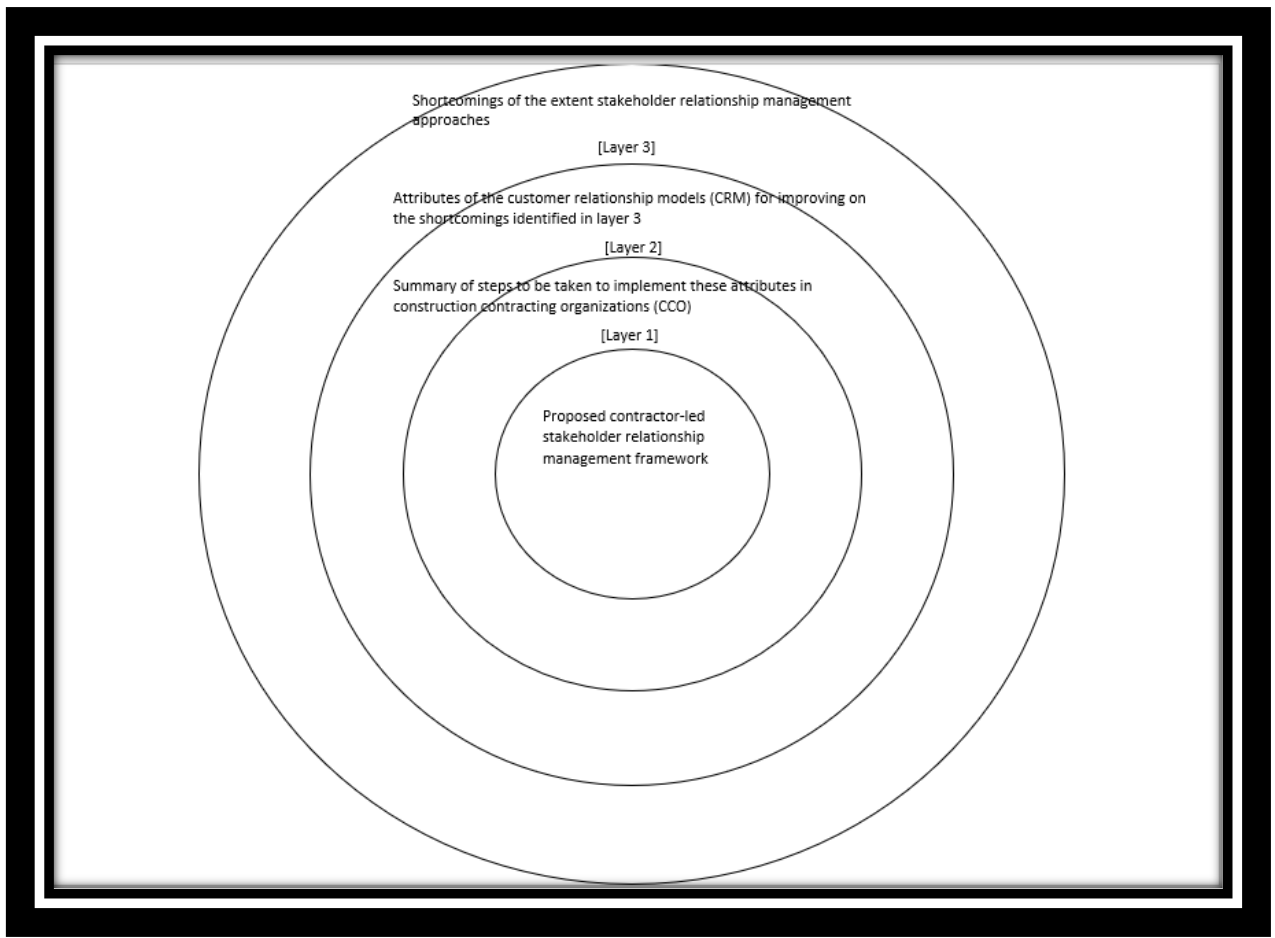


Figure 3.7: Proposed Initial CSRMF for the study

Source: Researcher (2020)

Figure 3.7 illustrates a conceptual framework for contractor-driven stakeholder relationship management based on the deployment of stakeholder (relationship) and customer relationship management concepts. It shows how both concepts can be used throughout the project life cycle to ensure that project objectives are well aligned with the customers' aims, thereby engendering effective SRM.

The proposed initial framework is comprised of three different layers which are highlighted in chapters 2 and 3.

Layer 3: Shortcoming of the extant stakeholder relationship approaches

Layer 2: Attributes of CRM that can improve the shortcoming identified in Layer 3

Layer 1: Summary of steps to be taken for these attributed by managers in construction contracting organisations.

Based on the literature discussed above, Table 3.3 gives a summary of some issues discussed in Chapter 2 and 3 that compose the initial framework above.

Table 3.3: Summary of the two layers in the CSRMF from literature

<p align="center">SHORTCOMING (LAYER 3)</p>	<p align="center">CRM ATTRIBUTE WHICH MAY CONTRIBUTE (LAYER 2)</p>
<p>Limited attributes of SRM principles and concepts and the absence of a structured SRM framework for the construction industry.</p>	<p>Knowledge of CRM attributes that an organization can use to improve their CRM. Knowledge of the value of the customer This will be able to help contractors that find challenges in implementing the SRM. Starting with and including creation and analysis of a customer database</p>
<p>Procurement Strategy: Rigidity of Contract Type of contract and effects on SRM, It is a template and fails to address dynamic issues of SRM, Contractor is not the dominant actor for SRM</p>	<p>Tools for targeting customers. Contractors may be able to try the direct competences on relationship platforms that may make a change to CRM.</p>
<p>Limited stakeholder management competencies /capabilities Ability to do the following: a) Stakeholder identification and attributes, b) Stakeholder analysis mapping, c) Salience, power, legitimacy, and urgency, nurture the profitable stakeholders d) Stakeholder engagement Engagement matrix, which includes stakeholders who are: Unaware Resistant</p>	<p>Customer (identify, differentiate, interact, customise) IDIC, Contractors' requirement to customize the end product to the customers' specifications Create customer database Analyse customer database Appropriate tools for targeting customers and relationship platforms that are accessible to them CRM as a comprehensive strategy and process that enables an organization to identify, acquire, retain and nurture profitable customers Contractors to provide supporting conditions in managing this relationship which include culture and leadership, procurement processes and organizational design.</p>

SHORTCOMING (LAYER 3)	CRM ATTRIBUTE WHICH MAY CONTRIBUTE (LAYER 2)
Cautious Neutral Supportive Leading	Critical success factor that enhances engagement with the customer.
Utility and application of CRM for SRM enhancement Communication - Internal and external communication. Commitment Collaboration Cooperation	Communication is the key to the success of customer relationship management, and it lays the foundation for customer satisfaction and business growth. CRM communication channels that contracting companies can effectively utilize for communicating with their customers to offer their products and services. The communication channels for CRM are changing in these contemporary settings, along with the evolution of communication technology. Contracting organizations have acclimatised to new communication channels, at the same time still using old ones, to reach out to their customers. A few activities that the CCO can conduct to acquire and retain customers. Develop relationship platforms. CRM provides the strategic and tactical alignment of normally separate enterprises in the supply chain for more profitable identification, attraction, retention, and development of customers (Buttle, 2009). Cooperation in CRM between contracting organizations and their service providers needs coordination of strategy, processes, and systems.
Evaluation of SRM principles and concepts used in the different projects	Measuring performance and CRM attributes applied

Source: Researcher's construct (2020)

Layer 3: Shortcoming of the extant stakeholder relationship approaches

Chapter 2 above discussed and evaluated the extant stakeholder theories, concepts, and ideas and highlighted the shortcoming of the extant stakeholder

relationship approaches (Table 3.3). The main shortcomings centred on contractor organisation competencies, stakeholder attributes, relationship management, contracting and procurement strategy, and the 4c s of CSF.

The contents of layer 3 detail the shortcomings of the extant S (R) M methodologies reviewed in the chapter, which have necessitated the intervention premised on the CRM. The shortcomings to be expected as deduced from literature include non-provision for stakeholder relationship management responsibilities for CCOs as this responsibility is usually borne by the client or his/her representative (principal agent), the lack of a structured methodology for stakeholder relationship management by the CCO within the project environment; hence the ad-hoc manner in which this occurs; the non-consideration of the dynamic nature of stakeholder salience and power, among others, as well as other stakeholder attributes across the various phases of the project delivery lifecycle in the different models available for SRM; and finally, the influence of rigid contracts/procurement strategy on the management of stakeholders by CCO.

3.12 CHAPTER SUMMARY

The chapter dealt with the theoretical models and frameworks in the area of stakeholder management and customer relationship management. Several models from various scholars were presented, highlighting the field of stakeholder management and customer relationship management. These models contributed to the development of a conceptual CSRM framework. The chapter ends by proposing a conceptual framework that provides a salient nexus between S(R)M and CRM theoretical praxes.

The research methodology used in this study is outlined in the next chapter.

CHAPTER 4 - RESEARCH METHODOLOGY

4.1 INTRODUCTION

In this chapter, the research methodology adopted for this study is presented and justified. Accordingly, the philosophical stance, the research approach and techniques deployed in the investigation of the phenomenon are presented. The chapter also details the sampling strategy used for participant recruitment and the unit of analysis through which relevant data was elicited. Furthermore, the reliability and validity of the research instruments which were utilized for the semi-structured interviews and focus group discussions as well as the ethical considerations are highlighted in this chapter. Therefore, this chapter provides detailed methodological issues adopted for this research and a firm foundation for the review, analysis, and interpretation of the findings derived from the study.

4.2 RECAP OF THE RESEARCH AIM, QUESTIONS AND OBJECTIVES

4.2.1 Relationship between research Aim, questions and objectives of the study

The research project seeks to develop and validate a contractor-driven stakeholder relationship management framework (CSRMF) for the Botswana construction industry. The choice of research methodology seeks to answer the study's main research question namely "*How can the contractors in the Botswana construction industry effectively manage the relationships with stakeholders during the delivery of construction projects for successful project delivery?*". To adequately respond to this research question, this study seeks to develop and validate a contractor-driven stakeholder relationship management model (CSRMF). Although the emergent model was developed using data that has been sourced from the Botswana construction industry context, it is expected to be applicable across different national construction industry contexts. Analytical generalization is used in the place of statistical generalization to achieve this objective.

The subsequent sections of this chapter provide rich insights into the main components of the research methodological framework utilized for this study.

4.3 METHODOLOGY

The concept of research methodology deals with the process of knowledge acquisition. Corroborating this view, Teddlie and Tashakkori (2009) add that the term 'methodology' refers to the logic of inquiry or the general philosophical approach to research. The significance of applying an appropriate research methodology cannot be overemphasized. This notion is further reinforced by the fact that research projects are usually reflective of the contexts within which they are conducted. As such, the selection of a research methodology should be done in a manner that allows for an accommodation of the prevailing contextual peculiarities. The research methodology comprises the researcher's philosophical stance, the research approach and techniques as well as the sampling technique utilized in participant recruitment. These aspects are interlinked and influence one another. For instance, the researcher's philosophical stance influences the choice of the research approach adopted in a study. The same applies to the relationship between the research approach and choice of techniques deployed for data elicitation and analysis, respectively. As such, these facets are usually presented in a research methodological framework.

However, the existence of different research methodological frameworks has been noted. Each of these frameworks is associated with peculiar taxonomies which are used to describe the various facets therein. For example, the research onion which was generated by Saunders et al. (2016) is relatively popular in recent times. This framework comprises different layers depicting the following facets, namely the research philosophical stance, the approach, the research methodological choice, the research strategy, the time horizon, and the techniques deployed for data collection and analysis.

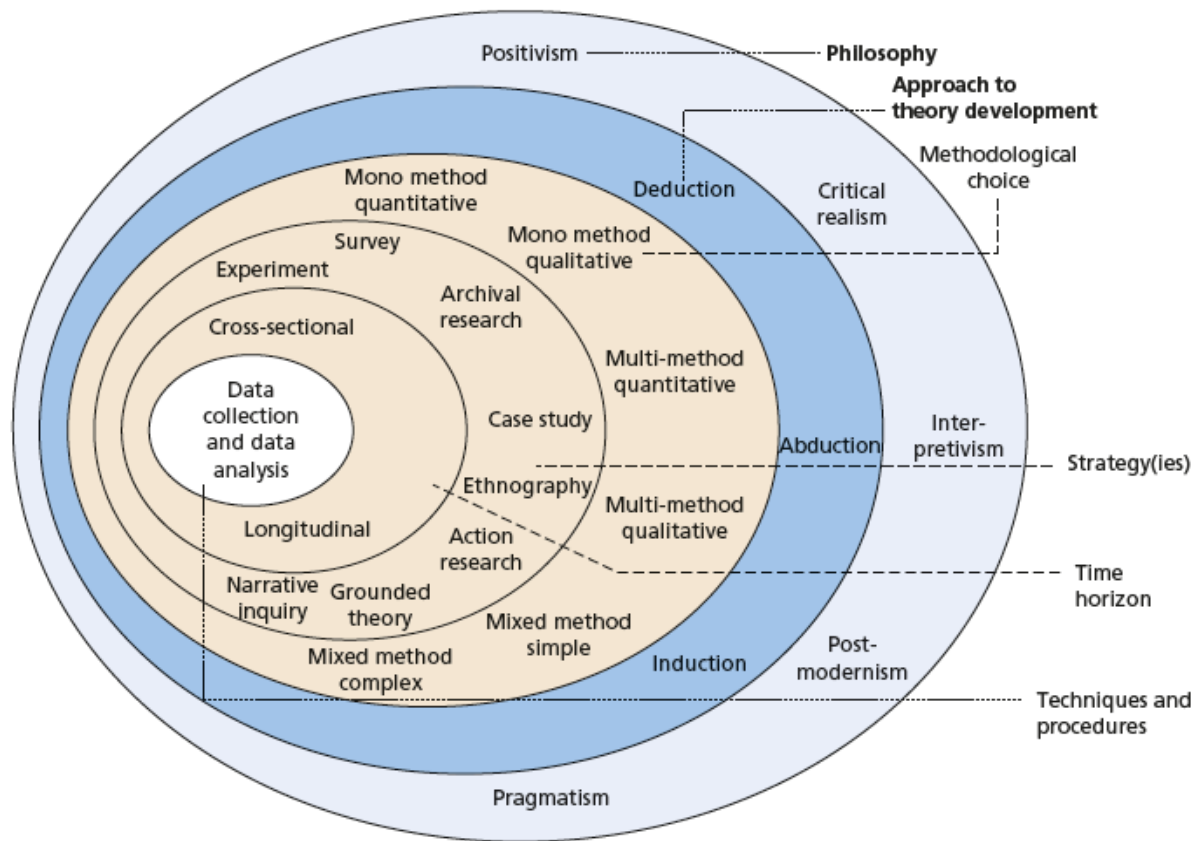


Figure 4.1: The research onion

Source: Saunders et al. (2016)

Another approach which commands considerable attention and usage is the nested research methodological framework which was developed by Kagiglou et al. (1998). Unlike the research onion, the nested research methodological model comprises three layers, namely the research philosophy, research approach and research techniques layers (see Figure 4.2).

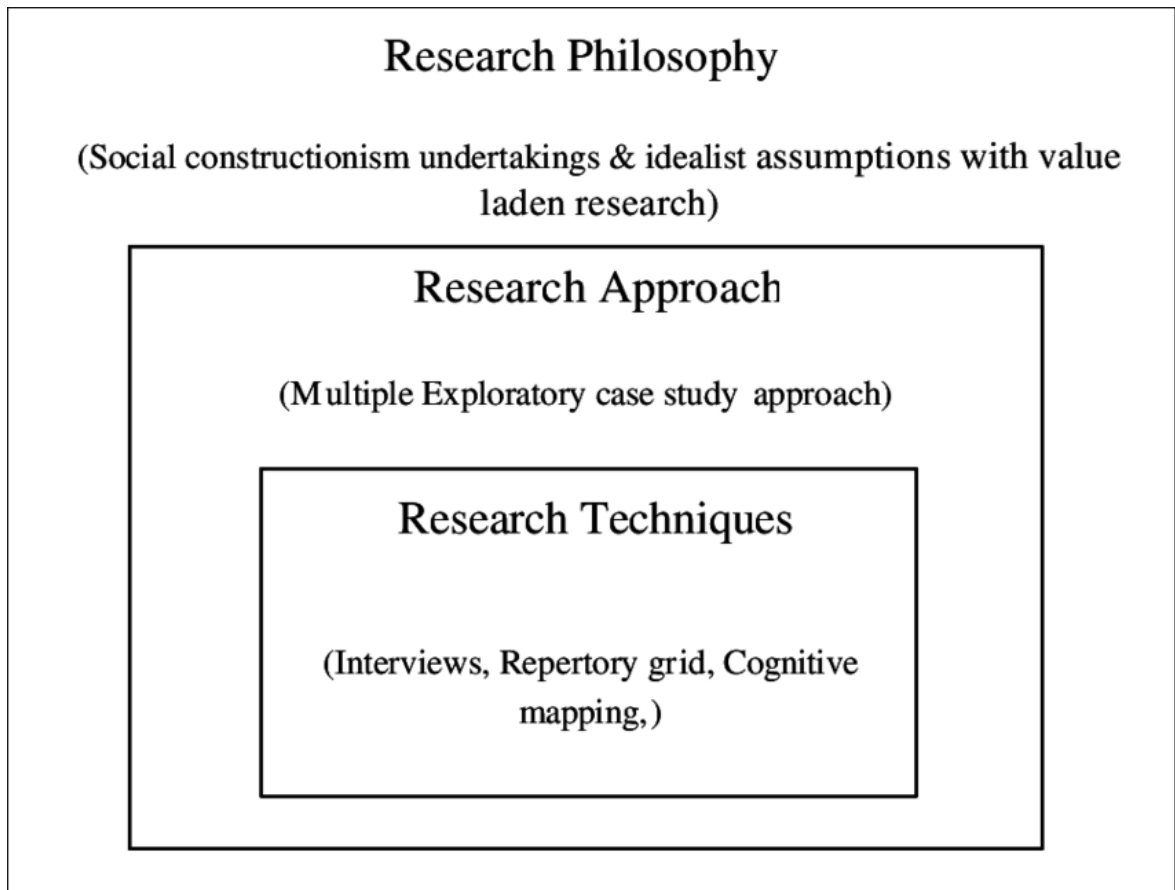


Figure 4.2 The nested research methodological model

Source: Kagiglou et al. (1998)

This study adopted the research onion research methodological framework for expressing the adopted research methodology owing to its associated simplicity and detailed nature. See Figure 4.3 for the research methodological framework of this particular study.

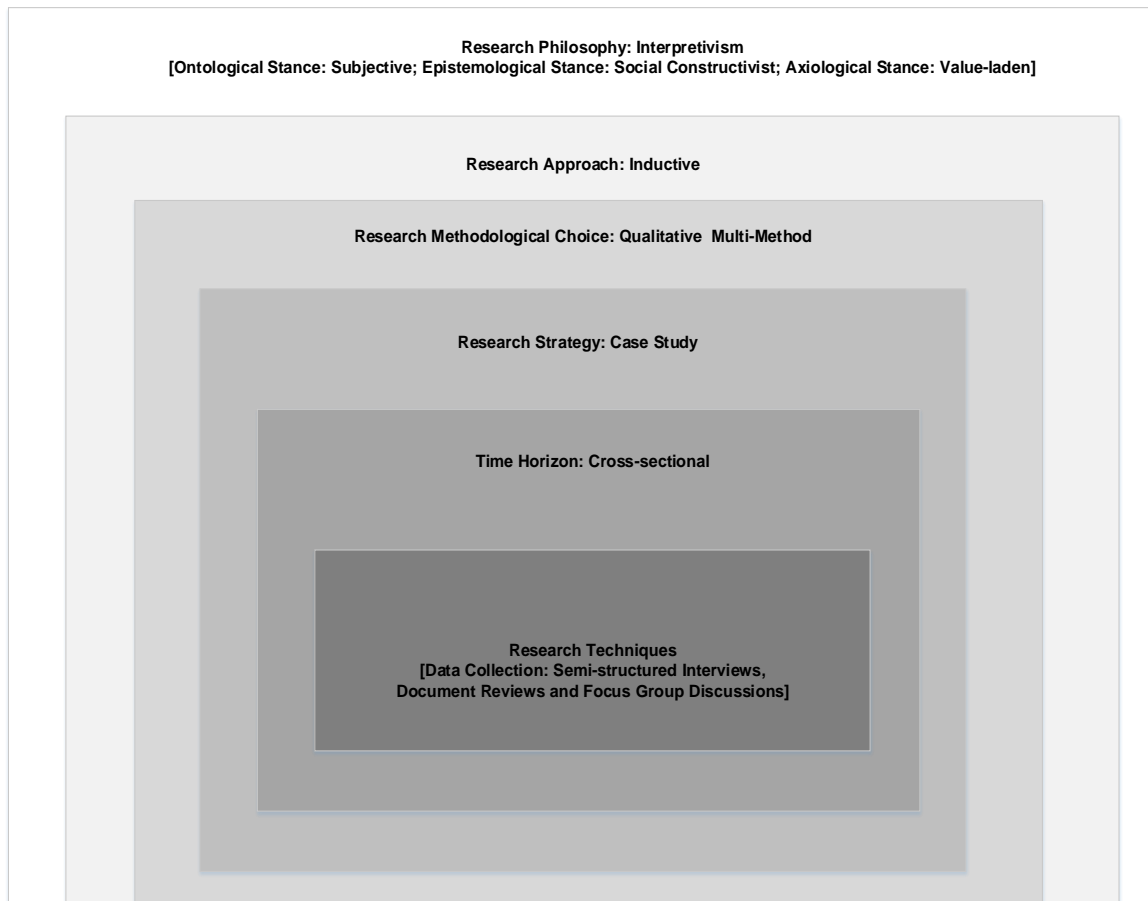


Figure 4.3: Research methodological framework for this study

Source: Researcher's Construct (2020)

In subsequent sections, various layers of the framework are described alongside the justification of the research methodology adopted for the study.

4.4 RESEARCH PHILOSOPHY

Research philosophy is indicative of the philosophical stance of the researcher who is carrying out a research project. Saunders et al. (2016 p124) referred to research philosophy as the system of beliefs and assumptions about the development of knowledge. Furthermore, Easterby-Smith et al. (2003) discuss the research philosophy as consisting of three main planes, namely epistemology, ontology and axiology which are expected to guide the researcher's approach in conducting a research project. The choice of research philosophical stance influences the nature of data required and collected as well as the kind of data interpretation procedures to be adopted. In addition, Sexton (2003) posits that the choice of these ontological, epistemological and axiological foundations forms the basis for the selection of an

appropriate research design and method(s). Table 4.1 highlights the differences between the different philosophical assumptions mentioned previously.

Table 4.1: Differences in philosophy assumptions

PHILOSOPHY	ASSUMPTION
Ontology (What?)	This is concerned with the nature of reality and what constitutes reality
Epistemology (How?)	This assumption is informed by what constitutes acceptable, valid, and legitimate knowledge. It is otherwise referred to as the nature of knowledge.
Axiology (Why?)	This assumption highlights the role of personal (researcher's) values on the research process.

Source: Saunders et al. (2016)

4.4.1 Ontological assumption

Ontology is a branch of philosophy which is concerned with the assumptions made pertaining to what constitutes reality to an individual (Saunders et al., 2016: Scotland, 2012). Also, it has been described as the nature of reality (Saunders et al., 2016). The ontological assumptions are delineated into two main aspects, namely objectivism and subjectivism. The objectivism aspect of ontology portrays the position that social entities exist external to social actors concerned with their existence (Saunders et al., 2016: Scotland, 2012). At the other end of the continuum, subjectivism holds that social phenomena are created from the perceptions and consequent actions of those social actors concerned with their existence. As such, instead of reality being considered as external to the social actors as is the case with objectivism, social actors assume responsibility for the creation of reality (Heil, 2003).

4.4.2 Epistemological assumptions

Epistemological positioning deals with questions about how and what is possible to know (Chia, 2002). According to Saunders et al. (2016), epistemological assumptions are concerned with the process of knowledge development and/or generation. Furthermore, they explain that it relates to what may be considered as actual and legitimate knowledge in a discipline (Saunders et al., 2016). Situated at one end of the epistemological continuum is positivism. The positivist assumes that

there is a reality which exists independently of the observer and hence the job of the researcher is merely to identify this pre-existing reality (Saunders et al., 2016). At the other end of the continuum lies interpretivism or social constructionism. In the quest for knowledge, the interpretivist opines that knowledge is created from the interactions between social actors and therefore is context dependent (Saunders et al., 2016). As such, what constitutes legitimate knowledge is a function of the interactions between social actors within a particular context. (See Table 4.2):

Table 4.2: Differences between positivism and social constructionism

	Positivism	Social Constructionism
The researcher	Must be independent from the research	Is part of what is being researched
Human Interest	Should be irrelevant	Are the main drivers of the science
Explanations	Must demonstrate causality	Aim to increase general understanding of the situation
Research progress through	Hypotheses and deduction	Gathering rich data from which ideas are induced
Concepts	Need to be operationalized so that they can be measured	May not need to be operationalized so that they can be measured
Units of analysis	Should be reduced to the simplest terms	May include the complexity of 'whole' situation
Generalization	Statistical probability Theoretical abstraction Sampling requires large numbers selected randomly	Small numbers of cases chosen for specific reasons

Source: Saunders et al. (2016)

4.4.3 Axiological stance

Axiology, the third aspect of the research philosophical plane, is described as the assumption which focuses on the degree to which the researcher's personal values are allowed to interfere with the research process (Saunders et al., 2016; Bryman, 2012). Therefore, the axiological positioning of a study is concerned with researcher values. Axiological assumptions for a given study may be value-free or value-laden.

Positivists believe that science and the process of research remains value-free. At the other extreme, social constructionists argue that as individuals, researchers possess values, and these values help to determine what are recognized as facts (Bryman, 2012). Therefore, they posit that these values should be allowed to influence the research process albeit with a caveat that the research should declare such biases for the purposes of credibility and research integrity (Bryman, 2012).

4.4.4 Justification of Philosophical stance of the study

The choice of a research philosophical stance is dependent on a consideration of the ontological, epistemological, and axiological assumptions. According to Saunders et al. (2016), five research philosophical stances can be found within the corpus of business and management research. These philosophies include positivism, critical realism, interpretivism, postmodernism and pragmatism Saunders et al. (2016). However, the three most dominant philosophies are positivism, interpretivism, and pragmatism. The positivist researcher dwells on the belief and/or assumptions that the phenomenon being investigated is indeed external to the population experiencing it (Park, Konge and Artino Jr, 2020). Furthermore, in a positivist-oriented study the positivist accepts the notion that the research process should remain value-free, thereby necessitating the use of data collection instruments which exclude the researcher's personal values (Park, Konge and Artino Jr, 2020). Rather, the data collection procedures are aligned with the need to test existing theory with the selected sample of the population rather than allowing for the development of a new theory or extension thereof based on the worldviews of the researcher and the study's population. This implies the adoption of a structured methodology to engender easy reproducibility of the study's findings.

Conversely, the interpretivist researcher assumes that what connotes reality is informed by the collective meanings ascribed to the same by a sample of the population (Alharahsheh, and Pius, 2020). This implies that reality is not considered external to the individual, unlike in the case of the positivist. To the interpretivist, people with shared backgrounds, cultural and social affinities often tend to share the same meanings whereas people from diverse backgrounds, culture and social affinities tend to have different meanings concerning a particular phenomenon (Saunders et al.,2016). Based on this, the interpretivist seeks to develop new theory based on the worldviews of the participants who happen to share similar and diverse

values, beliefs and meanings concerning a given phenomenon (Saunders et al., 2016). This allows for variety and complexity. This philosophy also allows the researcher to bring personal values to the research process as these values exert considerable influence on the choices made by the researcher. Therefore, the interpretivist philosophy is associated with value-laden research.

A rise in the adoption of pragmatism as a research philosophy has been observed in recent times. According to Saunders et al. (2016), this philosophy stands at the mid-point between positivism and interpretivism. However, the rise in the adoption of this philosophy has been attributed to the desire of researchers to focus on problem-solving as it pertains to a societal challenge instead of arguing over the merits of one philosophical stance over the other. Also, proponents of pragmatism opine that this philosophical stance is appropriate for studying the real-world environment as it avails the researcher with the much needed flexibility to navigate through a coterie of techniques for data collection and analysis without being encumbered by the need to conform to the requirements of any of the other four philosophies (Saunders et al., 2016). Therefore, the interest of the pragmatist researcher lies in the practical outcomes of the research and the pathways that will lead to such outcomes (Saunders et al., 2016). Table 4.3 provides a summary of the features of these philosophies.

Table 4.3: Features of research philosophies

Research philosophy	Ontology	Epistemology	Axiology	Research Approach
Positivism	Objectivism	Positivism	Value-free	Deductive
Interpretivist	Subjectivism	Social Constructivism/ Interpretivism	Value-laden	Inductive/ Abductive
Pragmatist	Objectivism or subjectivism or a combination of both	Positivist or Interpretivism or a combination of both	A combination of value-laden and value-free/ or either of each	Deductive and Inductive/ Abductive

Source: Researcher's construct (2020)

Based on the foregoing and the main objective of this study which is the development and validation of a contractor-driven stakeholder relationship management framework, the interpretivist philosophy stands out as a philosophy of choice for the reasons presented below.

It is the opinion of this researcher that issues bordering on stakeholder relationship management are not external to the social actors, especially in a case where the social actors share a common ontology about the challenge being investigated. In this case, stakeholders within the Botswana construction industry context have a shared understanding and appreciation of the phenomenon being studied, namely ineffective stakeholder relationship management on construction projects. Also, the researcher believes that any real attempt at eliciting solutions towards the resolution of this imbroglio will have to be dependent on the contributions of the industry's stakeholders. This view is further reinforced by the notion that most of the challenges confronting the attainment of a successful construction stakeholder relationship management context might be contextual, hence requiring an appreciation of the contextual peculiarities by the researcher. Therefore, such studies cannot be associated with the testing of theory (deductive) but rather with theory development and/or extension. Being an active player in the business sector of the Botswana economy, the researcher has over the years gained personal perspectives concerning the nature of the business world in that country as well as an appreciation of the challenges negating optimal business performance therein and the construction industry is not an exception. Accordingly, the researcher understands that based on this experiential knowledge, the choice of data collection methods, the sampling techniques, and the decisions pertaining to whom to recruit for the study are guided by these values.

Suffice it to state that the choice of the interpretivism research philosophy was deemed appropriate as it captures the researcher's personal philosophies concerning the nature of reality and what constitutes legitimate and valid knowledge as well as the peculiarities associated with the problem being investigated through this research study.

4.5 RESEARCH APPROACHES

As mentioned previously, different scholars have adopted different taxonomies for describing various facets of the research methodological process. For instance, whereas scholars such as Saunders et al. (2016) have labelled the trio of deduction, induction and abduction as research approaches depicting the approach adopted for theory development, Blaikie (2010), Bryman (2012) and Plano-Clark and Creswell (2015) use the same taxonomy to describe the adoption of either qualitative, quantitative or mixed-method research genres during the selection of methods for data elicitation and analysis. Saunders et al. (2016) uses the phrase 'methodological choice' to refer to the same phenomenon. The reportage of the research methodology in this study adopts the taxonomy proffered by Saunders et al. (2016) given that this study is situated within the business and management research domain.

Accordingly, the phrase 'research approach' is used to describe the facets of deduction, induction, and abduction. These three approaches are used to depict three different pathways for theory development. Theory stands at the epicenter of any research endeavour. Research projects differ in the manner in which they engage with theory. Whereas some research projects engage with theory testing to establish the provenance of a particular theory within a given context, other research projects engage with theory development by harnessing the collective viewpoints of a section of the population concerning a phenomenon (Saunders et al., 2016; Blaikie, 2010). Whilst the former is referred to as the deductive approach, the latter is referred to as the inductive approach. Abduction is another research approach which focuses on the development or extension of extant theory. Awuzie and McDermott (2017) maintain that abduction achieves the objective of theory development or extension through the use of extant theory to understand a phenomenon initially, leading to a conceptualization of the theoretical perspective of the phenomenon based on the extant theory. Suffice it to say that the theoretical framing of the phenomenon using an extant theory precedes the elicitation of data from the population concerning the phenomenon. This allows for the modification and/or extension of the extant theory or the development of a new theory. Scholars reiterate on the alignments existing between these approaches and the research

philosophies (Saunders et al., 2016; Awuzie and McDermott, 2017). This has been depicted in Table 4.3.

Furthermore, these research approaches differ in four different ways, namely engagement with logical inference, generalizability, use of data and theory (Saunders et al., 2016). For example, the data accruing from a deductive study is used for testing hypotheses concerning an extant theory (theory testing). Data emanating from an inductive study is used for enabling an understanding of a phenomenon, identifying relevant themes as well as patterns, developing a conceptual framework and enabling further refinement of the conceptual framework towards theory development. Also, data generated within the abductive research approach is deployed in a similar manner as the inductive scenario. However, it differs from the inductive approach owing to the repeated testing of the emergent conceptual framework using additional data sets, thereby depicting a back-and-forth process. In arriving at generalizations, studies performed along the deductive plane rely on enabling generalization from the general to the specific using quantitative data sets which are representative of the population (statistical generalization). Inductive studies generalize from the specific to the general (usually to the theoretical [analytical] generalization). Although generalizations within the inductive and abductive spheres share close similarity, they differ in terms of the direction of the generalizations. In the case of the latter, generalization is performed via back-and-forth interactions between the specific and the general contexts (Saunders et al., 2016).

In this study, the emphasis lies in the development of new theory as it pertains to the role of construction contracting organizations (contractors or CCOs) in the construction stakeholder relationship management domain. Prior to this study, most of the research on stakeholder relationship management in the construction industry has sought to situate the responsibility of the stakeholder relationship management with clients and their representatives. Accordingly, studies seeking to investigate the incidence of stakeholder relationship management have followed a trajectory that is reflective of the deductive approach wherein attributes of extant stakeholder relationship management theories were tested in different contexts to determine applicability as well as utility of the model. This closed approach has led to the continued dominance of the client-led stakeholder relationship management

narrative in the construction and business management literature with limited studies attempting to explore the contributions or potential contributions of other stakeholders such as CCOs to the improvement of the S(R)M theory and practice.

This study differs from this narrative as it dwells on a shift of this responsibility to the CCOs, particularly within the project delivery (construction) environment. Utilizing the perspectives of the CCOs and their representatives, the study reviews the role of CCOs in the extant SRM methodologies and deciphers the shortcomings of these methodologies albeit from the CCO perspective. The choice of an inductive approach to theory development or extension in the study is easily discernable given the preceding narrative.

4.6 RESEARCH METHODOLOGICAL CHOICE

The research methodological choice is yet another layer of the research onion which highlights the choice of different methodological approaches for conducting research (Saunders et al., 2016) (See Figure 4.1). These choices are predicated on the existence of three main research designs, namely qualitative, quantitative, and mixed-method research designs. According to Plano-Clark and Creswell (2015 p54), qualitative research designs involve “the type of research in which the researcher studies a problem that calls for an exploration of a phenomenon; relies on the views of participants; describes and analyzes these words for themes; and conducts the inquiry in a subjective and reflexive manner”. These scholars further described quantitative research design as “the type of research in which the researcher studies a problem that calls for an explanation about variables; decides what to study; asks specific, narrow questions, collects quantifiable data from participants; analyzes these numbers using statistics and graphs; and conducts the inquiry in an unbiased, objective manner” (Plano-Clark and Creswell, 2015). On the other hand, Saunders et al. (2016) posit that the mixed-method research design involves a combination of the two scenarios described previously concerning the qualitative and quantitative research designs.

Upon adopting any of these research designs, the researcher is often confronted by the decision concerning the type of research method that will suffice for data collection and analysis. The capability of one research method in enabling the achievement of the study’s objective is also a criterion when deciding on the

appropriate methodological choice to adopt. According to Saunders, different methodological choices are available to the researcher (See Figure 4.4).

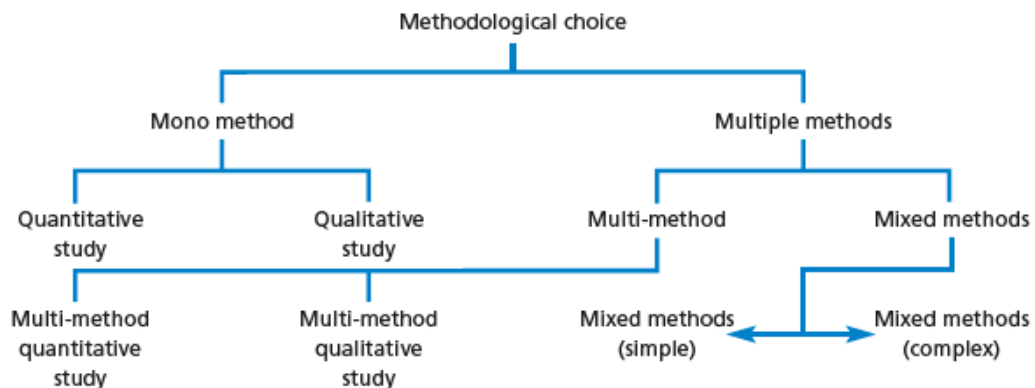


Figure 4.4: Methodological choice

Source: Saunders et al. (2016)

The methodological choice can be delineated along two main lines, namely the mono and multiple methods. This dichotomization is dependent on the number of methods or techniques that the researcher intends to deploy towards data collection and analysis. Where a decision has been taken to use one research method, then it can be referred to as a mono-method. If the decision has been reached to deploy more than one method for the same purpose, it can be referred to as multiple (multi) methods. However, when the researcher has decided on using more than one method from a particular research design (qualitative or quantitative), this situation is described as a multi-method methodological choice. However, if the researcher decides to adopt methods from both research design divides, then this will be described as a mixed-method methodological choice. Various reasons are responsible for the researcher's methodological choice. However, the most prevalent reason happens to be the need to complement the envisaged shortcomings of methods belonging to different research designs, thereby enabling a succinct understanding of the problem being studied (Creswell, 2014; Denscombe, 2010).

Having situated this study along the interpretivism philosophical plane, the researcher opined that the qualitative research design and the deployment of research methods associated with this design for eliciting the worldviews of the different players in the construction industry. These have been engaged in the phenomenon being understudied- stakeholder relationship management in the

Botswana construction industry. Therefore, a multi-methods methodological choice was adopted for this study. This choice allowed for the utilization of different qualitative research methods such as interviews, document reviews and focus group discussion forums.

4.7 RESEARCH STRATEGY

According to Saunders et al. (2016), a strategy can be described as a plan to achieve a set goal or objective. Based on this definition, a research strategy is likened as the researcher's plan detailing the various steps to be taken towards answering the study's research question. Different research strategies are available to the researcher. However, these research strategies are aligned to different philosophical stances and research designs. Experiments, surveys, and archival research, for instance, are associated with positivism and quantitative research designs whereas case study, ethnography, narrative inquiry/research, grounded theory and phenomenology are associated with interpretivism philosophy and qualitative and/or mixed-method research designs as the case may be.

As mentioned previously, this study is a qualitative study and as such, adopts a qualitative research design. To justify the choice of the appropriate research strategy utilized in the study, it is necessary to appraise the five predominant qualitative research strategies. See Table 4.4 for a comparison of these strategies.

Table 4.4: Description of five qualitative research strategies

Foundational Considerations	Narrative Research	Phenomenology	Grounded Theory	Ethnography	Case Study
Research focus of approach	Exploring the life of an individual	Understanding the essence of the experience	Developing a theory grounded in data from the field	Describing and interpreting a culture-sharing group	Developing an in-depth description and analysis of a case or multiple case
Unit of analysis	Studying one or more individuals	Studying several individuals who have shared the experience	Studying a process, an action, or an interaction involving many individuals	Studying a group that shares the same culture	Studying an event, a programme, an activity, or more than one individual
Type of research problem best suited for the approach	Needing to tell stories of individual experiences	Needing to describe the essence of a lived phenomenon	Grounding a theory in the view of the participants	Describing and interpreting the shared patterns of culture of a group	Providing an in-depth understanding of a case or cases
Nature of disciplinary origins	Drawing from the humanities, including anthropology, literature, history, psychology, and sociology	Drawing from philosophy, psychology, and education	Drawing from sociology	Drawing from anthropology and sociology	Drawing from psychology, law, political science, and medicine

Source: Creswell and Poth (2017)

Based on the features of the various qualitative research strategies outlined in Table 4.4, the case study proved to be the natural choice for the study. The rationale behind the choice of the case study is provided in the next section.

4.7.1 Why case study?

A case study has been described as an intensive, systematic investigation of a single individual, group, community, or some other unit in which the researcher examines in-depth data relating to several variables (Yin, 2018). In addition, Yin (2018) presents the case study research strategy as most suitable for conducting an in-depth investigation into a phenomenon in its natural context. According to Gustafsson (2017), the case study can be defined as an intensive study about a person, a group of people or a unit. Also, the case study strategy provides researchers with an opportunity to retain the holistic and meaningful features of real-life events.

As a research strategy, the case study remains useful for a researcher. Besides its utility in engendering the generation of rich contextual data concerning a phenomenon, its ability to allow for the deployment of multi- and mixed methods for data elicitation within the case study is renowned. This implies that a researcher can use a survey, semi-structured interviews, documents reviews and participant observation within a case study. Suffice it to say that the case study allows the researcher access to the use of a multiplicity of methods in investigating a contemporary phenomenon.

Furthermore, in deciding whether to use a case study for a research project, Yin (2018) outlines certain factors to be considered by the researcher. These factors are highlighted in Table 4.5.

Table 4.5: Characteristics of a case study

Factors	Use case study research strategy
Form of research question	When the research question is more explanatory, i.e. starts with 'how' and 'why'
Control over behavioural events and contemporaneous nature of the phenomenon	The researcher has little or no control; and the events are deemed to be contemporary.

Factors	Use case study research strategy
Applicability of different epistemological orientations	The case study strategy allows for the engagement between different epistemological

Source: Yin (2018)

In arriving at the choice of the case study as a research strategy of choice, the researcher considered the peculiarity of the study's objectives, the nature of data collection techniques required to elicit information from the relevant stakeholders as well as the unit of analysis of the study. This study is concerned with the development and validation of a contractor-driven stakeholder relationship model for the Botswana construction industry. Going by the study's aim, the importance of accommodating contextual peculiarities associated with the Botswana construction industry is easily discerned. As such, the case study strategy avails the researcher with the opportunity to engage in an in-depth study of the phenomenon (contractor stakeholder relationship management) within its natural context (the Botswana construction industry, using stakeholder interactions within construction project environments).

Furthermore, the case study strategy facilitated the collection of data using a multiplicity of techniques belonging to the qualitative research design genre, namely interviews, document reviews, and focus group discussion forums at different phases of the research process. The case study strategy has been described as suitable for answering research questions which start with 'Why' and 'How' (Yin, 2018; Creswell, 2014; Bryman, 2012). Plano-Clark and Creswell (2015) admit that "How" and "Why" questions are used to depict exploratory research in which the researcher is trying to gain a better understanding of a challenge with an objective of resolving it based on the new knowledge gained. This study is no exception as the researcher seeks to gain a deeper understanding about a phenomenon (SRM) and its impact on construction project performance within the Botswana construction industry context. In furtherance to this, the research question in this study is aligned with the 'How' and 'Why' rule elucidated previously. Furthermore, the case study strategy enabled the researcher to engage with the analytical generalization of the study's findings (Yin, 2018).

Case studies have been dichotomized in different ways by various scholars (Stake, 2005; Yin, 2018). This study will rather explore the commonly used dichotomization approach, namely the use of the number of cases being deployed for a study. This leads to the single-case and multi-case design scenario. According to Yin (2018), these designs are classified further into holistic and embedded single-case designs and holistic and embedded multi-case designs. Judging from the contents of Figure 4.5, the main difference between these types of cases is the number of units of analysis present within each case study.

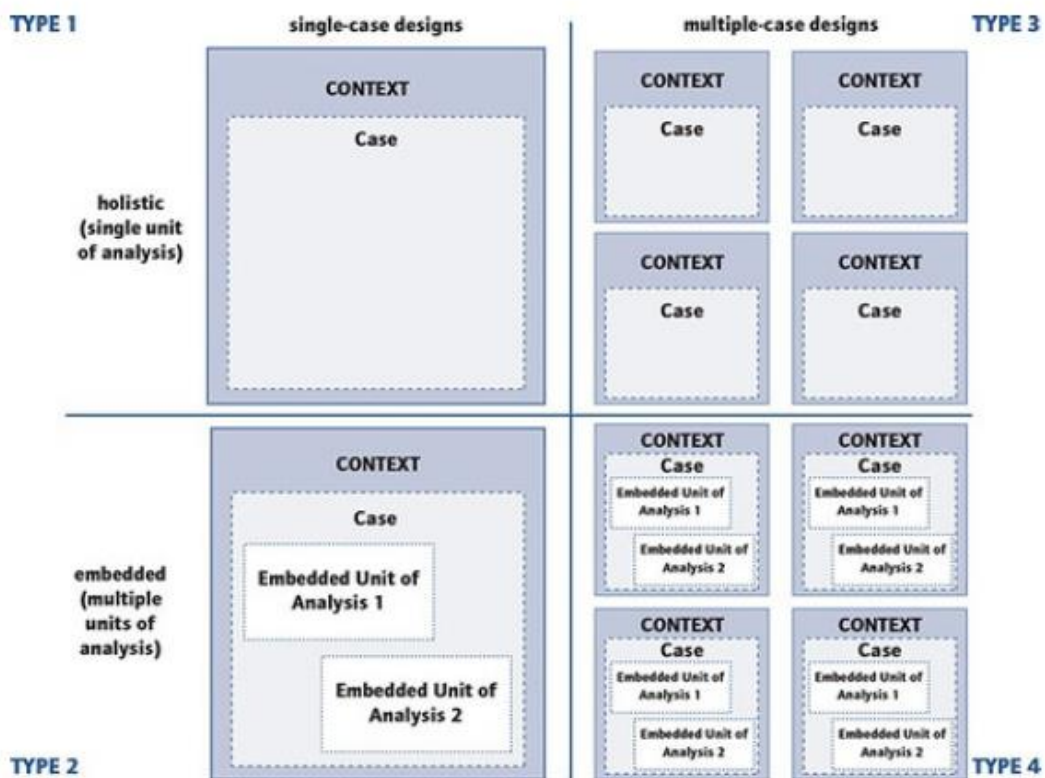


Figure 4.5: Basic types of designs for case studies

Source: Yin (2018)

The utility of single-case study as an appropriate design is rationalized based on five salient points, namely the critical case, the unusual case, the common case, the revelatory case, or the longitudinal case (Yin, 2018). However, the multi-case study designs comprise the deployment of more than one case for studying a given phenomenon. The use of the holistic multi-case study design in this study was deemed appropriate owing to the need to study the phenomenon across different construction contractor organizational contexts in compliance with replication logic and by extension, enabling analytical generalization of the findings to the nearest

theory. Therefore, cases must be selected in a manner that supports replication for the researcher to derive the benefits that accrue from a multi-case study research strategy.

The principle of replication logic is described as being central to the success of the multi-case study research strategy as it allows for the confirmation of a particular observation occurring across different scenarios despite alterations to the initial conditions which had led to its occurrence in the first place (Yin, 2018). Theoretical and literal replication are two main categories of the replication logic. Whereas the former involves the prediction of contrasting results for reasons bordering on the distinct characteristics of the selected cases, the latter supports the prediction of similar results from cases that share common characteristics. In this study, care was taken to ensure that the case selection criteria took cognizance of the need to ensure that cases were chosen based on their similarity and dissimilarity.

The case selection criteria utilized in the study comprise the following:

- That the contractor organization must be classified by the PPAIB as either small, medium, or large based on the extant contractor grades;
- That the CCOs must be working either on an on-going project or a recently completed one, and;
- That the CCOs must be based in Botswana.

These criteria culminated in the selection of six different cases comprising six CCOs belonging to three different contractor grades; therefore, two small CCOs, two medium CCOs and two large CCOs. Based on replication logic, it was predicted that the findings from the CCOs belonging to the same category will share close similarity (literal replication) whereas it was predicted that the findings from CCOs situated across different categories will differ (theoretical replication).

Another important facet in the conduct of case studies lies in the determination of the unit of analysis. The unit of analysis is the facet that a researcher analyses for the study to arrive at the conclusions. According to Lee (1999), a study's unit of analysis is the phenomenon under study. Although it appears to be straightforward, determining the unit of analysis in a case study research can be a challenge (Lee, 1999; Baxter and Jack, 2008). Its determination is critical to the success of the study. In this case, the unit of analysis is depicted in Figure 4.6. The unit of analysis

of this study is the extant relationship between the CCOs' representative, usually the project or contract manager, and other stakeholders working on the construction project.

UNIT OF ANALYSIS

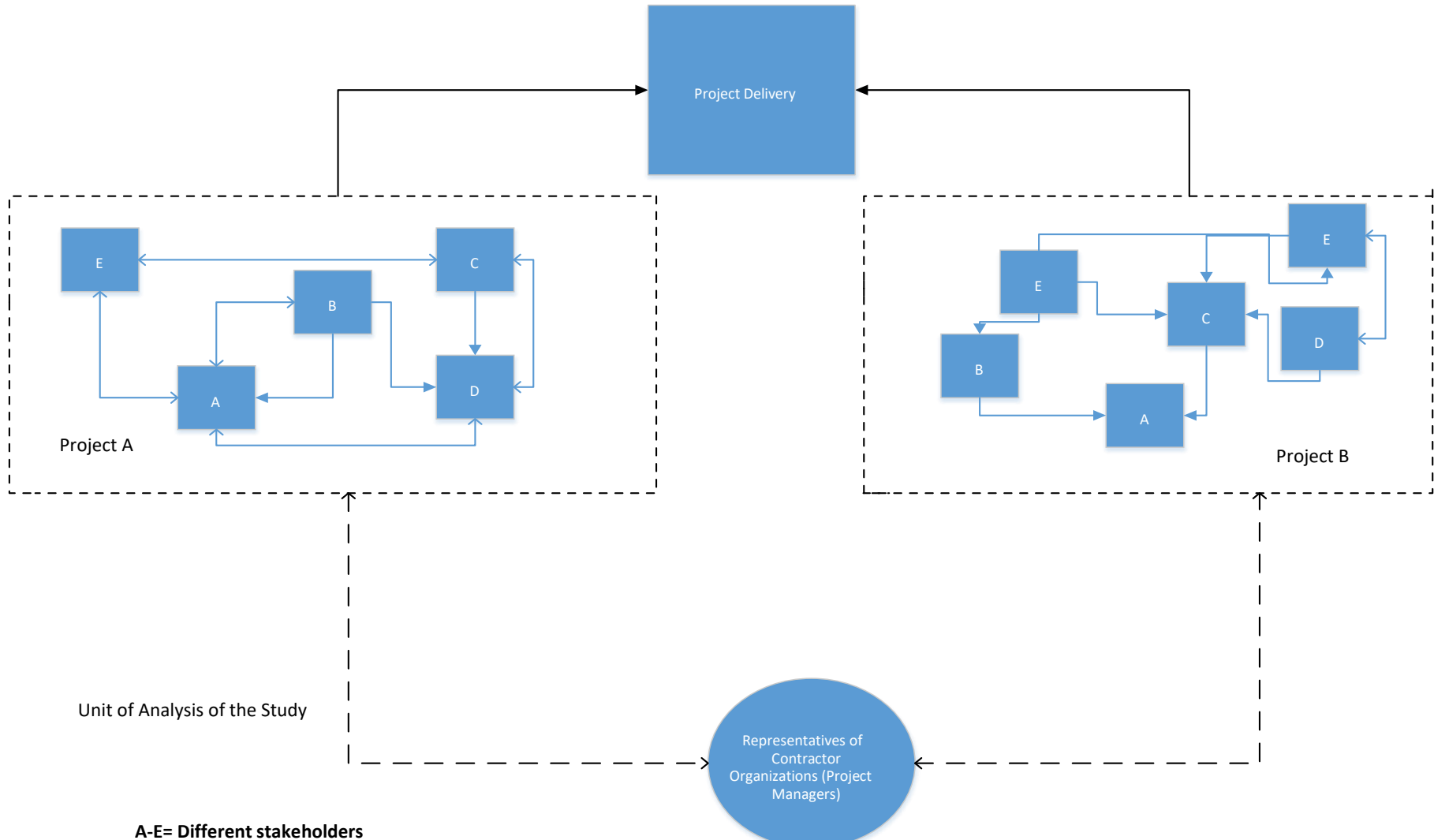


Figure 4.6: Unit of analysis for the study Source: Researcher's construct (2020)

4.8 TIME HORIZON

This forms an integral part of the research onion. It serves as an indication of the duration over which data was collected for the study. According to Saunders et al. (2016), data collection and research usually occur over two distinct durations, namely the cross-sectional and longitudinal time horizons. Whilst the cross-sectional refers to the collection of data within a specified moment or snapshot, the longitudinal time horizon is used to describe situations wherein data is collected over an extended duration, usually at different intervals. The duration for longitudinal studies usually spans beyond one year with data being collected from the same sample of participants at different intervals within this duration. This time horizon is selected when the researchers opine that the passing of time will influence the views elucidated by the participants owing to factors such as change in circumstances, among others. However, this was not the case with this study. Accordingly, this researcher adopted the cross-sectional time horizon for this study.

4.9 DATA COLLECTION METHODS

4.9.1 Sources of data

Sources of data may be classified as secondary or/and primary sources. Secondary sources consist of data already in existence and gathered for some other purposes and the data may be to a degree related to the current research in some respects. (Saunders et al., 2016). The main sources of data used are primary and secondary sources. Secondary sources of data consist mostly of the Internet, newspapers, and records from government departments.

Primary data is that data which is collected for the specific purpose of dealing with the phenomenon being studied and is obtained during the researcher's field work (Saunders et al., 2016). There are several sources of primary data. The primary data collection methods include content analysis, document analysis, questionnaires, interviews various kinds of observation, and focus group discussion forums. Individual interviews, document review and focus group discussion forums served as primary sources of data for this study. Lambert (2008) observes that a combination of focus group discussion forums and interviews possess the potential to contribute to the identification of the individual and contextual circumstances surrounding the phenomenon, thereby enhancing the interpretation of the structure

of the phenomenon. This qualitative study which is situated within the interpretivist philosophical paradigm relied on various methods for the elicitation of data from the selected sample of participants. These methods include semi-structured interviews, document reviews, and focus group discussion forums. These methods will be discussed in subsequent sections.

4.9.2 Interviews

4.9.2.1 Semi-structured interviews

This type of interview allows the researcher the flexibility to explore the complexity of the research topic (Saunders et al., 2016). Open-ended questions were employed to elicit answers from respondents. This implies that in-depth interviews are employed to obtain information on the stories of the individual project managers based on their own perspectives. Such autonomy is expected to accord the managers the chance to prioritise and structure their own responses to open-ended interview questions to the researcher as opposed to the utilization of closed-ended questions like in quantitative research. One main tenet of open-ended questions is that they should not assume the facts that the informant may express. Given (2008 p.582) indicates that “Open-ended questions make no presumptions about the kinds of answers participants might provide.” This issue will thus minimize the bias that will be expected to creep into the research from the utilization of possible leading questions. However, to prevent the likelihood of respondents moving out of the context of the research, the researcher will ensure that the interview questions will be purposeful by aligning them to the research topic.

According to Boyce and Neale (2006 p.3), “In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation.” Boyce and Neale (2006) went on to explain that the objective of in-depth interviews was that of getting the total picture and the perceptions of the interviewee concerning a matter at hand, a phenomenon, or a programme. For the purposes of this research, interviews were conducted according to a semi-structured interview schedule, as proposed by Greeff (2011).

Mack et al. (2005 p.30) also agree that “Interviews are also especially appropriate for addressing sensitive topics that people might be reluctant to discuss in a group

setting.” In-depth interviews are utilised to clarify divergent experiences and ‘outlier’ attitudes. Therefore, the researcher employed individual in-depth interviews to obtain data on the experiences and opinions of managers on the issue of stakeholder management. In-depth interviews make it easier to speak to an individual and to ensure the person’s full attention on a matter. It is easier to schedule discussions with individuals.

Several issues have been known to negate the use of individual in-depth interviews (Boyce and Neale 2006; Mack et al., 2005). Of significance among these challenges of the in-depth interviews is the possibility of some bias. This bias could be both on the side of the respondent and the interviewer. Interviewee bias may happen if the interviewee is a major stakeholder with clear personal interests. The researcher (who is the interviewer) might develop a research instrument which can engender bias. Hence, in this case, the researcher tested the instrument for any possible bias. The researcher also tried to ask questions in a neutral way, listening to interviewees’ answers with attention, and using probes where possible. The leading of participants in accordance to the researcher’s preconceived ideas through verbal or non-verbal signs of approval or disapproval was not entertained. Mack et al. (2005 p.29) warned that: “During in-depth interviews, the person being interviewed is considered the expert and the interviewer is considered the student. The researcher’s interviewing techniques are motivated by the desire to learn everything the participant can share about the research topic.”

Individual in-depth interviews require considerable of effort and may be very costly. However, since the aim is to obtain an in-depth understanding of the project managers’ experiences relating to stakeholder management, interviewees were interviewed until data saturation was reached i.e. a situation when no new contributions are being made towards the phenomenon by newly recruited interviewees.

4.9.3 Focus groups

The focus group discussion forum is another form of qualitative research. Conducting a focus group discussion forum was necessary to elicit the beliefs, perceptions, opinions, attitudes, towards the idea of a stakeholder relationship management framework. Lee (2012) lists a number of issues involved in focus

group discussion forums which involve planning focus groups and conducting focus groups. Some of the issues covered in this study are as follows:

Ethical issues: The focus group discussion forum employed a combination of tape-recording as well as notes being taken during the group discussion. Participants were told it is for research purposes only. Aspects of confidentiality were maintained as these groups consisted of contractors from different organisations and it would not be appropriate to discuss confidential matters in these groups.

Budgetary and time constraints: The researcher had to make numerous trips to facilitate these focus groups and had to book a conference room. Time constraint is another factor the researcher had to consider as it takes time to find participants and organise a focus group.

Selection of participants: A variety of participants (project managers or similar position) from the different contractors was considered ideal for the focus groups.

Group size and discussion quality: The researcher was the moderator of the discussion. Her extensive experience aided in facilitating the discussion.

Conducting focus groups: During the introduction, the researcher showed the proposed model to the participants and related it to the aims and expected achievements from the focus group. The discussion began with an icebreaker. Issues of timing, sequence and probing unfolded (Lee, 2012).

The focus group discussion forums were instrumental in refining the conceptual framework and validating the findings from the interviews conducted. As such, focus group discussions with project managers from different projects were conducted. Specifically, two focus groups with stakeholders were conducted in the different sizes of the contracting firms as far as budget constraints and time constraints permitted. Ideally, about four to six participants per focus group were engaged in a discussion that was approximately two hours long. The groups were conducted with the aid of a structured discussion guide drafted in accordance with the study objectives.

The data generated from the focus groups was qualitative in nature, given that it was derived from discussions with the participants. To fully capture all that was discussed, a tape recorder was used to record the proceedings from the group discussions while notes were being taken concurrently. The recordings were

transcribed and loaded into NVivo software. NVivo arranged and managed the allocation of data into themes, thereby making it easier for facilitating subsequent analysis.

4.9.4 Document reviews

According to Tellis (1997), documents include letters, memoranda, agendas, study reports, tender documents, contracts, agreements, or any items that could be added to the data base. Documents were sourced from the various projects being handled by the CCOs who were selected as case studies. These were obtained in the form of public documents from related organisations. Documentation obtained from the contractors was also analysed. These included project scope, memoranda, contracts and tender documents. The Ministry provided public documents of how the government expects the contractor to operate in the market. In addition, as the main supplier of contracts to contractors, relevant documents such as pamphlet and books such as the FIDIC relating to their relationship and also other stakeholders were included in the research. The contractor firms did not provide documents that provided evidence of how they relate to their various stakeholders such as those mentioned above. Regarding company documents, the contractors were not able to give any of their documents as they indicated they had to seek permission from the relevant authorities citing their sensitivity. In instances where the researcher was on site, it was found that most documents were not kept on site.

4.10 DATA ANALYSIS METHODS

4.10.1 Data analysis/interpretation

Analysis of a case study is one of the most difficult stages of doing a case study. In addition, it has also been the least developed stage (Yin, 2018). It is advisable for the researcher to start analysing the simplest case study in the study, such as the small contracting firms, as they may be more straightforward than the large contracting firms (Yin, 2018).

Thematic categories and phenomena relationships were established and thematic patterns among phenomena were observed. Focus on themes led to data reduction whereby only essential data for the research topic was retained. This was important as transcripts were very long because of containing irrelevant or repetitive information, thereby making data reduction important as an objective of data

analysis. The meanings of statements and actions were interpreted according to the contexts in which they occurred. Regularities, consistencies and the direction of the respondents' responses were subjected to analysis to obtain meanings on the feelings and perceptions of managers. The researcher made annotations of each session and immediately following each interview and group meeting session before forgetting what took place in the interview. Data was in the form of field notes or audio (Krueger, 1994). Transcripts for each interview session permitted a systematic analysis of each interview. The transcriber took note of what was said, who said it, and what its meaning in context was. Audio tapes were utilised in data transcription. Participants' perceptual views were identified and taken noted of. Systematic analysis showed how a situation, action or phenomenon was perceived by each of the respondents.

Individual interview data and focus group discussions were made up of tape recordings and typed interview transcripts of these tape recordings. Interviewer notes were used. Transcriptions were done using the field notes and the audio tapes. Interpretations were performed immediately after the interviews to prevent the possibility of the interviewer forgetting the details, context and non-verbal cues of respondents. After each interview, time was put aside for data transcription and note making. Notes made included some observations on the contents of the interview, the respondents' non-verbal cues, and the context of the interview.

Interview data was collected with aid of a tape recorder. Transcripts were made from in-depth interview data. During the data analysis stage after the collection of data transcripts were subjected to coding and themes that emerged from in-depth interviews were noted. During the data collection stage, expanded interview notes were used as a reminder of issues that may need re-visiting for clarification on issues needing to be referred to interviewees.

Regarding the analysis of the data, there are several tools for qualitative analysis. Many researchers express concerns related to the potential theoretical, political and methodological costs of computer use in qualitative research. These software tools include CAQDAS, Atlas ti and NVivo, amongst others (Franzosi et al., 2013). The use of these software tools for qualitative researchers is not widely embraced. However, they are highly useful in determining recurring themes and patterns through their different functionalities. For this study NVivo was used to analyse the

textual data in the form of transcripts generated from the discussion proceedings. NVivo enables the storage and organization of data to allow increased efficiency and rigorous back-up of findings. NVivo allows one to import data from virtually any source – text, audio, video, emails, images, spreadsheets, online surveys, social and web content and many more (Franzosi et al., 2013). For this study, the transcripts were loaded into NVivo for analysis and to highlight the relationships between emerging themes and sub-themes.

Step 1: Become familiar with the data,

Step 2: Generate initial codes,

Step 3: Search for themes,

Step 4: Review themes,

Step 5: Define themes,

Step 6: Write-up.

4.11 STUDY POPULATION, SAMPLING TECHNIQUE AND SAMPLE SIZE

4.11.1 Study population

A population is the set of all members intended to be studied by a researcher (Kumar, 1996). This is supported by Saunders, Lewis and Thornhill (2012) who contend that a population is the complete set of cases from which the sample is derived. This study's population comprised all construction companies in Gaborone that are registered to operate with the PPADB. The population size was 6 884 registered contracting firms (PPADB,2017). Concentration was on those construction companies which are formally registered and have been operating without a break for two or more years so that their stakeholder history pattern is fairly well established. The number of cases selected was predicated on the need to enable replication and, possibly, analytic generalization. Once the researcher was satisfied that an adequate number of cases had been obtained to enable theoretical and literal replication, the quest for cases was discontinued.

Owing to its qualitative nature and the need to allow for analytic generalization, a replication logic approach was adopted during the development of case selection criteria as well as the subsequent selection of the cases proper. Based on this approach, six cases were selected in a manner suggestive of the quest to achieve

literal and theoretical replication. This informed the selection of six cases, two of each belonging to three distinct contractor categories, namely large, medium-sized and small.

4.11.2 Sampling techniques

A sample is a subset of the population under observation and is supposed to be representative of the population in question. According to Leedy (1993:27), a sample is "...a portion of the overall population that one wishes to study." It may be more cost effective to focus resources on a subset of the population, hoping that that concentration of effort produces accurate measurements of the phenomena under observation. According to Kumar (1996), sampling is a process of choosing a smaller group of respondents selected from the larger group (population) to be the rationale for estimation or prediction of facts concerning the bigger population.

For this qualitative study, purposive sampling and snowballing were used to obtain the sample as individual project managers and relationship managers introduced the candidate to their colleagues after being interviewed in certain cases. Snowballing was used specifically to identify the project managers who had delivered projects with different contracting strategies.

4.11.2.1 Purposive Sampling

Purposive sampling involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Creswell and Plano Clark, 2011). In addition to knowledge and experience, Bernard (2002) and Spradley (1979) note the importance of availability and willingness to participate, and the ability to communicate experiences and opinions in an articulate, expressive, and reflective manner.

Purposive sampling was used to identify participants for this group. For the contractors to participate in the study they had to be registered with the PPADB and operate commercially in the built environment context. Six construction firms were selected from the list using purposive sampling. The companies were call and visited to inform them about the study. Upon agreement to participate the researcher then engaged with the participants. The selection from categories of large, medium and small makes the sample more representative of the construction industry. After the selection each of the managers of the selected construction companies were

interviewed. Qualitative practice in sample selection is the goal of 'reaching saturation' (Guest, Namey and Chen, 2020). Once the investigator concludes that response saturation has been attained, sampling ceases.

Firstly, a list of contractors was sought from Statistics Botswana, the Department of Building and Engineering Services (DEBS), the Ministry of Infrastructure, Science and Technology and the Public Procurement Asset Disposal Board. There after project managers from companies that fall within categories of large, medium-scale and small-scale contractors were approached for inclusion in the study. Purposive sampling was also used for focus groups selection of participants.

4.11.2.2 Snowball sampling

Saunders et al. (2016) define snowball sampling as subsequent participants in the study being obtained from information provided by the initial participants. In this study, the sample was obtained from the records of the construction industry available from government records, especially the DBES, PPADB and Central Statistical Office in Gaborone. It should be noted that in the first instance, the study's unit of analysis is centred on the approach utilized by project managers working on construction projects as representatives of contracting organizations in managing the relationships with other relevant stakeholders across the project delivery lifecycle. As such, the nature of the unit of analysis implied the need for the researcher to gain access to contractor construction organizations. Subsequently, an appraisal of the projects presently undertaken by these entities was done. The purpose of this screening exercise was to identify projects which would support the testing of the initial propositions of the study. Of significance among these propositions is the influence of the nature of contracting strategy adopted on the approach selected for the management of stakeholder relations by contractor representatives (project managers). To identify the project managers who had delivered projects with different contracting strategies, for example, design-and-build, interviewees' project managers working within the same contracting organization who had delivered a project using design, bid and build (DBB) were asked to introduce another project manager with such experience. This process is referred to as being indicative of the principles of snowballing sampling technique.

Inclusion criteria

In order for the contractors to be included in the study, mainly for the interviews and focus groups, they had to be registered with the PPADB and operate commercially in the built design environment. The Ministry of Infrastructure and Housing Development was a source of documentation applicable to the study.

Exclusion criteria

Any other companies in the construction industry that operate in fields other than the built environment or any other ministry that does not deal with the built environment were not considered for the study.

4.11.3 Sample size

Owing to its qualitative nature and the need to allow for analytic generalization, the researcher adopted a replication logic approach during the development of case selection criteria as well as the subsequent selection of the cases proper. Based on this approach, six cases were selected in a manner suggestive of the quest to achieve literal and theoretical replication. This informed the selection of six cases; two of each belonging to three distinct contractor categories, namely large, medium-scale and small companies.

Therefore, the study utilized six – two large, two medium and two small-scale CCOs, as case studies. The various projects that they work on in the company formed part of the case study's unit of analysis. Thirteen project managers from the sampled companies were interviewed followed by three focus groups which validated the final CSRMF model. The number thirteen (13) is justified by the fact that it is not too large as interviews and focus groups are more demanding. It is not feasible for the researcher to interview more owing to the university's time constraints. This makes a smaller sample mandatory (Marshall,1996; . Since depth is the most important issue, two focus groups and thirteen managers from six firms were deemed sufficient for this study.

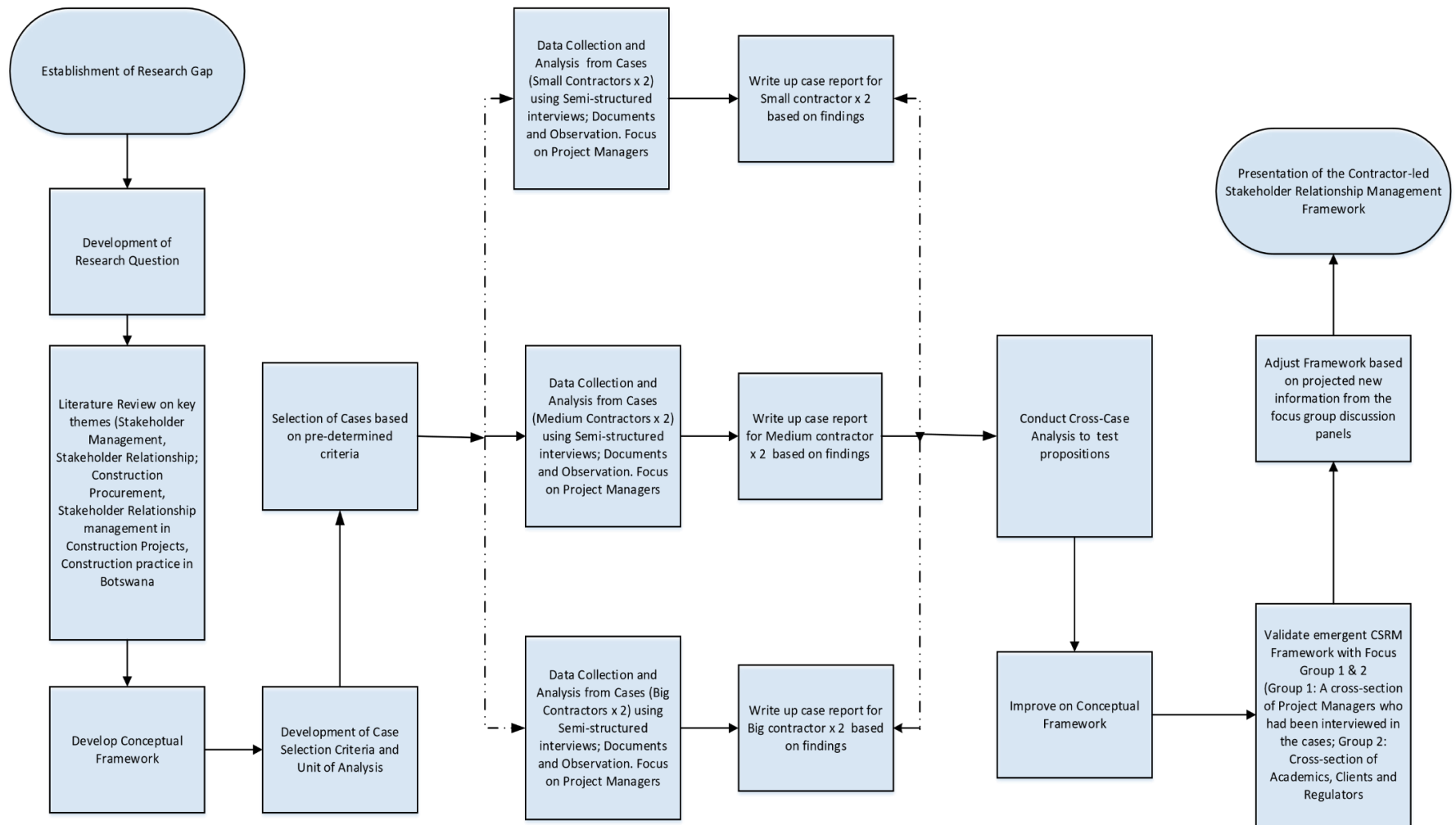


Figure 4.7: Research protocol for the research study Source (Researcher's Construct, 2020)

The research protocol process followed in this study is illustrated above. The first step was to develop the conceptual framework through a literature review, which informed the selection of the six cases to be studied. The cases were analysed individually, after which cross-analysis took place. The model was adjusted according to the data collected from the case studies. Validation of the model was done through two focus group discussion forums which concluded the findings of the research and the construction of final model. The following three phases took place for the research process.

Phase One: Development of initial CSRMF from literature review

The first phase of the research process consisted of the initial framework which was drawn from literature review this is done by taking into consideration issues that may be pertaining to stakeholder management and stakeholder relationship management in the construction Industry. Subsequently, construction procurement strategies were reviewed as well as their effect on SRM. The identified shortcomings from SRM were alleviated by the possible attributes from CRM as CRM had worked in other industries. This phase included chapters 1, 2 and 3.

Phase Two: Gathering the perspectives of the CCOs representative's perspective on the thematic issues concerning the Contractor-driven Stakeholder Relationship Management.

Phase two included chapters 4, 5 and 6. The second phase of the data collection exercise ensued after the findings from the first phase had been used to update the conceptual framework abstracted from key literature. In this phase, the researcher interviewed thirteen (13) interviewees across 6 cases. There were brief discussions with some interviewees on site or by phone before the main interview. A short interview was conducted to ascertain the willingness of the interviewees. After the pre-interview discussion, there was arrangement for an appointment with the respondents for the main interview. The semi-structured face to face interviews in a neutral setting which was convenient for the participants, such as the participant's office and in most cases on the construction site. Out of the 13 interviews 10 were held at the construction sites and three at the offices of the contractor. At the beginning of each interview, few minutes allocated to the briefing which provided an opportunity for rapport building.

Semi-structured face to face interviews was deployed in initial data collection based on a set of purposively selected interviewees (project managers) from the selected case study organizations.

- The interviewee recruitment process commenced with the identification of a gatekeeper at respective contracting organizations and presentation of an organizational consent letter.
- Upon granting of access to the researcher, an identification and recruitment of relevant project managers based on the set of pre-determined interviewee selection criteria ensued.
- Based on an indication of willingness to participate in the study, the researcher set up appointments for the interview sessions.
- Interview sessions were audio-taped with the permission of the interviewee and transcribed verbatim afterwards.
- The excerpts from the interview sessions were juxtaposed with a review of relevant project and company documents detailing the nature of relationship management in these case organizations.
- The data from the interviews and document reviews were analyzed using qualitative content analysis techniques, particularly thematic analysis.
- This was based on a set of pre-determined themes as well as emergent themes on an intra-case basis initially and a cross-case basis.

Intra-case analysis on a case by case basis was done in chapter five in accordance to the identified themes. Propositions generated from chapter five are analysed in chapter six through cross case analysis. The two chapters gave the perspective of SRM in the CCOs of Botswana. Based on these analyses the framework was adjusted to accommodate Botswana's perspective on SRM by CCOs from the construction field and Botswana's. These data was subsequently utilised in restructuring the conceptual framework from phase one to accommodate the findings from the case studies.

Phase 3: The last phase consisted of the final development and validation of the CSR framework in chapter 7. Chapter 8 concluded the study with recommendations. The developed framework was taken to the participants of the focus group with each participant having their own copy of the developed framework. This was achieved through two focus groups. The first group consisted

of the perspective of some of the project managers, two from each grade of the CCO making a total of six participants in this focus group. These participants were purposely sampled from the semi-structured interviews conducted in phase 2. The second focus group comprised professionals and academics in the construction industry, these were purposely sampled. These two focus groups validated the final CSRMF. Of interest to the researcher during this process was the applicability and utility of the proposed framework from a beneficiary's perspective. Focus groups were used as validation of the framework constructed from the data emanating from the intra- and cross-case analysis. Accordingly, the researcher convened two distinct focus groups the first group representing project managers from contracting organizations of different scales, i.e. large medium and small-scale contracting organizations, respectively. The second group was made up of professionals and academics in the construction industry of Botswana. The focus groups took place on different days that were convenient for the participants. This will enable an avoidance of the usual power dynamics between representatives of different contracting organizations operating at different levels- a factor which constantly undermines the utility of focus group data. This is considered salient as some of the contractors operating at the lower rungs of the ladder might be serving as subcontractors to larger ones and, hence decline from making significant contributions when called upon to do so during a focus group discussion session.

An aggregation of the views elicited during the focus group sessions was deployed towards validating the improved version of the framework (CSRMF). The main addition to the validated framework was the addition of capacity building which was considered a necessity amongst the critical success factors. The participants emphasized the need for contractors in Botswana to be knowledgeable of the fundamentals as well as the adoption of a structured methodology to enhance stakeholder relationship management in all their projects.

Criteria for Judging the Quality of the Research Design

Saunders et al. (2016) state that the research design is a general plan that shows clearly how the research questions are answered. The objectives highlighted in the beginning of this study as well as above were addressed by both identification of the gaps in literature and data collection. These justified the need for this research.

The two types of validity, namely internal and external validity, as well as reliability were used to judge the quality of the study.

For quantitative research methods, the questions of validity and reliability are essential if the findings are to have credibility, integrity and rigour. However, there are differences in measures for validity and reliability between quantitative and qualitative methods. Since there are serious differences in the philosophical bases of qualitative and quantitative research, ways of determining research rigour and data integrity cannot be similar (Hesse-Biber, 2010). Guba and Lincoln (1994) point out that the issue of rigour in qualitative research is demonstrated by other criteria, such as truth value (as an alternative to the validity aspect in quantitative research), consistency, neutrality (as alternatives to the issue of reliability for quantitative research) and applicability (as an alternative to the issue of generalisability in quantitative research). Brink (1993) asserts that this is vital in qualitative research in which findings are likely to be affected by researcher subjectivity, respondent bias and contextual situations. Because of its unique nature, qualitative research does not concern itself with 'measurements' in a similar sense to quantitative research but looks at issues 'validity and reliability' differently (Golafshani, 2003; Brink, 1993). It is because in contrast to the quantitative approach, the qualitative methods are based on the subjective experiences and views of the interviewees instead of some causal laws of quantitative methods.

Saunders et al. (2016) argue that validity refers to the extent to which data collection methods can be deemed to be accurately measuring what they are supposed to measure. Saunders et al. (2016) added that validity is concerned with the "...extent to which research findings are really about what they profess about." Its concern is with the issue of the truthfulness and accuracy of findings of the research. The meaning of this is that for a study to be valid, it should be able to demonstrate the situation of issues – the truth. The research instrument's validity focuses on the extent to which it measures what it is intended to measure. The main kinds of validity are internal validity and external validity. Internal validity refers to the level to which causality may be attributed to some other extraneous variables. On the other hand, external validity refers to the extent to which study findings have applicability to a different setting (whether they have the same meaning as in other settings).

Lacity and Janson (1994) contend that interpretivist validity checks are mostly based on the acceptance of the piece of work by fellow researchers; that is to say, if fellow scholars derive meaning from the research then it can be considered to be valid and worthwhile. Lincoln and Guba (1985), in their attempt to formalize interpretivist validity checks, pointed out that certain kinds of evidence can be provided as a means of demonstrating validity. Such evidence in their view could entail rich descriptions, triangulation of sources and methods, peer review and participant reviews. Lincoln and Guba (1985) add that this evidence can be used to support the interpretation of the text by the researcher. The firmness of the qualitative section relates to the overall planning and implementation to ensure the authenticity and trustworthiness of procedures, according to the following criteria (Tobin and Begley, 2004; Onwuegbuzie and Johnson, 2006; Roberts et al., 2006; Freeman et al., 2007):

- **Credibility** – This refers to the development of an initial acquaintance with the culture of the contracting companies before the first data collection dialogues take place. This will take place when the researcher makes an appointment and visits the premises of the prospective participants. The adoption of well-established qualitative research methods, triangulation of methods, and voluntary participation are encouraged so that there is honesty, thus making the research creditable.
- **Dependability** – This is achieved by the use of overlapping methods and in-depth methodological description to allow for the study to be repeated
- **Confirmability** – This comprises triangulation to reduce researcher bias, admission of researchers' beliefs and assumptions, use of diagrams to demonstrate 'audit trail', in-depth description of research methodology to allow the integrity of the results to be scrutinized
- **Transferability** – This relates to the provision of background data to establish study context and detailed description of phenomenon in question for comparison purposes
- **Authenticity** – This is achieved by the use of tactics to ensure honesty from respondents.

4.12 VALIDITY

4.12.1 Internal validity

Alternative to validity in qualitative research

Noble and Smith (2015) argue that 'truth value' is the option to 'validity' for quantitative research. For truth value, the researcher should have awareness of the fact that multiple realities exist. To make sure that what is expressed by the interviewee is accurately and truly represented, the actual words (verbatim statements) of the respondent must be given. This assists in minimising or eliminating influence of researcher bias on the respondent.

There are factors which the researcher needs to be aware of, which may affect reliability and validity aspect of this research study. These vital aspects have to do with, the kind of respondents and the context in within which the researcher expects respondents to answer questions.

Presence of the researcher and validity issues

Researcher presence can influence respondents in a research study. The researcher had some awareness of the potential impact of her presence on the respondents, and that her presence and manner could have a negative effect. Therefore, she ensured that appropriate steps were taken to avoid anything which could distract her respondents. It was also important that the researcher should be aware of the fact that her feelings towards the respondents can influence her data interpretations. This ensures that the researcher is careful to make the reader aware of the researcher's feelings. Initially, the researcher strove for the establishment of rapport with the respondents. To prevent a situation where she might be a total outsider, the researcher built rapport through initial visits to managers to enable a common understanding regarding the research. Such measures permit the researcher to move from being total outsider to become a sort of a trusted insider since the element of trust is important if rapport has been established. Nevertheless, the researcher was aware that excessive contact could lead to the researcher 'going native' and causing possible bias. Brink (1993) recommended for the researcher to prevent 'going native', she should have some time away to do other things.

Obtaining respondents' trust is vital and this must be done in good time. The researcher reached out to possible respondents by spending a week or two visiting

potential respondents to establish trust with the respondents and to get used to them. This helped because it allowed the researcher to have an opportunity to ask the questions without inhibitions – even asking the same questions repeatedly in a process called test-retest (Brink, 1993).

In the process of the research, following the gathering and recording of data, the researcher presented the data to the respondents who gave her the answers with the aim of confirming the degree of accuracy of what the researcher had captured. This was an opportunity for the researcher to determine whether her interpretations of the research findings were an accurate reflection of the information that had been discussed.

Nature of respondents and validity issues

Validity and reliability focused on factors of the perspectives of respondents. Care was taken regarding the possibility of some respondents not being truthful with the information they gave. Some respondents may have been biased by the desire to impress the researcher. This is a possibility which the researcher had to consider. This could be expected to affect the credibility of the research findings negatively.

Methodological issues and validity

The validity factor for this study may be seen from the point of view of methodology. The use of the in-depth interviews can result in many different and sometimes complementary views (Crump and Logan, 2008; Hesse-Biber, 2010). In this study, more information on the factor of stakeholder relationship management in the construction industry was collected from various project managers of different firms to enable cross-validation and comparisons of data. Interviews culminated in the clarification of issues and detailed information was obtained.

4.12.2 External validity

External validity deals with the problem of knowing whether the findings are generalizable to other cases (Baškarada, 2013). Analytic generalisation compares the results of a case study to a previously developed theory. Yin (2013: 325) considers case study generalisation as “an effort to generalize from a small number of cases to a larger population of cases”. It is an attempt “...to learn from one [case] and understand many [cases]”, says Campbell (2003: 15). Ruddin (2006) supports this point by commenting that without generalization, we could not interact with our

world in a coherent manner. Lee (2013) comments that the underlying theory will receive corroboration if two or more cases show similar results, the second case providing external validity. Six case studies from small, medium and large categories were analysed, looking at similarities and differences between the contexts of the case studies. Kvale (1996) suggests that the inference for analytical generalizability is stronger when the arguments are more compelling.

4.13 RELIABILITY

The concept of reliability is defined as the degree of consistency of a study to elicit similar results if it is done in another setting with similarities to the first. It focuses on the capability of the research to be imitated within a different setting in an accurate manner. Reliability is mainly an issue of whether there is consistency in a method obtaining similar results if used repeatedly. This has more clarity/relevance? in quantitative research. For full determination of the reliability of a study, the researcher should be capable of developing some accurate tools for greater accuracy. Noble and Smith (2015) point out that for qualitative research, reliability is represented by concepts of consistency and neutrality (also called confirmability). It is vital that the trustworthiness and consistency of the researcher is maintained. . Noble and Smith (2015) explain that trustworthiness refers to the ability of the researcher to maintain a clear and verifiable decision trail. This implies that it is vital that the researcher should provide evidence and explain the process through which data-related decisions were made. The trail of decision-making must be clear and transparent enough that some other researcher may clearly be able to see a consistent and systematic trail of evidence. This increases the level of data consistency, confirmability, and dependability – something important in the evaluation and analysis of qualitative data. Where neutrality is concerned, a researcher should try to have a separation between the philosophical orientation and the actual responses given by respondents.

4.13.1 Pre-test or Pilot Study

There is wisdom in the testing of the suitability of research tools before they are rolled out in the actual study. The objective is to discover the inconsistencies and ambiguities that may be present in the research tools (Lackey and Wingate, 1998). For this reason, before the use of the interview tool to collect the actual data, the instrument was pilot tested on three to five people of the same characteristics as

the potential respondents. Respondents used in the pilot test were chosen from one of the firms which did not form part of the actual study. The objective of the pilot test was the refining of the interview and discussion guides, in order to correct the research instrument and remove problematic issues such as misunderstanding of the questions. This ensured that there would be no challenges when the actual interviews were conducted. This also ensured that good interview questions were asked. This was also an opportunity for the researcher to assess the validity of the interview questions. The pilot study was also useful in helping the researcher to estimate the time to be allocated for interview sessions. Possible attitudes to audio recording were also assessed using the pilot study. Following the pre-test, the instrument was refined as the final in-depth interview guide for use with the respondents.

4.14 ETHICAL CONSIDERATIONS

4.14.1 Ethical approval and research permit

In line with ethical standards, the researcher applied and obtained for the required ethics approval from the University of South Africa (UNISA) Higher Degrees Committee (See Appendix 4). This had to be accomplished in time before the actual data collection commenced. Permission was sought and granted from the Ministry of Infrastructure and Housing Development and the Ministry of Tertiary Education, Research, Science, and Technology, which were the relevant authorities for the study in Botswana (See Appendix 2 and 3).

4.14.2 Confidentiality

The researcher undertook to respect and uphold the confidentiality of all respondents. No data or information obtained from the research would be shared in a manner that would compromise their identities. The real names of respondents were not used or divulged, instead, pseudonyms were used for respondents with their consent so that confidentiality could be upheld.

4.14.3 Informed consent

The respondents' consent was sought and all key authorities such as firm gatekeepers were always informed. The researcher assumed that all her respondents were over the age of 18 and able to give their own consent. In addition, respondents were told that their participation in the research would be of voluntary.

Respondents were also told the purpose of the study. Furthermore, respondents were informed of their rights to refuse participation in case of any discomfort. Respondents were also allowed to ask questions about the research (See Appendix 5 and 6).

4.14.4 Debriefing, counselling, and additional information

The researcher openly disclosed the purpose of the study to the respondents. The researcher also provided explanations wherever respondents need them.

Loss of time is one of the discomfort to the participants, especially as the participants are always busy on their current projects. To avoid loss of time the interviews lasted for about two hours per participant and if the interview could not take place, owing to the participants' busy schedule, it was rescheduled, another appointment at the participants' convenience was made.

During the focus groups the research confirmed attendance of the group participants and the concerned organization. The researcher arranged the setting for the focus group to be ready on time to avoid loss of time. The group had the choice of the place that was convenient to them (if possible, within the organization) and when permission was granted for use, the researcher made all the necessary arrangements in time.

Loss of confidentiality is a risk to the participants. For confidentiality purposes the participants' names and the case organizations were not exposed but code numbers were used. If the researcher wishes to use the data for reason other than the initial one, the researcher will gain consent from the participants.

4.15 DELIMITATION AND SCOPE

This study focused only on CCO and interviewed representatives such as project managers or similar positions in small, medium, and large contractor construction businesses in Gaborone, the main centre of construction activity in Botswana where many types of contractor business are found. Major cities are the main places for business as they are complex places that have a wide variety of businesses, construction business being a part. This is supported by the view that capital cities are the hub of multiple activities and entities (Sassen, 2006). This justifies the choice of Gaborone as the focus of this study.

The study focused on the stakeholder relationship management issues in the construction industry of Botswana. It gave the researcher the opportunity to evaluate management issues in the industry.

4.15.1 Limitations of the study

The study was beset by the following limitations:

- Time limitations: The researcher is employed full-time and this has affected the scope of the research. The nature of the doctorate programme is a minimum of three years and the methodology choice requires a great deal of time in the field. Adequate timelines give guidance for completion.
- This research was confined to Gaborone, making generalization of findings to the whole of Botswana a challenge.
- Some potential respondents were unwilling to provide information on their projects as most people are when someone tries to ask questions which they consider to be sensitive regarding their businesses. However, the researcher persuaded respondents by being open and persuasive to dispel any suspicions of the respondents.

There were issues with generalisation and reliability. Elements in a qualitative research as summarised by Kvale (1996) are that the researcher has to spend a considerable amount of time on site or where the contractors prefer to be interviewed or have discussions.

There was intensive contact with the site's activities, operations and participants. A vigorous and dynamic effort was required of the researcher to understand the participants' activities and operations in their natural context. The fact that the researcher does not have a background in the construction industry, but a keen interest with regard to its management was a limitation. However, the study also provided an opportunity to evaluate management practices in the construction industry. These issues question the generalisation of the study. However, analytical generalisation discussed above will judge and address this limitation.

4.16 CHAPTER SUMMARY

In this chapter the research design was presented, as well as all the research approaches the researcher used in this study. A synopsis of the research paradigm was initially presented to help in directing this research. The purpose and reason

for adopting the qualitative multi-case study design and the interpretivist world view were explained. The reason for adopting the interview, as well as documents and focus groups as instruments for data collection were furthermore explained. The chapter also dealt with issues of sampling. In addition, the population of this study was highlighted to make possible the sampling. Sampling methods and the reasons for using them were also discussed, as well as validity and reliability issues. Furthermore, issues of data analysis were highlighted and discussed. Finally, ethical issues were explained.

CHAPTER 5: INTRA-CASE ANALYSIS

5.1 INTRODUCTION

This chapter presents the findings from the in-depth interviews conducted with project managers of the construction contracting organizations (CCOs) serving as case studies for the study. The chapter allows for the generation of propositions which are tested at the cross-case analysis stage of the research.

The chapter is structured as follows: re-statement of the key research question and secondary research questions, a profile of the respondents, and a presentation of findings from the small, medium, and large contractor cases as guided by the identified themes from analysis. In cognizance of each contractor size, the individual case findings are presented with intra-case conclusions drawn and analysed. In some instances, there is repetition for emphasis of the projected analysis. The cross-case analysis is conducted in chapter 6.

Restatement of the research question

The in-depth intra case analysis was guided by the research questions of the study. The key research question was: **How can the contractors in the Botswana construction industry effectively manage the relationships with stakeholders during the delivery of construction projects for successful project delivery?**

Building on the key research question, the following sub-research questions guided the study:

- What is the status of the existing project stakeholder relationship management models in the Botswana construction industry?
- How are contractors currently engaging with these models in the management of stakeholder relationships in project delivery environments in Botswana?
- How effective are the current stakeholder relationship management practices and strategies being used by contractors in the construction industry?
- What are the success and failure factors influencing the current SRM models from a contractor's perspective?

- How can the current identified shortcomings in the management of stakeholder relationships by contractors be overcome with the aid of attributes of the CRM?

5.2 CCO CASE STUDIES

To obtain a comprehensive understanding of the construction contractors' disposition towards the stakeholder relationship management practice on projects within the Botswana construction industry, a purposively selected sample of CCO representatives were engaged through the instrumentality of semi-structured interviews.

The focus of this research lies within the remit of CCOs. The Public procurement asset disposable body (PPADB) is a parastatal body that is responsible for registering and regulation of contractor organisations in Botswana. The classification of CCOs according to small, medium, and large categories were based on PPADB codes which classify CCOs by size. These are the categories of works for contractors in Botswana and the Code 01 for Building Construction Works and Maintenance. It includes the following sub-code description:

01 Building construction

02 Structural steel work (PPADB, 2018).

5.2.1 Financial Ceilings for Works Contractors

A financial ceiling is the maximum amount permitted within the grade for financial transactions during the duration of the project. The commercial CCO will perform their duties with the guidance of the nature of the signed contract and the obligations of the contract to meet the client's needs profitably. The currency used is Botswana Pula.

Grade OC	Grade A	Grade B	Grade C	Grade D	Grade E
BWP1,500,000	3,000,000	7,200,000	12,000,000	30,000,000	Unlimited

Grade OC is the lowest and grade E is the highest grade. This demarcation of grades pertains not only to the financial ceiling, but also to the required plant and equipment and financial status which normally comprises of a bank account and

office space. Grade OC is the only grade exempted from an office space as a requirement to register under PPADB.

A minimum of one key staff member is required for all the CCOs to be registered by the PPADB. The minimum number of years of experience required for the key staff is one year. The higher the grade, the more years of experience are required of the key staff with the maximum in grade E requiring a maximum of five years. The last requirement is the years of experience of the CCO or the key staff member. They are required to have successfully completed two (2) projects from the grade below them with the exemption of Grade OC. Cases with different contracting strategies were also chosen so that those cases that fell under small cases, for example, would not have the same contracting strategy (PPADB, 2018).

All the cases investigated were confined to Gaborone because a greater percentage of construction works are based in Gaborone; hence the decision to focus on CCOs within that geographical context. Under the different CCO cases there were various subcontractors, owners of CCOs and project managers in different CCOs who were included for the interviews. All interviews were held at their offices or the sites of the contractor as this was convenient for them. Time was limited as the contractors were always targeting to meet the deadlines of their projects.

5.2.2 Interviewees

The 13 interviewees of the study were 100% male, which suggests that the construction industry at contractor level is male dominated. A total of eighty percent of the small contractors was dominated by project managers who were also owners of the CCO. The medium and large contractors relied on hiring qualified project managers to deliver the assigned projects. For ease of inter-case differentiation, non-disclosure of participants and analysis, pseudo codes were assigned to the different cases. Table 5.1 summarizes the cases investigated, indicating the CCO, categories of CCO, designation of participants, nature of contracting strategy and pseudo codes used.

Table 5.1: Summary of cases examined in the study

Case Number	Contractor Categories	Case Organisation	Organisation	Interviewee	Designation	Nature of Contract Strategy	Pseudo Code
1	Small Case 1 SA	Small Construction Contracting Organization 1 (SCCO 1)	Sub-Contractor Contractor	Project Manager x (2)	Owner Project Manager Owner-Project Manager	Traditional Design and Build	SA 1 SA2
2	Small Case 2 SB	Small Construction Contracting Organization 2 (SCCO 2)	Contractor Sub-Contractor Sub-Contractor	Project Manager x (3)	Project Manager Owner-Project Manager Owner-Project Manager	Design, Bid, Build	SB1 SB2 SB3
3	Medium Case 1 MA	Medium Construction Contracting Organization 1 (MCCO 1)	Contractor Contractor	Project Manager x (2)	Project Manager Owner-Project Manager	Design, Bid, Build	MA1 MA2

Case Number	Contractor Categories	Case Organisation	Organisation	Interviewee	Designation	Nature of Contract Strategy	Pseudo Code
4	Medium Case 2 MB	Medium Construction Contracting Organization 2 (MCCO 2)	Contractor Contractor	Project Manager x (2)	Project Manager Project Manager	Construction Management	MB1 MB2
5	Large Case 1 LA	Large Construction Contracting Organization 2 (LCCO 2)	Contractor Contractor	Project Manager x (2)	Project Manager Project Manager	Engineering Procurement and Construction	LA1 LA2
6	Large Case 2 LB	Large Construction Contracting Organization 2 (LCCO 2)	Contractor Contractor	Project Manager x (2)	Project Manager Project Manager	Design, Bid, Build	LB1 LB2

Source: Researcher's Construct (2020)

5.3 DATA ANALYSIS

The data analysis process detailed in Chapter 4 led to the emergence of the four themes. These themes are also in relation to the study's research questions.

Main theme 1 - Establishing the existence of a structured methodology for stakeholder relationship management in the construction industry for project success. This theme addresses the first research question and also addresses the issue of the absence of a structured methodology for managing stakeholder relationships by contractors during project delivery phases.

Theme 2 - Shortcomings of the SRM, with the inclusion of the role of the contractor. Project managers from different construction contracting organizations lacked the relevant competencies to engage with effective stakeholder relationship management on contractor construction organisation projects during the delivery phases. The analysis of the second research question of the study is addressed under this theme.

Theme 3 - The dominant actors within the methodology that the contractors are currently using and their role within the methodology. The rigid nature of the contracts posed a barrier to effective stakeholder relationship management as it presented a static means of analysing stakeholder interest and influence.

Theme 4 - How the leverage on CRM attributes are applied to boost the contractors handling of the stakeholders/enhance the utilisation of SRM

The lack of the 4Cs (Communication, collaboration, commitment, capacity building) and CRM attributes to juxtapose SRM shortcomings.

The findings from the interviews are articulated in accordance with the themes of the study with specification of the research questions. In some instances, documents were also used and analysed. These included pamphlets, legislative documents as well as administrative paperwork used by the contractors. These documents were juxtaposed with the case study findings.

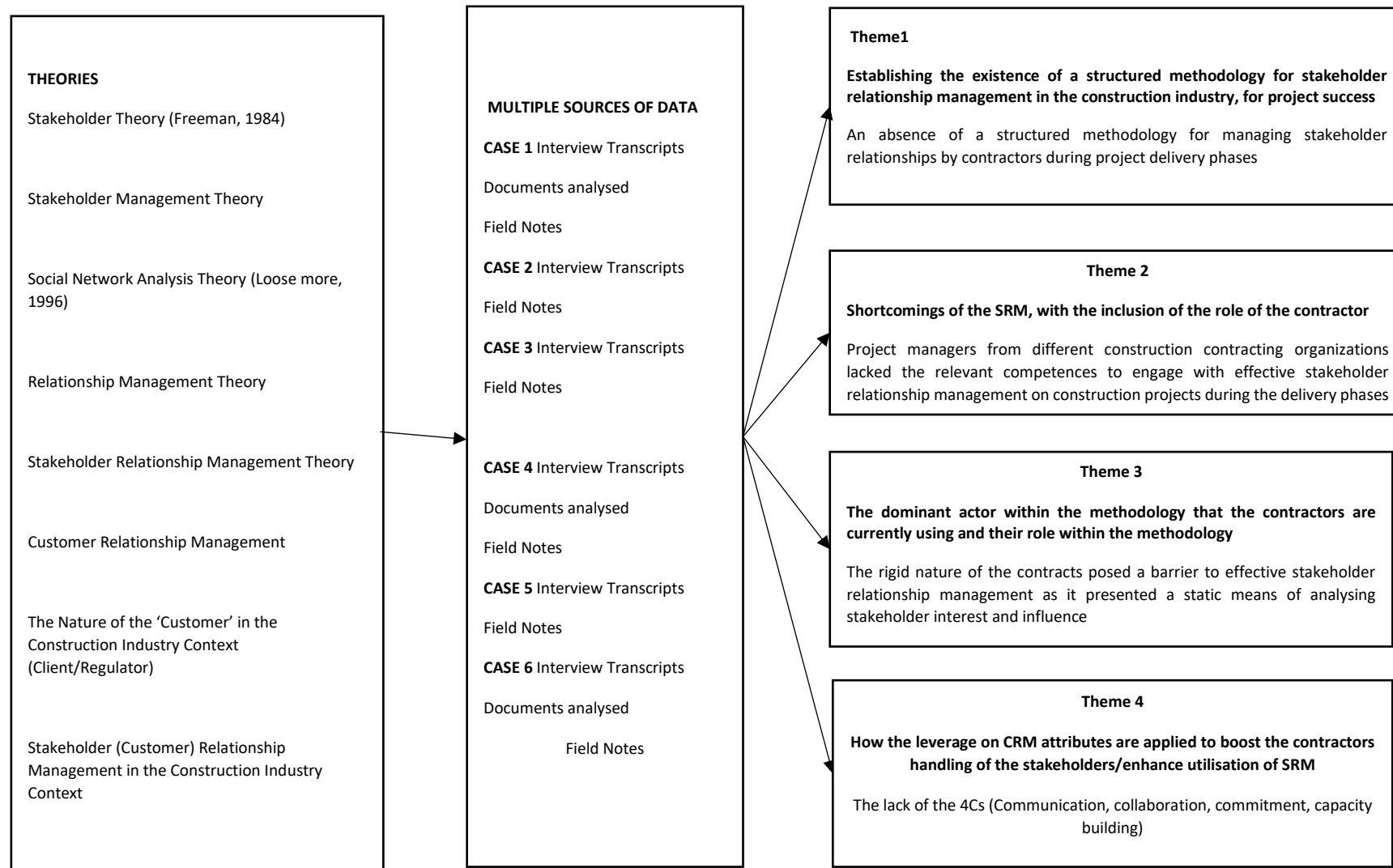


Figure 5.1: Relationship of the study theories and themes of the study Source: (Researchers Construct, 2020)

5.4 SMALL-SCALE CONTRACTOR CATEGORY

Two cases were investigated under this category while two interviews were carried out in one case and three in the second case. The case-by-case analysis that is presented in this section is guided by the generated themes. The study focuses on contractors registered under PPADB's Code 01: Building Construction Works and Maintenance. Under this code small-scale contractors are those graded as OC and A. The ceiling for the OC grade in terms of project cost is one million and five hundred thousand pula (BWP1, 500,000) while the ceiling for Grade A is three million pula (BWP3, 000,000).

5.4.1 Small Contractor - Case 1 (CASE SA)

Case SA is based on the construction of a private residential building in Gaborone. The two project managers interviewed in this case were the main contractor who was mandated to construct the building by the client and the bricklayer who was subcontracted to do the brick work by the main contractor. The bricklayer owns his contracting firm and is a project manager of his firm.

Table 5. 2: Contracting Organisation SA

CCO SA1

Participants	Years of Experience of Project Manger	Gender	Grade of Organisation	Project Costs	Contracting Strategy	Identified Stakeholders
Project Manager SA1	15 years	Male	OC	BWP 1,500,000	Design and build	Small families, Architect, Engineer
Project Manager SA2	10 years	Male	OC	BWP 1,500,000	Traditional	Main contractor, Suppliers, Employees Government Private companies

Contractor Profile

The small contractor is based in Gaborone and has been in business for the past 16 years. The owner of the business is the overall overseer of all the management issues pertaining to all projects executed by the firm; hence, the project manager of the company. Most of the projects carried out by this firm are small projects in the private sector that include building property for individuals. They also tender for projects that are relevant to their OC grade as and when they get to qualify for the tender. Their clientele is mainly the private sector, and in most cases, homeowners, and they are engaged for construction and maintenance. At the time of the study there was construction of a private residential property. The project's contracting strategy is design-and-build and the contractor assumes responsibility for the entire project for both the design phase and construction under a fixed lump sum payment. The interview was held at the contractor's office at times that were convenient for the respondent.

CCO SA2

Contractor Profile

The project manager for this project was sub-contracted for bricklaying works for the SA project. He has over 10 years' experience in bricklaying and also carries out projects for both local and international contracting companies. He is currently subcontracting for SA1 and doing bricklaying. The interview was held at the site of construction during the appointed times that were convenient for the respondent. The clientele for SA2 is mainly the private sector, but he also obtains contracts from the government.

Main theme 1 - Establish the existence of a structured methodology for stakeholder relationship management in the construction industry, for project success

The interviewees' understanding of the concept of stakeholder relationship management was explored. SA1 was first asked who he would identify as his stakeholders in the projects that are carried out by his construction company. The following were identified as stakeholders: small families, suppliers (in-house), engineers, architects, and employees. There was a need to establish the project

managers' knowledge of the existence of a structure methodology for SRM in the construction industry for project success.

Upon further probing during the interview, SA1 confirmed of not knowing any contractor-led stakeholder relationship management frameworks, answering "No" as to whether he is aware of any CSRMF. He further stated that in the event of a relation problem, they talk to the different stakeholders, and also try to do the job right the first time. SA1 states:

"We just talk things over and take it from there."

Given the absence of stakeholder relationship management frameworks for use by contractors, it was essential to understand the approach to stakeholder relationship management from the contractor's perspective. SA1 indicated that there were no standard practices. Stakeholder relationship management was rather ad hoc as opposed to being systematic where arising issues are dealt with as they come up. For instance, SA1 stated that:

"I am trying my best to do a good job and to work together on the site at the same time save cost"

These assertions made by SA1 indicate the lack of a systematic strategy of managing stakeholder relationships which clearly confirms that issues are handled on an ad-hoc basis. SA1 further highlighted that communication was critical where the architect and engineers were involved and that the contract was used as the guidelines for project implementation. The current practices were noted to be effective in the sense that problems are solved with continuous and concerted efforts to understand one another and reach common ground. SA1 affirms this by saying:

"Ensuring we use the proper channel of communication and involving the Architect, Engineers and so on."

As regards conflict resolution, engagement through meetings and a platform for reporting complaints to the office were provided.

SA2 understood the concept of stakeholders as employees and mainly the client to whom they provide services:

“Our main point is to consume the material that they have provided us with, and we provide the labour. If the quality is bad, we can complain and sometimes they listen and do better but at times they do not listen. It’s all about design-and-build so we rely on the person we are doing the job for to provide everything and sometimes there is that aspect of redoing which will not work well with our employees that we would have gotten. So usually we work on what we have and some of our stakeholders – basically, when you are in a design-and-build situation, your client becomes the most important person because they are supplying you with everything and you basically work under them”.

The respondents’ understanding of the concept of stakeholder relationship management was explored. It was important to firstly identify who the respondents perceived as stakeholders in the different projects. The following were identified as stakeholders: suppliers (in-house), customer, employees, and entities contracted for water and electrical installation. Upon further probing, SA1 and SA2 were not aware of any stakeholder relationship management methodologies. SA2 exhibited some knowledge of the concept by pointing out that:

“...I think it’s about building the relationships with the different people you work with, for example, the employees should be treated equally and I can call them and work with them in one place and I can also talk to them and cooperate.”

When further prompted about the existence of stakeholder management frameworks in Botswana’s construction industry, the respondents affirmed that there was no model in use in their projects. SA2’s confirmation of the absence of a stakeholder relationship management framework in use makes it essential to understand the mode of operation in relation to stakeholder relationship management from SA2’s perspective.

SA2 stated that:

“...we don’t take any steps; we just take the project as it comes.”

These proclamations made by SA2 are revealing of the lack of an adequate strategy of managing stakeholder relationships as they deal with problems as they arise. The current practices were noted to be ineffective as SA2 laments that some issues are difficult to manage; hence the need for some form of resolution to the recurring issues. This is expressed by SA2 when he laments that:

“Because of our level of understanding and technology if there is a mistake, I will just continue when I am managing the project. If the money is not adequate and the job has to be done fast. So sometimes you will find that there is a mistake in the project, you want the client to know but you can’t complain to the client because they don’t want to hear or understand that so it becomes a problem and sometimes you either have to stop the project so that the mistake is rectified or sometimes you just have to continue...Sometimes if there is crack, the supervisor will say ‘Let it go on’ and it goes on just like that. I also think if there is a place where we could go complain and report about these mistakes it would be helpful.”

This affirms that the problems need to be solved with continuous and concerted efforts to understand one another and reach common ground. However, the complaint reporting did not have documented steps or procedures, similarly, it was also ad hoc. SA2 expressed this by noting that:

“There are no standard steps or procedures, but we do have our way of dealing with our customers.”

As articulated by SA2, the contractors are at liberty to deal with problems as they see fit as the issues arise, leaving room for a great deal of uncertainty in the absence of the contact person handling the issue as there are no documented steps, procedures or strategy.

Theme 2 Shortcomings of this SRM as it relates to the role of the contractor

The study investigated the shortcomings of the current stakeholder relationship management (SRM). To highlight the shortcomings, it was essential to determine the role of the contractors in the projects in which they are engaged. The role of the contractor is determined by the contracting strategy adopted. In this case, the contractors dealt directly with the client, given the magnitude of the projects. Some shortcomings that emerged were emphasized by SA1 who stated that there is:

“...lack of skilled supervision and evaluation in some instances where inexperienced personnel are tasked to do these exercises. Where there are misunderstandings experience thus becomes paramount in discerning the correct course of action.”

This assertion alludes to the level of competences of the project manager in the stakeholder relationship management strategies and the poor processes. Moreover, there is lack of deliberate stakeholder mapping with no stakeholder database in

existence. This is also justified by the incomprehensive list of stakeholders identified by both SA1 and SA2 in Table 5.2.

Where there are misunderstandings negotiations thus become paramount in discerning the correct course of action. SA2 stated that:

“Even if you disagree, you still need to work so at the end of the day you need to sit down and compromise with the requirements of the contractor.”

Also, the issue of wage payment should be considered during the project delivery in order to manage employee relationships. Lack of payment as agreed from the beginning of the project may lead to bad relations and possible project abandonment and failure. According to SA2 *“... So long as we do not quarrel about payment everything else goes smoothly.”*

Another general challenge noted in the industry is that of unskilled contractors. SA2 suggested that the government should change their style of operation and adopt a more in-depth investigation of who the contractor is and what their expertise is. This will ensure that the engaged contractors are knowledgeable in the scope of work they have been awarded.

Theme 3 The dominant actors within the methodology that the contractors are currently using and their role within the methodology

There is a variety of stakeholders that the contractors deal with. Therefore, it was necessary to understand the dominant actor with the current methodology used to manage stakeholders. SA1 confirms that the one who has power over all the others is the client. The customer is interested in getting the best from the project at minimal cost.

“Customer telling you what to do yet having no experience in the field of construction. All because the customer wants to save cost.”

Understanding the dominant actor is important in managing relations as issues of power and legitimacy come into play. This can be a challenge to the contractor as this can lead to loss of clientele and income for the company. The effective management of relations with prospective clients from the beginning of the project leads to better management of relations throughout the project lifecycle.

The current strategies being used by SA2 confirm that the client is the dominant actor, namely the client, and to some extent, the government in terms of policies that are passed that affect their working relations. SA2 also confirms that there is need to maintain a good relationship with the client and for the government to consider a fair contract for the artisans like himself. This is illustrated by the following statement:

“The government needs to consider the artisans and other construction workers in lower positions. We should be considered.”

Another challenge mentioned is the inability to settle conflicts. This leads to their avoiding undertaking projects with those that the contractor perceives to be problematic in managing relations. SA1 states that:

“...avoiding projects for family and friends could help.”

Theme 4 How the leverage on CRM attributes is applied to boost the contractors' handling of the stakeholders/utilisation of the SRM

The respondents' understanding of customer relationship management (CRM) was interrogated. SA1 affirmed the importance of the customer and the need to listen and value the customer in the value chain. The understanding of CRM to SA1 was *“The relationship between customer and contractor.”*

Pertaining to the challenges faced by the contractor in the context of CRM, they mentioned meeting client expectations in cognizance of the budget and the technical aspects of the project. They expressed the view that customers tend to drive their expectations with little knowledge of the construction industry. SA2 pointed out that:

“...it's important to explain to them so that they understand what it is that should be done”.

SA2 suggested customer engagement to ensure that they are fully cognizant of the processes and procedures to be undertaken at each stage of the construction phase. The contractors cited some strategies for managing relationships with the customers, namely regular meetings. Additionally, the company has a standard complaint procedure in place where complaints are reported and dealt with accordingly as they come.

Summary of success factors for contractor-driven stakeholder relationship management framework for Case SA

Success factors for a contractor-driven stakeholder relationship management framework were sought. SA1 and SA2 mentioned several factors with communication being a key factor. A database for the identification, mapping and analysis of the stakeholders was found to be lacking. It was noted that the government needs to exercise greater control of the industry as well as the projects without external influence. The respondents further articulated the need for experienced consultants and evaluators who can effectively supervise and evaluate the actual work carried out. Management on site was also stated as a success factor. It was mentioned that effective management practices by the CCO who possesses the necessary management expertise will ensure that the job is done well in accordance with the expected standard.

Another success factor was that of employee engagement and satisfaction. This aspect was deemed critical as the employees are the implementers of the job. As such, building relationships, offering bonuses where possible and other issues related to employees such as transportation to the site were viewed as contributory factors to the success of the project.

5.4.2 Small Contractor – Case 2 (Case SB)

Description of Case SB

Case SB was a building project of a complex of accommodation houses and flatlets that was being constructed in Gaborone. The complex also included finished properties that had a contractor working on maintaining the buildings. The procurement strategy for this project was the traditional approach. SB2 was interviewed based on the design-and-build approach. Under this approach the responsibility for the design and that of the construction are differentiated. At the time of the interview, there were several contractors who were engaged with different works on the project. The small contractors identified in this project included contractors, who are responsible for maintenance, build-works and steelworks. The contractors responsible for maintenance were installing kitchen and wardrobes fittings and attending to servicing the air-conditioning and heating systems of the buildings. All the interviews were held on site. The interviews for this

case took a period of three months and the buildings were at different stages of completion. Their main clientele is the private sector: they are mostly contracted for residential projects' maintenance works and steel works. They are also contracted for government projects when they are awarded the tenders, or work on government-tendered projects won by main contractors. The interviewees' experiences and working relations were sought to further deepen the understanding and insight of the researcher on issues of their management of stakeholders within the project.

Table 5.3: Contracting organisation SB project ongoing on a housing and flatlet accommodation complex

Participants	Years of Experience of Project Manager	Gender	Grade of Organisation	Ceiling of Project Costs	Contracting Strategy	Identify Stakeholders
Project Manager SB1	23 Years	Male	A	BWP 3,000,000	Traditional method	Suppliers, Customers, Utility, Employees
Project Manager SB2	12 Years	Male	A	BWP 3, 000,000	Design and build	Supplier Employees
Project Manager SB3	9 Years	Male	A	BWP 3,000,000	Traditional method	Employees, Government, Suppliers, Main contractor, Inspectors, Botswana United Revenue Services (BURS)

Source: Researcher' Construct (2020)

CCO SB1

Contractor Profile

The small case study Project SB1 was a CCO who is usually engaged in the maintenance, servicing and installation of finishes, of buildings. The CCO is mainly engaged in fittings of kitchens and wardrobe for this project. He has over 23 years' experience, and he has been running his maintenance contracting business for the same period. He has a basic education. He has been contracted under this project to maintain the property, fixing time kitchen fittings, wardrobes, and carrying out air-conditioning maintenance. The identified stakeholders in the current project include suppliers of material, customers, employees, and utility organisations.

CCO SB2

Contractor Profile

The subject of the second small case under study is a CCO engaged in brick works and is usually engaged in bricklaying. At the time of the interview, the contractor was engaged in a project involving the construction of a block of flats in Gaborone. He has 12 years' experience and works in both the private and public sector. In this case the identified stakeholders were the supplier and employees. The interview was carried out at the construction site.

CCO SB3

Contractor Profile

In this case, the third interview conducted was with a steelworks sub-contractor who was also the owner of the business. The contractor has nine years of experience in the construction industry. The identified stakeholders included employees, suppliers, the government, inspectors, and BURS. The interview was carried out at the contractor's office. Their main clientele is the private sector where they are mostly contracted for residential projects. They are also contracted to a lesser extent for government projects. The following themes are discussed in relation to the case.

Main theme 1: Establishing the existence of a structured methodology for stakeholder relationship management in the construction industry, for project success

The respondents were probed about their understanding of stakeholder relationship management. The findings revealed that the respondents are cognizant of the importance of building relationships with the customers in general and everyone else they are working with. This importance was extended to the employees.

SB1 emphasized that:

"I have different people I am working with under my supervision, but I treat them the same. To me they are all equal, I don't have a cleaner, or a carpenter or a labourer they are all equal employees to me, and I even call them and tell them because if a cleaner needs help with something, help them because tomorrow as an electrician you will need a cleaner to help you, maybe pass you a tool or a ladder and she will help you also, but if you undermine each other because one is a cleaner or a carpenter then tomorrow you will not get help because you undermined each other."

With reference to a stakeholder relationship management framework, the respondent highlighted that there is no framework in use. SB1 explained that:

"No standard steps or procedures but we do have our way of dealing with our customers."

When further probed as to how they manage the interests of the different stakeholders at any given chance, SB1 pointed out that:

"At the end of the project, we usually find that we are all friends and we work with each other. So yes there might be continuous complaints that come especially during maintenance like fixing air-cons, the lights- I am able to handle them and we get to understand each other and we will do the job."

The explanation provided by SB1 is indicative of some level of engagement with the customer through direct communication. SB3 also provided a log in sheet for customer complaints that they would attend to each time a complaint is raised by a dissatisfied customer. The log sheet showed the time the complaint was logged in, the steps taken in respect thereof, the resources required to solve the issue and communication details with regard to the customer. SB3 also indicated that:

“Communication is important because when you are able to sit down and talk, you will find ways and means.”

With reference to a stakeholder relationship management framework, the respondents highlighted that there is no framework in use. SB1 explained that:

“Even though those are the customers that give us headaches a lot, still I know how to handle such challenges because some customers will report once, fearing to report many times and then next time they come they will make it seem like they long reported a new case. So I usually speak to them and let them know that they are free to report as many times as they need to but they shouldn’t make it seem like they long reported something when they didn’t because it tempers with my job when am in actually doing it well. So, I assure them they can report new cases as many times as they need to because it’s our job to fix these faults.”

The explanation provided by SB1 is indicative of some level of engagement with the customer through direct communication.

SB2 confirmed a need for a stakeholder relationship management framework. Currently the respondents expressed the fact that they try to manage the relationships they have with their stakeholders.

For instance, SB2 indicated that:

“Sometimes when you have problems with your stakeholders, you have to wait because if you sometimes fix the mistake, like maybe if they order the wrong bricks, it can be breaching the contract so we just have to wait and hear what the client will say so that we can maintain a good relationship. There is need for negotiation with the client. The government does not have a fair contract in the employment act they are there for labour and not for artisans. It makes it hard for artisans to have a fair deal and a fair gain”

The assertions made by SB1, SB2 and SB3 can be attributed to the fact that they are sub-contractors of large construction companies; therefore, they source their materials from the main contractor and supply and manage the labour.

Theme 2 Shortcomings of this SRM with inclusion of the role of the contractor

The respondents underscored some challenges that they face when managing relationships with stakeholders. SB1 mentioned that:

“Yes, I would say that they are because at the end of the day we try to solve the problems, understand each other in some way although complaints are sometimes continuous and they never end.”

Another challenge cited was that of lack of skilled project management. SB1 indicated that although the people that are tasked with the project management are qualified for the job, they lack the experience.

Employee relations were also highlighted as a concern in stakeholder relationship management. The current methodology assumes to be vague on issues of employee engagement.

“...the employees should be treated equally, and I can call them and work with them in one place and I can also talk to them and cooperate.”

The respondents were probed about the challenges they face with the different stakeholders. SB2 alluded to the fact that as long as there are no disagreements regarding payment, everything else goes smoothly. Furthermore, an investigation of who the specific stakeholders are revealed that the main stakeholders are the clients and employees. SB2 clarified that:

“It’s all about design-and-build so we rely on the person we are doing the job for to provide everything and sometimes there is that aspect of re-doing which will not work well with our employees that we would have gotten. So usually we work on what we have and some of our stakeholders- basically, when you are in a design and build situation, your client becomes the most important person because they are supplying you with everything and you basically work under them.”

SB3 added that:

“It’s a design-and-build in this procurement so basically in terms of supplies our main contractor provides everything. We also have employees who work for us and the government with its regulations – those are basically our main stakeholders. But when you get the tender, you provide everything.”

Another challenge cited was that of lack of skilled project management. SB1 indicated that although the people that are tasked with the project management are qualified for the job, they lack the experience. He illustrated that by saying that:

“For instance, when they put out job posts, the requirement will be a degree and diploma qualification but when it comes to site work, those applicants don’t know what to do because they are fresh from school, they are learning on the job and it’s at that time that the project is suffering because the person who has to run the company is still learning.”

It was further stated that there is need to reconsider the basic requirements of the personnel managing the projects. SB2 underscored that:

“I have been doing this construction business all my life; I know where the weaknesses are, especially for the government, I went all over, but that is when things were good – now this new generation of diploma and degree graduates has come and things are falling apart. If the government can go back and introspect that there are people who don’t have the certificates but can run the company very well things it will be ok, so those consultants must look into that.”

Another challenge was raised by SB1 which related to the need for controls in the industry by the government. SB1 suggested that the government must do something to control the industry, with specific focus on the inspectors who inspect on behalf of the government. SB1 stated that:

“Those people must not accept bribery; they must be strict and inspect and monitor projects effectively and check if the job is being done well.”

The challenge of project costs was cited by SB2 who brought up the fact that foreign contractors tend to source labour and material from their country where it is much cheaper as compared to that in the local market. This means that their labour costs and materials costs are much lower than other suppliers. SB2 further stated that:

“Companies like Murray and Roberts give good rates, but the Chinese have got reduced rates: usually people are more willing to engage the Chinese.”

The respondents underscored some challenges that they face when managing relationships with stakeholders. SB2 mentioned that: *“The other issues would be the costs overlay and then the financial overlay.”* SB3 added that:

“We need a place where we are able to speak, and we also need relevant authorities to keep their promises like Botswana Revenue Authority (BURS) to tax us less. We

need one voice to speak to us; we just need the pricing of products to be fair so that we can adequately pay our other stakeholders like the workers.”

SB3 highlighted that when managing stakeholder relationships, it is important to manage the relationship with the inspectors because they are the stakeholders that must be satisfied the most. In furtherance to this view, SB3 pointed out that: *“I think that so long as you are able to adjust to the requirements of what the inspectors want and also what the client wants- and you meet these requirements, then you will have fewer conflicts with your stakeholders and you will be able to work nicely. So for any conflicts we have, we make sure to listen. They come and if there are any issues we talk until we reach an understanding. What we do, is we try to fix the problem before it gets out of hand and also making sure that we do not breach the contract. So we have to be working around the relationship and making sure that we stick to contract that we have with all our stakeholders.”*

SB3 highlights the importance of striking a balance between the requirements of the inspectors as well as those of the clients. SB3 further emphasizes the need to maintain a balance between all stakeholders to ensure that there is no breach of contract and that all problems are resolved to the satisfaction of all stakeholders.

“because of their cheap rates.”

SB3 pointed out the last challenge. He alluded to the fact that the quality of the work rendered seems to be correlated with the amount of money invested in the project. When the project costs are low, contractors are inclined to invest little time in the project. Additionally, they tend to cut corners and engage unskilled labourers as those that are skilled need to be paid higher wages. All these strategies are employed to reduce projects costs and maximize on profit margins.

Theme 3 Dominant actors within the methodology that the contractors are currently using and their role within the methodology

An understanding of the current approach being used in the absence of a structured method of handling stakeholders was sought by probing the interviewee on the dominant actors within the current methodology for managing stakeholder relations.

SB1 highlighted the government, clients and the consultants.

This is supported when he highlighted that:

“The government must be in control; they should not be bribed. They should look at the qualifications that they need to treat each other fairly and the people coming to do the evaluations. The consultants should have experience in what they are doing because experience is a problem so long as there is some misunderstandings. It is therefore important to get people who are experienced in consultancy, and evaluations also.”

The consultants, customer and government will have an effect on the way relations are managed within the project. SB1 highlighted that:

“The stakeholders include the suppliers which are in-house: we buy the supply of materials and keep them in the warehouse and the customers and the employees and other people we will contract to put in water and electricity and the likes.”

SB1, being a sub-contractor of large construction companies will therefore source their material from the main contractor and supply and manage the labour. Regarding the nature of the relationships the respondents have with their stakeholders who are mainly their customers, SB1 highlighted that:

“There have been a lot of challenges in dealing with the customers and they usually have expectations about the job that you will be doing and failure to meet these expectations can be a problem especially if you can't assist in that particular incident so it's important to explain to them so that they understand what it is that should be done. Clients also always want what they want and do not want to follow the company's needs, sometimes the company has a different way of doing things or a budget, but the client always want things done their way.”

It emerged that there is rigidity of the contracts to which they are bound. Their contract is legally binding and does not cater for any eventualities that may arise outside of the contractor's contractual obligations. This presents a gap in arising issues that are outside the contract and that may be beyond the contracting organizations' control.

SB2 emphasized the lack of flexibility of the contract by stating that:

“The nature of the contract itself makes it difficult to report mistakes....”

SB1 gave some insights into how they operate in this regard and expressed that:

“What we do is, we try to fix the problem before it gets out of hand and making sure that we do not breach the contract. So, we have to be working around the relationship and making sure that we stick to contract that we have with all our stakeholders.”

Theme 4 How the leverage on CRM can boost the contractors’ handling of the stakeholders or enhance utilisation of the SRM

The dichotomies around the utilisation of the CRM attributes that can enhance the shortcomings of the SRM were probed from the interviewee. First the SB1 was probed regarding his understanding of CRM. There was very little understanding of the concept of CRM; for instance, SB1 highlighted that CRM is a new statement to him:

“I have never heard of it; this is my first-time hearing about it but I think it’s about maintaining a relationship with the customers.”

Further to that, he elaborated that: *“Customers are very important people and dealing with them is a very sensitive issue, but I have to listen and value the customer because they are important.”*

SB2 had some level of understanding of the concept of CRM. SB2 highlighted that CRM is about:

“...understanding the client and basically as it says, the relationship we have with the client.”

SB3 added that:

“...it has to do with managing the clients that we work with. As contractors we want to do what they want, so it’s basically us satisfying our clients.”

The respondents agreed that while managing the relationship with the customer, patience is of the essence as the customers often require clarification and explanations on the processes and procedures being undertaken during the project. SB1 gave the example below:

“I had a challenge with one customers who was residing in phase 2. We had to do maintenance — the customer wanted us to move all his household belongings but we do not touch client belongings at all because if we damage anything it will be claimed from us. ...so in such cases there is nothing I can do but listen to the

customer and respect what he is saying. And also tenants would want you to do what they want even though it contradicts the regulations of the company but you have to be patient and not fight with them.”

In this instance, the illustration depicts a scenario where the customer’s preposition is contrary to the protocol followed with regard to maintenance work. SB1 emphasizes the need to remain patient and avoid fighting with the customer. SB1 further re-iterates the course of action when confronted with customer complaints. He points out that:

“I have to be patient and try to explain to the customer why we do things the way we do them. If it doesn’t work, we come to the office and solve the problem without fighting. If the customer is still not happy I deal with them directly because they usually report to me or find another neutral witness the customer is willing to listen to.

With reference to how the ability and capability of construction contracting organizations can be improved, SB1 highlighted the need to scrutinize the competencies of the contractors. SB1 stated:

“The projects can be successful if the government changes their operations styles and they are able to look into the project deeply. They can also try to look at who is the main contractor who is doing the job and the employees to check if they are well knowledgeable and if they know what to deliver at the end of the day.”

The contractors’ capability can also be improved by increasing their awareness of stakeholder relationship management and its benefits and role in ensuring project success.

Summary of success factors for contractor-driven stakeholder relationship management framework for SB

The success factors for contractor-driven stakeholder relationship management models were investigated. The most important was identified as paying people on time. Although paying people on time is highly important, SB2 pointed out that:

“if you pay people on time but you don’t know how to treat them, it will still result in a bad work quality. Bonus is also important; if you give people bonuses it encourages them so I think it’s also important.”

Other factors highlighted include the following:

- Building relationships with workers
- Checking the quality of the work that is being done by a site manager who is knowledgeable in terms of the skill as well as how to manage the employee
- Providing transport for the employees. However, SB1 highlighted that:

“I consider it least important because some people think the company is supposed to provide transport but that’s not the case.”

- Reporting mistakes as they are made although the nature of the contracts usually made it difficult to report mistakes as there are consequences
- Creating a relationship with the inspectors was also cited as their requirements are to be followed for project continuity
- Employing skilled labourers so as to construct quality projects.

5.5 MEDIUM SCALE CONTRACTOR CATEGORY

Under the medium-scale contractor category two cases were investigated while two interviews were conducted in each case. Similar to the small-scale contractor category case presentation, the research questions guide the flow of the case-by-case presentation in this category. Contractors that undertake projects that fall in the B and C grades are regarded as medium-scale contractors. Grade B projects have a ceiling of seven million and two hundred thousand pula (BWP 7, 200,000) while Grade C has a ceiling of twelve million pula (BWP 12, 000,000). The sampled case was selected by the grade of the contractor, in addition, the different contracting strategies in use were considered to juxtapose the way stakeholders are handled in the different contracting strategies.

5.5.1 Medium Contractor CASE 3 (Case MA)

Table 5. 4: Contracting organisation MA

CCO MA1

Participants	Years of Experience of Project Manger	Gender	Grade of Organisation	Ceiling of Project Costs	Contracting Strategy	Identify Stakeholders
Project Manager MA1	10 years	Male	B	BWP 7,200,000	Traditional method	General public, Client, Consulting team, Employees
Project Manager MA2	12 years	Male	B	BWP 7,200,000	Construction Management	Customers, Government, Employees, Suppliers, Financiers

Source: *Researcher's Construct (2020)*

Contractor Profile

The first case studied under the medium-scale category was a contractor located in Gaborone. The contractor provides the following services: civil engineering, engineering, building materials, construction and construction-related services, vehicle services and business activities. At the time of the research study the business was not doing so well, given the scarcity of contracts being awarded. The current project during the time of the research study was the construction of an office building in the central business district (CBD) in Gaborone. The building is at the roofing level stage at the time of engagement for data collection. This case study took three months. The CBD currently has a few buildings being constructed. This contractor company is usually engaged in government projects as well as big companies. Their target of projects is strategic owing to previous experience with smaller private companies that tend to take long to pay.

Two interviews were conducted under this case, one of which was with the project manager MA1 of the contracting company. Project manager MA1 has been working for the contracting company for eight years. The contracting company had successfully completed a few projects in grade D and had been doing well. However, of late they have been struggling owing to the overwhelming competition from other burgeoning contracting companies. The interviews were at the offices of the project managers. The study seeks to understand the management of stakeholders by the contracting company through the perspective of the project managers. To enable a better understanding, during the duration of the case study the research spent some time at the construction site in some instances. The working relations with the employees, government inspectors, engineers, artisans, and the contractors were noted. After the three-month period the buildings structure was almost complete.

CCO MA2

Contractor Profile

CCO MA2 is a sub-contractor for steel works and also provides other construction-related services. MA1 the existing CCO study subject recruited MA2 for this study from among their acquaintances. MA2 a medium scale CCO that used a different contract strategy, namely construction management. He has 12 years' experience.

The following stakeholders were identified: customers, government, employees, suppliers and financiers.

Main theme 1 - Establishing the existence of a structured methodology for stakeholder relationship management in the construction industry for project success

The understanding of who the respondents perceived to be stakeholders was pursued by the researcher. The inquiry yielded the following responses from MA1:

“We have customers, the government, employees, suppliers and financiers. Those are the stakeholders I can think of the moment.”

MA2 added the following stakeholders:

“Subcontractors, clients, consulting engineers, workers and the government- those are the general stakeholders.”

The existence of a structured methodology for stakeholder relationship management was investigated in project MA. MA2 drew attention to the fact that they were aware of the need to manage stakeholders; however, they did not have anything documented although they always tried their best to manage stakeholder relationships. The interviewees provided some explanation for their current mode of operation. MA1 indicated that:

“We have minuted progress review meetings where matters are discussed extensively during the course of the project”

While MA2 added that:

“Basically, we use our contracts that we would have signed with them. Sometimes there are disagreements and difficulties arise and we always try to have meetings to try fix that to ensure its not a problem.”

With reference to existing stakeholder relationship management frameworks, both respondents affirmed that there are none in existence.

MA2 further mentioned that they ensure that all parties are fully cognizant of what is happening in the project from the conception phase. MA2 highlighted that:

“As we go through the project, we try to see what each stakeholder wants, and we can manage it.”

In case of MA it can be noted that they seek to determine the needs of each stakeholder and in order to do so, they primarily begin with determining who the stakeholders are, thus alluding to their ability to carry out stakeholder identification. In case MA, the project managers take stakeholder identification a step further by determining their needs and managing them.

In the case of multiple stakeholders, the researcher sought to understand how the contractors manage the different relationships. It was stated that the contractor ensures that all stakeholders are informed about what is going on in the project from conception stage. Efforts are made to be cognisant of stakeholder needs in order to manage them. MA2 explained that:

“We always try to make sure that we understand each other. The projects would usually start after we win the tender, after winning the tender that’s when we start engaging the relevant stakeholders that you need to work with. From that engagement, we then outline our agreements and how we are going to be working moving forward.”

In addition, MA2 highlighted that:

“We firstly look at laws and regulations; that is basic for any economy and any industry. In regards to the interest of different stakeholders we can look at what is being offered by the industry and what the rules and regulations are, for example, we have an onsite SHE officer who is there to help us do the public relations that is needed here.”

The current practices were considered to be effective as they confirmed that most of their customers were happy. The steel contractors also added that they are always looking for different ways of ensuring that they work more efficiently and faster through acquiring good machinery from South Africa.

Specific to conflict resolution, MA2 detailed how this is approached. He said that:

“We try to stick to the regulations. If it’s the government, for example, we stick to the government policies and we enforce the Economic Diversification Drive (EDD), and we also get certificates for Botswana Qualification Authority (BQA). We also train our employees; it also helps us so that they know what they are doing but we also face challenges because after training them, some leave and go to South Africa with our certificates to get jobs there. After training, the employees will want a salary

increase; if we don't give them, they go elsewhere. We also try to bring some technology here, machines that are used in the industry. We just try to manage. We also try to make sure we have insurance in terms of the risk we face with different stakeholders and we are also accountable to our work.”

In addition, where there is deep understating, the law becomes the enforcing agency and is followed to solve the conflict.

Theme 2 Shortcomings of this SRM, include the role of the contractor

Pertaining to the challenges they face with regard to SRM, they alluded to licensing issues as well as permit issues for foreign employees. They further talked about meeting deadlines, especially where customers want their projects finished. MA1 highlighted how they must ensure that they have enough labourers to meet the client deadlines. MA2 added that in some instances clients will have specific requirements that were not agreed on prior to the commencement of the project.

Further to highlighting the challenges they face, they pointed out some strategies that they use to mitigate the challenges. Both MA1 and MA2 confirmed that they engage the clients and discuss any arising issues and iron them out. While there is no documented SRM strategy, emails are used for communication as well as other electronic files relating to project specifications and files.

The shortcoming that emerged was that there is wide usage of mostly technical and progress meetings as a form of stakeholder relationship management strategy. Thus, in the absence of the meetings, there are no guided steps for SRM when executing projects. MA2 alluded that:

“...we have meetings on a regular basis with our stakeholders.”

In addition, it was observed that there is lack of a real time stakeholders' database to adequately equip the contracting organization to effectively manage the different stakeholders. MA1 stated that:

“We find ways to run the business and also the subcontracts...”

MA2 highlighted that there are different types of contractors a client can have at one point.

“...there are two types of subcontracts that we find here in Botswana; the first type is nominated by the client and the second is nominated by the company that the

client nominated. They look at different things when they are trying to subcontract – things like experience, projects that have been done before as in how successful they have been and the amount that they are going to charge. Stakeholders are managed as they start building”.

The careful selection of sub-contractors ensures that there are minimal problems experienced. Another challenge was the lack of skills in the construction industry. Education was suggested as a mitigation measure to train the labourers so as to improve their skills.

Theme 3 The dominant actors within the methodology that the contractors are currently using and their role within the methodology

The dominant actors in case MA were determined. The interviewees revealed that these were the consultant, client and general public owing to the magnitude of the projects in which they are engaged. All communication to the contractor from the client is channelled through the consulting team which is appointed by the client to manage the project from inception till completion. In CCO MA2, the role of the consulting team emerged as a key role as they are the liaison between the contractor and the client. Additionally, the general public was also reported to be a powerful stakeholder as they have the power to authorize the implementation of the project. Other stakeholders highlighted include the government, employees, suppliers and financiers.

The contractors were probed on the nature of their relationships with their stakeholders. While the relationships with stakeholders were described as good, both MA1 and MA2 alluded to some issues they face with employees, namely resistance to working overtime despite looming deadlines in some cases. MA1 stated that:

“They really stick to specific working hours even when there is a deadline to be met. Because of the specific working hours that are regulated by the employment act, it makes it difficult to meet deadlines and we cannot fire such employees and we have to stay with them.”

Additionally, the other issue raised pertained to understanding the type of licenses required from the government: sometimes there are difficulties in understanding that.

When explicitly probed about their knowledge of stakeholder relationship management, both respondents affirmed that they were aware of it. MA2 further expressed how stakeholder relationship management is important to enable project success. MA2 highlighted some of the strategies in managing stakeholder relationships. He indicated that:

“The contract letter and letters from the government that we have in different departments that we are relating to are the strategies that we can say we will use when we relate to the different stakeholders”.

The contract and the International Federation of Consulting Engineers (Fidic) are also followed as guidelines for resolving all issues. The Fidic is a contractual handbook that is used in the construction industry to guide projects. The findings of the study are indicative of the reliance on rigid contracts for managing stakeholder relations. This indicates that the rigid nature of the contracts poses a barrier to effective stakeholder relationship management as it presents a static means of analysing stakeholder interest and influence.

Theme 4 How the leverage on CRM attributes is applied to boost the contractors handling of the stakeholders/enhance utilisation of SRM

The study investigated the various routes that can be taken to improve the ability of construction contractor organizations in the use of CRM. The contractors exhibited knowledge of the customer relationship management. With regard to customer relationship management, MA2 indicated that:

“Yes, I have heard of it and I think it’s important to improve project success.”

In addition, MA2 asserted:

“We try to make our customers happy; we try our level best to provide quality for our clients. We do not have set strategies or procedures though, but we have ways of dealing with them.”

Summary of success factors for contractor-driven stakeholder relationship management models

The contractors were questioned about success factors for a contractor driven stakeholder relationship management. They highlighted the following success factors:

Managing employees and their commitment to their work

Ensuring that the supply chain is good to guarantee timely completion of projects

Promoting understanding among all stakeholders as sometimes there may be a language barrier as well as cultural shock in the case of foreign stakeholders.

5.5.2 Medium contractor CASE 4 (Case MB)

Contracting organisation MB

Table 5.5: Medium contractor CASE 4 (Case MB)

Participants	Years of Experience of Project Manger	Gender	Grade of Organisation	Ceiling of Project Costs	Contracting Strategy	Identified Stakeholders
Project Manager MB1	13 years	Male	C	BWP 12,000,000	Traditional method	Sub-Contrators, Clients, Consulting Engineers, Workers, Government
Project Manager MB2	8 years	Male	C	BWP12,000,000	Design-and-build	Client, Neighbours, Government entities, Council, Workers, Utilities, Suppliers

Source: Researcher's Construct (2020)

CCO MB1

Contractor Profile

The second case study under is in the medium-scale category was a contractor based in Gaborone. During the time of the study they were engaged in the construction of offices, including a motor centre. They were at the initial stages of clearing the land and were currently working on the foundation phase. The project manager has 13 years' experience in the construction industry. The interviews were conducted on site owing to the busy schedule of the project manager. This contractor is engaged in public, private and parastatal projects. The identified stakeholders include sub-contractors, clients, consulting engineers, workers and the government.

CCO MB2

Contractor Profile

Contractor was interviewed based on a project undertaken using the design-and-build procurement strategy. The project comprised the construction of office buildings behind a shopping mall. The project manager has eight years' experience. They are also involved in the construction of buildings that are rented by government departments. The identified stakeholders include clients, neighbours, government entities, council, workers, utilities and suppliers.

Main theme 1: Establishing the existence of a structured methodology for stakeholder relationship management in the construction industry for project success

The existence of a structured methodology for stakeholder relationship management was determined in case MB. The interviewees indicated that they did not follow any specific strategies. MB1 stated that:

“We do not have any strategies, but we hold meetings to try discuss and iron out issues. We also go by what we have agreed on the contract and the FIDIC.”

He further elaborated that:

“The contract letter and letters from the government that we have in different departments that we are relating to are the strategies that we can say we will use when we relate to the different stakeholders.”

The responses from the interviewees allude to the different channels used to transmit project communication. However, these do not cater for stakeholder relationship management. For instance, there are project meetings and technical meetings as well as progress meetings. MA1 emphasized that:

“All the stakeholders sit for these meetings; they monitor the progress. They are informed of the progress of the project and the technicalities of the project.”

The findings showed that there is heavy emphasis on the progression of the project, at times at the expense of the management of the stakeholder relationships.

They were asked who their stakeholders are. They highlighted the following: the general public, clients, the consulting team, employees, the target market, and government entities such as the council, water utilities people and the suppliers. This finding supports the fact that the relations are not constant within various procurement strategies.

2. Shortcomings of this SRM, including the role of the contractor

The researcher sought to gain an understanding of how the contractors manage the relationships with different stakeholders. There is a great deal of documentation and record keeping with regard to the communication about the project. MB1 mentioned that:

“We have minuted progress review meetings where matters are discussed extensively during the course of the project”

In addition, MB2 pointed out that:

“There is supposed to be something documented: a guideline of how you are supposed to relate with stakeholders because they also have their categories since they are not from the same entities or organizations. They are all important but you will find that some are very delicate: you may need to please others more, especially those that are influential like the government or the people in the surrounding area. If they can disapprove of what you plan to do then there is no going forward. They too, are very influential.”

The effectiveness of the current stakeholder relationship management strategies could not be confirmed as the contractors pointed out there is a need for better strategies of managing stakeholder relationships.

“There is still some room for improvement but the ones which are in place here at the moment are somewhere, but more can be done.”

Regarding conflict resolution, MB1 explained the contractor’s process as cited:

“In a company there is management and there are people responsible for management, the HR. We normally advise those with complaints to approach them and then it goes up to the directors. They do not deal directly with directors because normally the delays take place because someone is not doing a good job in the hierarchy.”

One of the challenges highlighted by the contractors is corruption. MB1 pointed out that:

“If you wipe out the corruption in those inspectors who inspect: sometimes the inspectors will come from the government, but they wouldn’t inspect the same way they would inspect other companies because they have been paid. If we can phase that out it would be great.”

It was suggested there should be reinforcement of the rules and laws and leniency should be avoided because most of the time people disregard the law owing to the lack of enforcement. With regard to managing stakeholder relationship management, MB1 emphasized that:

“At the beginning of the contract the parties usually enjoy good team work but as soon as challenges creep in or the project is in delay, each one becomes defensive, hence becoming confrontational to a point where some might end up in litigation”.

MB2 further added that if the client comes with a plan, it is the duty of the contractors to provide adequate guidance and advice. Some of the challenges highlighted include variations in the estimated quantities by the quantity surveyor and the actual quantities needed. MB2 comprehensively explained that:

“The challenges would maybe come at the start when starting the project. You have to make estimates that should be done by a quantity surveyor or an engineer. Once you start the project, there will be delays and shortages from the quantities that were estimated. The challenge is when now there is a need for an adjustment with the funds and everything. That’s when you will get challenges with the customers but in the end we will reach an understanding.”

While this may be the case, MB2 highlighted that:

“There usually isn’t much friction between us and the client; we have not had a case where there is a problem with the customer refusing to agree with the changes or adjustments that comes with the construction or delays. Normally they would understand because when there is a delay or an adjustment that needs to be done, we have to convince them and give them valid reasons.”

Where there have been challenges, negotiation has taken place through engaging with the client. In addition, during a construction project there are technical meetings and progress meetings where all the stakeholders sit and monitor the progress. They are informed of the progress of the project and the technicalities of the project. This provides a platform to iron out any challenges. The progress meetings are usually held monthly.

With reference to their relationships with their stakeholders, they indicated that they mostly have a positive engagement with them while maintaining a balance through being accessible and open to suggestions.

Theme 3: The dominant actors within the methodology that the contractors are currently using and their role within the methodology

The dominant actors within the current mode of operation with regard to stakeholder relationship management were explored. It was discovered that the clients, consulting engineers, workers and the government were the dominant actors. Those are the general stakeholders. Other actors cited include the neighbours as well as other government entities that have an influence on the project, such as the council.

The stakeholders in any project are also determined by the procurement method. The contractors gave an overview of their procurement strategy. MB2, who is using the design-and-build procurement strategy, mentioned the following:

“We design, we procure and build and then they just pay for everything. That’s the best way ‘cause normally, if you buy material for contractors, they will use a lot and even misuse the material and tell you to keep bringing more material. You will end up buying a lot of material, but it will not be used the right way.”

He further stated that:

“Challenges may come at the start of the project. You have to make estimates that should be done by the quantity surveyor or an engineer. Once you start the project there will be delays and shortages from the quantities that are estimated. There will be need to adjust the funds and everything.”

According to MB1:

“...the traditional method of procurement the consultants are the ones responsible for the design of the project; we only do the building for the project”.

With reference to the strategies of the current measures in place to manage stakeholder relationships, the rigidity of the contracts was noted. For instance, MB1 highlighted that:

“A balance is maintained by making sure that you have an agreement with the different stakeholders and whatever agreement you have or contracts that you – you must stick to that.”

Additionally, there is a lack of suitable tools and indicators for measuring successful stakeholder relationship management by contractors on construction projects. Moreover, given the heavy emphasis on the project progression, there is poor understanding of the dynamic changes to stakeholder salience in terms of powers, legitimacy and urgency at different intervals across the project delivery life cycle. MB2 highlighted that:

“We have relationships that differ because of what they also want but sometimes there is a lack of understanding between some stakeholders and others – the level of understanding differs and that becomes an issue.”

In addition, the CCO have poor stakeholder identification capabilities as they did not include some of the relevant stakeholders for the construction industry.

Theme 4: How the leverage on CRM attributes are applied to boost the contractors' handling of the stakeholders/enhance utilisation of SRM

The researcher sought to ascertain the perceptions of the CCOs regarding ways in which their capacity may be improved if use is made of CRM strategies. The need for capacity building with reference to CRM was expressed by MB2 who stated that:

“Yes, the strategies that we have are temporary and yes, they work unless there is a difference in understanding. Then that becomes a problem.”

Differences of opinion are evident and as such, there is a need to ensure that the CCO are equipped to deal with and manage such eventualities. Additionally, MB1 pointed out that:

“I think education of all the people, changing mindset and understanding”.

MB1’s assertion of the need to transform mindsets and understanding augments the current gap in the construction industry with regard to stakeholder relationship management. Regarding stakeholder relationship management methodologies, MB2 further clarified and stated that:

“Yes, there is supposed to be something documented. A guideline of how you are supposed to relate with stakeholders because they also have their categories since they are not from the same entities or organizations. They are all important but you will find that some are very delicate – you may need to please others more, especially those that are influential like the government or the people in the surrounding area. If they can disapprove of what you plan to do, then there is no going forward – they too, are very influential.”

This analysis also emphasizes issues of stakeholder salience, issues of power, for example, the government, and legitimacy for the people in the surrounding area.

To this effect MB2 suggested that:

“All these different people in the company could attend workshops that can teach different things. Engineers, for example, deal with stakeholders on site and we have workshops which will educate people on the way to handle stakeholders.”

The contractors acknowledged that there were no theoretical frameworks with regard to the SRM. However, they did have strategies in place to ensure customer satisfaction. MB2 stressed that:

“Customer satisfaction is key; this is because as a constructor the aim is to retain the customer, and even working in such a way that the customer refers other clients. The workmanship – the quality of work, those are some of the strategies we use to retain customers and even get references for other works.”

The strategy of focusing on the customer and ensuring quality of work were being effective in managing relationships with the customers.

Summary success factors for contractor-driven stakeholder relationship management framework

The critical success factors highlighted for a contractor-driven stakeholder relationship management framework include workshops and education.

For instance, MB1 indicated that:

“The HR personnel can be taught how to handle clients because in the end we are not going to deal with them the same way. You may find that the engineer does not know anything about the agreements made at management level so they will not have any answers for the clients who will probably get the answers they need in the office.”

Workshops can be conducted to teach the different people such as engineers, human resource department personnel and all the various people in the company how to deal with stakeholders on site and to educate people pertaining to stakeholder’s relationship management.

5.6 LARGE-SCALE CONTRACTOR CATEGORY

Under the large-scale contractor category two cases were investigated while two interviews were conducted in each case. The research questions guided the presentation of the findings from the cases investigated. Large-scale contractors are those that undertake projects in Grades D and E. Grade D projects have a ceiling of thirty million pula (BWP 30,000,000) whereas Grade E projects are above thirty million pula with an unlimited ceiling.

5.6.1 Large contractor CASE 5 (Case LA)

The fifth case that was investigated was that a large foreign-owned contractor who is engaged in large-scale projects. The contractor was engaged in a project in Gaborone which entailed the construction of four blocks of flat each with four floors. The project was progressing well with prospects of finishing the construction phase some months ahead of schedule. The CCO is in grade D.

Large Contractor CASE 5 (Case LA)

Table 5. 6: Contracting organisation LA

Participants	Years of Experience of Project Manager	Gender	Grade of Organisation	Ceiling of Project Costs	Contracting Strategy	Identify Stakeholders
Project Manager LA1	9 years	Male	D	BWP 30,000,000	Traditional method	Suppliers, Clients neighbours, Shareholders, Employees
Project Manager LA2	15 years	Male	D	BWP 30,000,000	Construction management	Client, Consulting Engineer, Sub-contractors Electrical, Plumber, Government, Utilities – Water and Power

Source: *Researcher's Construct (2020)*

CCO LA1

Contractor Profile

The contractor is engaged in both private and government-funded projects. The interview was scheduled on site. The project manager has nine years' experience which were gained while working for LA. The identified stakeholders included suppliers, clients, neighbours, shareholders, and employees. The project manager LA1 was interviewed and referred project manager LA2. LA1 has won the tender for construction of this project and referred CCO LA2.

CCO LA2

Contractor Profile

The CCO engages in a great many projects. The procurement strategy used for this interview was construction management. The project manager has 15 years' experience. The following stakeholders were mentioned: the client, consulting engineers, subcontractors, electricians, plumbers, the government, utilities (water supplies and power) and the developer.

Main theme 1: Establish the existence of a structured methodology for stakeholder relationship management in the construction industry for project success

Concerning managing relationships, the contractors reported that there were no stakeholder relationship management frameworks. LA2 gave an account of the findings of a workshop he had attended for stakeholders in the construction industry. According to him:

"I did attend a workshop not so long ago where they were discussing this very question and I think the meeting concluded that there is nothing. Number one, there is no office in government where they fall on, for example; the procedure, there is nothing that cooperates in essence of public and private partnerships. How do they follow up? Who is held accountable? What is the department? How can they operate more efficiently? Contract management – that's what we are talking about, government infrastructure project; the five-stage of project management, initiating, planning and execution, monitoring and evaluation. They did a study that showed that in terms of project management, the Government initiates 30% as opposed to

the private which is 100%. Government planning is 60%, whereas for private its 90%. For execution, Private is 92% and Government, 71%. Maintaining for government is 90% – this can't be accurate. Private is 90, the closeout for government is 45% as opposed to private which is 65%.”

It was further revealed that the government can help in progressing and facilitating the completion of works that have been plagued with issues. For instance, there were government projects such as the glass projects, and Morupule. LA2 availed a report from the workshop that he attended over issues of project management and stakeholder management. The report concluded with the need for a project management office for the government which in turn would also give guidelines on stakeholder management.

The contractor contended that as long as the project was completed on time, the relations would be good with the client. The balance in the relationship was maintained through engagement. The stakeholder engagement is conducted every fortnight with the subcontractors, engineers and clients. Where there are issues to be ironed out, follow-up meetings are set up to cater for this. There is also coordination with all the stakeholders while following set procedures on the protocols to be observed. LA2 commented that:

“Like I said, it's not about somehow fighting, we only want to accomplish one goal: just to finish. Somehow you may not resolve the misunderstanding in the meeting, but you would keep communicating by letters to resolve it or sometimes we call another meeting to wrap it up rather than having a fight.”

Upon further investigation to determine the existence of a structured methodology for stakeholder relationship management in the construction industry it was revealed that they hold meetings with their sub-contractors, engineers and clients twice a month as the project is being executed. Where there are problems arising, additional follow-up meetings are scheduled.

LA1 shed some more light by indicating that:

“For now we follow a simple contract – we call it a Fidic contract. It gives us a guideline on how to relate with the clients.”

LA2 also agreed with this:

“it is a guideline on all the information we need about contracts so someone does not have to incur a headache when it comes to drafting a contract. As contractors you will be bound by that and others I didn’t mention, but we usually use the Fidic. The other thing that we take as a contract is our BOQ. The BOQ will tell you how to do the job and will tell you to what extent you have to do that job, but the Fidic will mostly deal with issues of the relationship with your client and then the BOQ will check on the work. The BOQ is concerned with the works and the Fidic is concerned with the relationships.”

In this case it is clearly articulated how the Fidic and the bill of quantities (BOQ) serve as a guide on how to manage the project. Specifically, the Fidic has been noted as the guiding instrument with regard to dealing with the relationship with the client while the BOQ focuses on the works aspect of the project. In addition, LA2 reported that they rely on record keeping. He added that all communications and papers relating to the project are compiled and stored as a reference point for anyone wishing to gain an understanding of the project. The files with memorandums for the meetings were made available to the researcher. They showed the recording of meeting minutes together with agendas for the following meeting. In the broader perspective of stakeholder relationship management with regard to all stakeholders, LA1 indicated that:

“We don’t necessarily follow any procedures, but we always have ways of dealing with any challenges with the different stakeholders.”

With regard to stakeholder relationship management frameworks, there was an indication that there is a system in place according to which there are files kept documenting all communication and papers related to the project. This system was seen to be effective. The researcher was shown files relating to various projects with follow-up meetings for each project. It was observed that from the beginning of the project, there was a meeting involving all major stakeholders and the different duties were allocated to the respective office. LA1 emphasized that:

“Well, it works, and we are always organized, and we can always go back to file if there is anything we want to understand.”

Theme 2: Shortcomings of this SRM, include the role of the contractor

The contractor did not provide an exhaustive list of the stakeholders. However, the challenges experienced and noted by the contractor were investigated. Several challenges emerged from this inquiry; these are listed as follows:

“Time, meeting deadlines and finances are some of our challenges” (LA2).

Safety measures on site were also noted as. LA2 further stated that, *“The government should take issues concerning safety seriously because most of the time, they wait for the project to be completed: that’s their concern; the safety of contractors is not an issue for them.”*

There are weak health and safety regulations with regard to inspectors at the different construction sites. LA2 remarked that:

“When they come for inspection, you will see them there and then they are gone. Generally, Botswana is not like South Africa. In South Africa, you cannot come with sneakers to a work site. Health and safety with these guys leave a lot to be desired; it’s a disaster.”

LA2 proceeded to show the researcher the worker(s) on site without helmets and the untidy surroundings of the site. LA2 also confirmed contractors should also look into the working relations, safety and health issues of other sub -contractors , employees and stakeholders on site , and narrated that,

“When it comes to the health and safety of the employees they don’t care, they care less about their welfare – you just work and work, no resting, no food or even sanitary. They do not care, what they want is production where within a month the project is done. Whether you get injured or hurt in the process they don’t care, if you get hurt, you are replaced. Environmental considerations are very minimal; when there is an oil spillage they don’t care”.

LA2 noted that:

“The challenge we face here is only regarding the understanding between the contractors and sub-contractors. At the same time lack of knowledge is also a problem; some of them are not well educated. I am not referring to all contractors; there are just a few. Most of them are fine; they don’t come to us and complain about the payments. So, what I am saying is that all people who are here in Gabs

are okay but the trouble is some sub-contractors whose samples are good but they could not manage the real thing.”

There were also concerns about requirements for key personnel in the different projects and their grades. According to LA2:

“...we have got different grades of contractors, especially in the construction industry. The requirements in terms of key personnel or even the evaluation criteria itself – for the lower guys, it goes on up to grade E which is where we are looking to get personnel of certain qualifications. We now look at project managers, engineers with 20 / 25 years’ experience, you have to have a degree but while on that for lower grades we might be looking for a technician. So that’s there in the evaluation criteria.”

General understanding of contracts and delivery of projects with regard to quality and time as well was another shortcoming noted that affected the role of the contractor’s management of SRM. LA1 lamented that:

“Things like quality will have to come to the personnel and the capacity of various entities. If you don’t have qualified people to do the work, it also affects quality and the time that you perform your work. Contractors like taking short cuts. You will be given the work specifications to follow; should there be no one to do a particular task, they will still do it if they think it’s cheaper.”

One of the main challenges faced is related to the provision of utilities such as water and power. LA1 clarified that:

“Basically, what I think is that water is a challenge and power also. So if you are doing construction, especially in Gaborone, after submitting your request to have water and power at site, they usually take about six months and it’s a challenge and then using a generator or trying to get a water tank will also be expensive. For those near sub-stations are better off but if you are far from the sub-stations it becomes a problem. So water becomes a problem in terms of connecting and these are the problems and these are the basics you need to start a start a job and usually a client gives you one month to connect everything. So sometimes we have to use Jojo tanks to set water and all that. If that could be solved, that would be good.”

Also related to the water quality, it was noted that the water quality should be good to avoid problems with cast concrete because if the water quality is not good, it becomes a problem.

Relating to conflict resolution, the strategy used is trying to understand the stakeholders' needs before project commencement as well as holding meetings with them. Concerning conflict resolution that is an employee-related issue, LA1 cited steps which were usually taken relating to salary increments or issues of compensation for the employees. The last office to resolve the issue in the CCO is the project manager's office. LA1 highlighted that:

"Firstly, if the employee has an issue, he or she tells the foreman at the site. The foreman will try to resolve the issue. If he fails, they take the issue to the site agent. After the site agent, it goes to the project manager. If they are still not satisfied, then they go to labour."

Further to this, the LB1 provided some clarity on how conflicts are resolved with regard to project stakeholders. He underscores the importance of site meetings. According to him:

"Site meetings are very, very important meetings; there is no meeting as important as a site meeting. In an industry like construction, we have to understand that everybody is expendable. So if someone is not performing their duty or is refusing to perform their duty or refusing to cooperate, we have to find someone willing to get the job done and willing to cooperate. In this industry there is always an issue of pride; different people wanting to do it in their way. So part of the process is to understand that there is more than one way to get to your answer, $3 + 1 = 4$ but $2 + 2$ is also equal to 4. If the client or contractor doesn't understand that, it causes miscommunication which can lead to delays."

The respondents were not aware of any stakeholder relationship management frameworks used in the construction industry of Botswana. Therefore, there are no procedures followed. However, there are ways of dealing with any challenges with the various stakeholders.

Theme 3: The dominant actors within the methodology that the contractors are currently using and their role within the methodology

The dominant actor within the current structures of stakeholder relationship management was investigated. In this case, it was emphasized that the consultant is the dominant actor and serves as the liaison between the contractor and the Client. LA1 clarified that:

“Our clients usually choose their representatives as in the consultants, who we are to directly deal with. The client only comes to check if they are satisfied with the work that’s been done and if there is a need for any changes, but we are not at liberty to communicate anything with the client. If he is not happy, he goes back to the consultant and the consultant passes the message on to us. So, we keep a little bit of distance from our client; we hear of their queries through the representative. The clients address the queries, even if we make changes pertaining to the contract; we do not take anything from the client but from the consultant”

In agreement LA2 pointed out that:

“The client is the key player. The consulting engineers are also key players because they are the ones that provide materials and they can speed up the project so that the government can pay on time, because when you put in claims, you have to put in some work first.”

It also, emerged that while the FIDIC and BOQ provided guidelines for the works as well as how to handle client-related issues and how to treat employees, its rigid nature was a major shortcoming. LA2 shed some light on this and pointed out that:

“It becomes a challenge because normally you would want to work with someone you rely on. You will find that some of these things like our BOQ, we adhere to some standards and OUR BOQ will tell you who to work with because according to their experience, they know that a specific supplier provides the best things possible according to the specifications. Maybe you will find that they want something urgently. You know that that supplier has those things and if they don’t, they can source them for you. The BOQ will tell you who exactly to work with”.

The role of the contractor in SRM as articulated in this case limits their interaction with the client. In addition, the level of competency of the project manager in

stakeholder relationship management strategies and processes was noted to be poor owing to limited interaction with the dominant actors.

Currently, issues that escalate resulting in breach of the rigid contracts are resolved by the law as the tool for conflict resolution. Additionally, the collaboration capacity was observed to be low. There were poor relations with government officials in some instances as well as poor levels of understanding of licensing issues and applications for tenders.

According to LA1:

“Normally, if someone is breaching the contract, we take the legal route but if they are just operational conflicts —when someone is not breaching the contract but from their operations they are costing you a lot, we go back to the table and negotiate unless now it’s coming to the level of breaching the contract.”

Theme 4: How the leverage on CRM attributes are applied to boost the contractors handling of the stakeholders/enhance utilisation of SRM

With reference to the management of customers, it was interpreted as making the customers happy by completing quality projects within the budget and specifications. Accomplishing this was viewed as building a good relationship with the customer. LA1 mentioned that:

“The time taken, and the clients that are also involved can be a challenge if they don’t agree in the material used there is a challenge...The material used should be agreed on, all the time.”

LA2 added that sometimes suppliers may delay supplying particular materials required, thus delaying production to a certain extent. An example was given where windows required four months prior to the interview had still not been delivered and were causing a delay in the project. Such delays stall the project and the contractor has no choice but to wait and make constant follow-ups. L2 gave another illustration of the challenges caused by the delays. According to him:

“Another example is that our client specified the types of bricks they want and even the supplier, which means we could only get them from a specific supplier, and that delayed because maybe materials are on special and because more clients have a relationship with them. They delay because the demand is too much and then the

supply is a problem. So, in a case like this we just think of getting another supplier who has the same materials, quality and then take it for testing to approve if it can work. If it passes the test, we then use that supplier and it really helps than to rather just wait for a specific supplier.”

The contractors highlighted some strategies used to face the challenges. Engagement with all parties involved through meetings is usually the strategy used to face problems and quickly resolve them before they escalate. In addition, communication is also used as a strategy to deal with challenges. If delays are communicated in time through detailed explanation to the client, the client remains in the loop. The concept of CRM is a good concept for every organization, especially for management, because of the risk of losing dissatisfied customers.

The capabilities of the large CCO in terms of using stakeholder relationship management were explored in order to identify opportunities to strengthen their abilities. It was noted that there is lack of effective communication throughout the project phases. While there were periodic meetings scheduled to monitor project progress, there would additionally be ad-hoc problem-solving meetings; also relating to issues as they arise through scheduling more meetings. This approach provides a platform to deal with the issue but does not provide a set methodology on how to deal with the issues and subsequently stakeholder relationship management.

Summary of success factors for contractor-driven stakeholder relationship management frameworks

The success factors include monthly meetings with the management to gather ideas, complaints or suggestions from all people to avoid instances whereby labour issues remain unresolved. This regular engagement endeavours to maintain good working relations with the employees. The second success factor is commitment from employees and the consultants, especially in government projects. There is a need for an independent overseer of the construction who is tasked with surveillance to enhance the monitoring of the construction process. LA2 opined that:

“Just as we have CID, so even in our industry if we could have people we don’t know that are there to inspect just like how Wimpy has Mystery shopping—you won’t

even know there is a person there inspecting. So I think if we have people that could also check us as proper surveillance.”

5.6.2 Large contractor CASE 6 (Case LB)

Table 5.7: Contracting organisation LB

Participants	Years of Experience of Project Manger	Gender	Grade of Organisation	Ceiling of Project Costs	Contracting Strategy	Identified Stakeholders
Project Manager LB1	15 years	Male	E	Unlimited	Traditional method	Clients, Neighbours, Government, Utilities, Council, Suppliers
Project Manager LB2	9 years	Male	E	Unlimited	Design and Build Method	Clients, Architect, Sub-contractors, Consultants, Government, Employees

Source: Researcher's Construct (2020)

CCO LB1

Contractor Profile

The last case under study concerns a large contractor based in Gaborone. The CCO is in grade E. It is noteworthy that this large contractor was currently engaged in multiple projects: this was useful for the study as the researcher was able to analyse the CCO's SRM on an ongoing project being undertaken by the contractor. The CCO was constructing a hotel with which there were many faults, resulting in the escalation of project costs in the project at the time of the study. The interviewed project manager had 15 years' experience. The identified stakeholders included clients, neighbours, government, utilities, the council, and suppliers.

CCO LB2

Contractor Profile

The second CCO, also in grade E, had an ongoing project which was office buildings and a warehouse. These were delivered under the design-and-build strategy and was referred to by LB2. The project manager interviewed had nine years' experience. The interviews were also conducted on site owing to the busy schedules of the project managers. This contractor is engaged in both private and government project. The identified stakeholders included sub-contractors, architects, consultants, employees, the government and clients.

Main Theme 1 Establishing the existence of a structured methodology for stakeholder relationship management in the construction industry for project success

In terms of stakeholder relationship management there are guidelines relating to the strategies in place. There are different categories of stakeholders, therefore it is necessary to identify who the stakeholder is. LB2 explained:

"We always have to make sure that we understand what type of stakeholder we are dealing with. The ones with more influence are the ones we usually want to take care of the most and those with power. If, for example, residents don't approve of the project, it will be cancelled. Therefore we need to make sure that they are happy with the construction taking place in that particular area and they have given us consent. So yes, we do have strategies and in most cases they are effective."

The different stakeholders were identified as the clients, neighbours in the vicinity of the project, the market, government entities, utility people, the council, and suppliers. LB2 further emphasized that their projects are normally design-and-build; therefore their suppliers are important as they have to supply all the required materials on time. LB1 gave further insights by pointing out that:

“Where the traditional procurement is used where the client is buying the material, you may end up having to buy a lot of material. Design-and-build is quite optional and you will know the quantities that you need and then you build; you can then avoid buying excess material that you won’t need.”

The existence of a structured methodology for stakeholder relationship management within the case was examined. It emerged that technical and progress meetings were used with regard to managing stakeholder relationships. LB1 explained that:

“We usually have meetings, technical and progress meetings. Progress meetings are done monthly where all stakeholders meet and discuss and review what is happening in the project, like, are there any challenges? We normally have them on a monthly basis.”

LB1 further pointed out that they do have some strategies and guidelines with regard to managing stakeholders. He elaborated that:

“Yes, we have guidelines relating to the strategies that we have. We have guidelines in managing stakeholder relationship. There are different categories of stakeholders so we always have to make sure that we understand what type of stakeholder we are dealing with. The ones with more influence are the ones we usually want to take care of the most and those with power. If, for example, residents don’t approve of the project it will be cancelled; therefore we need to make sure that they are happy with the construction taking place in that particular area and they have given us consent. So yes, we do have strategies and in most cases they are effective.”

In this case a higher level of competency could be noted with regard to stakeholder identification. However, it was not apparent whether they used this strategy further by creating a stakeholder database. In this case there was also some level of understanding of the dynamic changes to stakeholder saliency across the different intervals of the project. LB2 also added that:

“Somehow you may not resolve the misunderstanding in the meeting, but you would keep communicating by letters to resolve it or sometimes we call another meeting to wrap it up rather than having a fight.”

He further gave an illustrative detail of the stakeholder’s management that was usually done through site meetings and site visits.

“Site meetings and site visits. Site visits could be once a month or once every two weeks. We have a site meeting which we schedule after site visits where we sit down with all stakeholders and relevant enterprises involved which includes the Architects – is his drawing according to plan? The electrical engineer - is his wiring and structure being adjusted accordingly? The mechanical engineer - is the elevator and air cons and such things being installed in the right fashion? Are the engineer’s requirements being met in terms of the design and structure? Is the landscaper – the landscaping is usually done after but we have to be aware of the infrastructure in place to maintain the gardens and so on; and the client of course, he is the one who is paying. We sit down together, and we discuss.”

Relating to communication between stakeholders, it was mentioned that emails are widely accepted while formal letters are also used. Regarding disseminating information to the public, varied channels are employed, namely social media and the Government Gazette, especially for publishing decisions made. Print media was mentioned as well. Other platforms such as the Kgotla system was used where information is disseminated, or consultation meetings are held with the public.

Additionally, LB1 noted that:

“People used to write letters but now email communication is turning out to be the most acceptable one. Even with technology still evolving, some stakeholders communicate via WhatsApp. It is becoming easier to communicate but anything official at the very least must be an email or a formal letter. WhatsApp is just to say what’s happening with my letter or my email, it’s for follow up as well as calling.”

Theme 2 Shortcomings of the SRM, include the role of the contractor

Regarding resolution of serious conflicts, the legal route is pursued when it relates to breach of the contract. However, where the conflict is operational, such costing issues, negotiations are held. Efforts are made to reach an understanding. LB1 pointed out that:

“Normally we just try by all means to nature those relationships before we start fighting because it is our responsibility; we can’t always opt for the legal route without trying to talk it out first. If someone is not keeping up, it is good to reach out to them and point out where you are dissatisfied.”

The shortcomings in this case were investigated. LB2 highlighted that there was a lack of commitment from the employees and consultants, unlike in the private industry. Further to this, LB2 indicated that project managers lacked competency with reference to engaging effectively with stakeholders. It emerged that the capacity of the CCO with reference to understanding of stakeholder relationship concepts was low.

LB2 added that:

“The other thing again is that we wonder if the consultants or the clients (the guys that they being hired) are qualified or they are just being hired. That’s why it comes to qualifications or lack of commitment, the way they are committing themselves to the project.”

In relation to the management of stakeholder relationships, there are managers in the organization who manage the people, for instance, the responsibility to manage the employees is given to the human resources department. Where delays occur because of someone not doing their job, management steps in to ensure that everything goes according to plan.

The following shortcomings of the SRM competencies mentioned with regard to the role of the contractor included the following:

- The issue of suggested mitigation measure for the reinforcement of rules in cases of poor workmanship where the job is not done as it should or the incorrect way;
- Inspectors that are assigned to projects at times do not inspect fairly. The inspectors who come should inspect projects fairly;
- The nominated supplier is unable to supply materials when needed owing to various reasons. This challenge was mitigated through the search for alternative materials of parallel quality.
- Staff-related issues or conflicts are and reported resolved in the office in an unbiased manner by management.

Theme 3: The dominant actors within the methodology that the contractors are currently using and their role within the methodology

An inquiry was made as to how stakeholder relationships were managed by the CCO. According to LB1:

“We have drawn up what we call operational guidelines. It’s not necessarily a scientific model per se, but they are guidelines on how we have to relate to the stakeholder right from the inception of the project to the end. It is spelt out in the contract documents mostly.”

The LB1 confirmed that their operational guidelines have been drawn up in the absence of a scientific framework. These guidelines spell out how stakeholders will be engaged with from the inception of the project to the end as reflected in the contract documents mostly. Regarding stakeholders who are not part of the contractual obligations, it was clarified that,

“The most important thing is, based on the contract, there is this a hierarchy that if you make a mistake here you can deter the rest of the work. There is EIA (Environmental Assessment) then the Kgotlas (village chiefs court) and so forth by so doing everyone becomes a stakeholder. Especially for infrastructure projects, you have to go back and give a report at the Kgotla and should the residents find you on the wrong side, there will be a big problem. The most important thing to us to note is that while some stakeholders are not part of our contractual obligations, we still have to listen to them and try as much as possible to meet them halfway within the confines of the law of cause and the tender documents.”

Regarding the management of stakeholders, the FIDIC serves as a guide. The FIDIC contract pertains to the contractor and the clients. LB1 clarified that the FIDIC guides the resolution of conflicts, introduction of changes, how to handle queries, delays and how to claim time back. Regarding employee-related issues, LB1 explained that:

“The FIDIC will just tell you how to treat the employees but it doesn’t really affect the employees, but it does not affect the employees themselves. They are not bound by the FIDIC. It is mainly for the client; if you are a client and you agree that we should use the FIDIC contract, it will guide the contractor should interact with his employees not necessarily that the employees will know. It’s just between you and

the client. The client will just monitor that what you are doing is what is in the contract, but it does not even go to that extent because it's normally about the client-contractor relationship."

Regarding managing the relationships among all stakeholders, it was indicated that the BOQ determines who the contractor should work with, especially relating to suppliers. LB1 further explained that:

"Some of the suppliers have to be nominated. When it comes to suppliers and subcontractors, there are those jobs that you have to give away, but in giving them away, you have to give them to someone that all of you have agreed to work with them so that you are able to regulate the relationships and not abandon, because it becomes difficult for you to change. If I have been given someone to work with and they don't deliver my orders, I might as well change and go to another supplier and then for our consultant now, they might have a hard time catching up with the nature of things that we have changed."

The contractors further indicated that stakeholders such as the community are dealt with as they come except in some cases where a site is established without consultation: this would naturally affect the community. The contractor was prodded on the effectiveness of the current measures in place such as the FIDIC and BOQ and both LB1 and LB2 responded in the affirmative. Despite their affirmation, they pointed out that more can be done with regard to managing relationships with stakeholders.

Further investigation of the dominant actors in this case was investigated. It was noted that the client as well as the consultant were the dominant actors. The role of the contractor within the project was confined to very limited interaction with the client with heavy dependence on the liaison who is the consultant. It was highlighted that the consultant was at times not knowledgeable: this affects the stakeholder relationships in the project.

Theme 4: How the leverage on CRM attributes is applied to boost the contractors' handling of the stakeholders/enhance utilisation of SRM

The contractors clarified that it was important how one chooses to relate with people and customers. LB2 added that:

“A relationship between the business owner, contractor and the client: it’s a proposal or offer I can say that the client wants then we as the contractor we are to keep good relations and try by all means to please the customer. The client is to advise on where and how to plan: that is my understanding. Basically, we do design-and-build so everything would have been agreed on from the beginning.”

With reference to challenges when dealing with clients, LB1 explained the mode of operation regarding how the contractor relates to the client. Generally, the client selects their representative who is the consultant. LB1 further clarified that:

“Because the client will tell you something and if in the end he is not happy about the same thing, he will not pay you because it is not in the contract. So it is safer if we deal with the consultant. If the client was representing himself, he would have to give us something in writing then we can follow it as part of our contract.”

The challenge arises where the client engages directly with the contractor and wants to make changes. The contractor cannot implement any of the clients’ requests as they have to consult with the consultant who is the architect or the engineer. Challenges are usually ironed out through technical and progress meetings which are held monthly with all stakeholders to review what is happening in the project.

Stakeholder relationship management was explored. LB1 explained that they understood that all stakeholders are important in the project. LB1 indicated that:

“...the most important thing is to know which stakeholder is responsible for what and dealing with them accordingly; teaching the different workers in the project their roles so they know what they are supposed to do. I think all the factors I discussed are important.”

This illustrates that there is a need to build the capacity of the CCOs in terms of stakeholder relationship management. Specifically, capacity could be built through enhancing the CCOs’ ability to communicate effectively throughout the different project intervals. Additionally, there is a need to build capacity in terms of collaborating and enhancing the collaborative skills of the CCOs in order to improve the relations with government officials which were noted to be poor at the moment.

Summary of success factors for contractor-driven stakeholder relationship management framework

In relation to stakeholder relationship management, there is no specific framework. The FIDIC contract guides how the contractor should deal with the client. The contractors were also cognizant of concepts of customer satisfaction which affects customer retention. LB1 elaborated on the FIDIC contract and highlighted that:

“It is a guideline on all the information we need about contracts so someone does not have to incur a headache when it comes to drafting a contract. As contractors you will be bound by that and others I didn’t mention, but we usually use the FIDIC. The other thing that we take as a contract is our bill of quantities. The BOQ will tell you how to do the job and will tell you to what extent you have to do that job but the FIDIC will mostly deal with issues of the relationship with your client and then the BOQ will check on the work. The BOQ is concerned with the works and the FIDIC is concerned with the relationships.”

The success factors were investigated, and the respondents highlighted the following:

- Experienced engineers are critical to the success of the project.
- Employees - the type of employees who finish the project have to be committed.
- Understanding that stakeholders are not dealt with the same way: they have different roles and should also be managed differently.
- Communication barriers among the site teams. LB1 clarified that,

“Some people feel they are not treated fairly and when you bring them together and ask them what they did, you will notice that what the other person feels is acceptable is not acceptable to the other.”

LB2 emphasized that:

“It is important is to know which stakeholder is responsible for what and dealing with them accordingly. Teaching the different workers in the project their roles so they know what they are supposed to do...”

Table 5. 2 shows a summary of the findings of the intra-case analysis of the study based on the identified themes.

Summary of case-by-case findings

Table 5.8: Summary of key findings in the interview sessions

Themes	Small	Medium	Large
Stakeholders	Suppliers (in-house) and external, customer, employees, inspectors, entities contracted for water and electrical installation, main contractor, BURS	Customers, government, employees, general public, financiers, suppliers and financiers, council, workers, subcontractors, clients, consulting teams, consulting engineers, utilities	Client, consulting engineer, architect, subcontractors, electricians, plumbers, government, utilities (water supplies and power), council, neighbours, employees, consultants, shareholders, engineers, EIA, developer
Establishing the existence of a structured methodology for stakeholder relationship management in construction	<ul style="list-style-type: none"> • None existing. However, some of the following methods are currently used: • Ad-hoc relationship management with no structure/ not systematic. • Contracts • Standard complaint procedures 	<ul style="list-style-type: none"> • None existing. However, some of the following methods are currently used: • FIDIC Contract • Scheduled progress stakeholders' minuted meeting • Documentation and record keeping 	<ul style="list-style-type: none"> • None existing. However, some of the following methods are currently used: • FIDIC contract • BOQ • Scheduled progress stakeholders' minuted meeting • Documentation and record keeping
Manner of contractor engagement with existing	Unstructured methodology for stakeholder relationship framework	No specific stakeholder framework	No stakeholder relationship framework

Themes	Small	Medium	Large
stakeholder relationship frameworks/methodologies	Use of mostly meetings as SRM strategy Emails	Relationship management model - Use of power/interest model Use of progress meetings	More deliberate attempt to manage stakeholder relationships from the onset Seek to understand the stakeholders from the onset of the project Use of site visits and technical, site and progress meetings Legal route through litigation Emails WhatsApp
Efficacy or otherwise of these stakeholder management and stakeholder relationship management models/methodologies from a contractor perspective	Not effective as stakeholders and customer satisfaction is not achieved in some cases	Use of the contract and FIDIC, sometimes effective	FIDIC and BOQ are used to manage relationships and sometimes are effective but highlight that more can be done to manage relationships with stakeholders
Shortcomings of stakeholder relationship management	Meeting customer expectations Shortage of skilled supervision and evaluations Lack of skilled management	Lack of skilled labour Lack of commitment from labourers e.g. resistance to overtime Corruption	Delay in supply of materials Communication barrier Commitment Collaboration

Themes	Small	Medium	Large
Utility of the customer relationship models in construction industry	<p>Lack of government controls</p> <p>Ad-hoc problem solving and SR relating issues as they arise</p> <p>No guided steps for SRM when executing the project</p> <p>Poor identification and salience of stakeholders throughout the project</p>	<p>Trust</p> <p>No guided steps for SRM when executing the project.</p> <p>Weak stakeholder identification and stakeholder salience</p>	<p>No guided steps for SRM when executing the project</p> <p>Weak stakeholder identification and stakeholder alliance</p>
	Affirmed relevance of CRM due to customer importance in the value chain	Utility of CRM in construction industry affirmed and linked to customer retention	Utility confirmed in cognizance of risk of losing dissatisfied customers Create ways of customer relationship platforms
Success factors to Stakeholder relationship management from the contractors perspectives	<ul style="list-style-type: none"> • Communication • Collaboration • Employee (stakeholder) engagement and satisfaction • Capacity building 	<ul style="list-style-type: none"> • Collaboration with all stakeholders • Commitment • Engagement 	<ul style="list-style-type: none"> • Understanding all stakeholders and their importance and influence and how to deal with them • Collaboration • Communication • Commitment

Source: Researcher's compilation (2020)

5.7 PROPOSITIONS

The research propositions provided a broader and more organic structure for the study. The propositions did not culminate from the researcher's experiential knowledge, but emanated from the review of the literature and case analysis and as such, they are presented in this chapter. From the intra-case analysis, the following propositions were derived which will be tested in chapter 6.

Proposition 1: The grade of the contracting company influences the way the contractor relates to the stakeholders.

Proposition 2: There is no structured relationship management approach adopted by contracting organizations (This proposition was derived from the research objectives).

Proposition 3: The level of experience and knowledge of the project manager in the contracting firm plays a significant role in the organization's disposition towards the management of stakeholder relationships.

Proposition 4: The nature of contracting strategy influences the way the contractor relates with the stakeholders on construction projects.

Proposition 5: The extant approaches to stakeholder relationship management do not take cognizance of the dynamic nature of stakeholder interests and influence across the various phases of the construction project lifecycle.

Proposition 6: The contractor's use of CRM attributes will directly overcome the challenges that are faced by contractors and support the shortcomings of SRM challenges.

5.8 CHAPTER SUMMARY

This chapter provided the case-by-case description of the six cases investigated, namely two from the small-scale category, two from the medium-scale category, and two from the large-scale category. The case-by-case presentation was guided by the research questions with the aim of firstly understanding the issues surrounding the management of stakeholder relationships. The following summarises outcomes from the small-, medium- and large-case construction organizations. Based on the results of the intra-case analysis which produced relevant themes relating to the contractor-stakeholder relationship management,

the above propositions were formulated and adjusted according to the data analysis from this chapter.

Chapter 6 presents the cross-case analysis of the findings from the small, medium, and large contractors.

CHAPTER 6 CROSS-CASE ANALYSIS

6.1 INTRODUCTION

This chapter presents the cross-case analysis, building on the findings from the intra-case presentation and testing the propositions generated from chapter 5. The purpose of this chapter is to observe trends and patterns emanating from the findings in chapter 5 for generalization purposes. In chapter 5, the intra-case analysis was guided by the themes that emerged from the analysis which led to the propositions that are addressed in this chapter. Similarly, the cross-case analysis is presented in the cognizance of the propositions. The findings emanating from such a comparison allow for a robust contribution of existing theory. This can be seen in the testing of propositions generated from the intra-case analysis during the cross-case analysis chapter.

To develop and validate a framework for the effective management of stakeholder relationships, it was critical to gain insights on the current strategies and methods used by the contractors to manage the stakeholder relationships. This initial understanding formed from this chapter serve as a basis for the framework development and validation.

6.2 CROSS-CASE ANALYSIS

The cross-case analysis is presented under the guidance of the objectives of the study which are recapitulated as follows:

- To develop an understanding of the application of existing stakeholder management and stakeholder relationship management frameworks models/methodologies in the Botswana construction industry;
- To establish the manner in which contractors engage with existing stakeholder relationship frameworks, models or methodologies during project delivery processes within the Botswana construction industry;
- To determine the efficacy or otherwise of these stakeholder management and stakeholder relationship management models or methodologies from a contractor's perspective;
- To assess the utility of the customer relationship model or methodology as applied in other economic sectors in contributing towards the amelioration of any shortcomings in stakeholder relationship management; and

- To develop and validate a framework for the effective management of stakeholder relationships by contractors during project delivery within the construction industry in Botswana.

6.2.1 Propositions

Baxter (2008) affirms that a proposition in a case study places limits and increases the feasibility of the study, thus making it possible to complete the project. Propositions are helpful in any case study; however, they are not always present. When a case study proposal includes specific propositions, it increases the likelihood that the researcher will be able to place limits on the scope of the study and increase the feasibility of completing the project. The more a study contains specific propositions, the more it will stay within feasible limits. Propositions come from various sources in research. Propositions for this study came from the literature, theories and generalizations based on empirical data.

6.3 LINKING OF RESEARCH QUESTIONS AND PROPOSITIONS OF THE STUDY

Table 6.1: Propositions of the study

Research Questions	Propositions
<p><i>What is the status of the existing project stakeholder relationship management frameworks in the Botswana construction industry?</i></p>	<p>Proposition 1: The grade of the contracting company influences the way the contractor relates to the stakeholders.</p> <p>Proposition 2: There is no structured relationship management approach adopted by contracting organizations. (Can also be used for the second research question).</p>
<p><i>How are contractors currently engaging with these models in the management of stakeholder relationships in project delivery environments in Botswana?</i></p>	<p>Proposition 3: The level of experience and knowledge of the project manager in the contracting firm plays a significant role in the organization's disposition towards the management of stakeholder relationships.</p>
<p><i>How efficient are the current stakeholder relationship management practices and strategies being used by contractors in the construction industry?</i></p>	<p>Proposition 4: The nature of contracting strategy influences the way the contractor relates with the stakeholders on construction projects.</p>
<p><i>What are the success and failure factors influencing the current SRM models from a contractor's perspective?</i></p> <p><i>How can the current identified shortcomings in the management of stakeholder relationships by contractors be overcome?</i></p>	<p>Proposition 5: The inability of SRM to take cognizance of the dynamic nature of stakeholder interests and influence across various phases of the construction project lifecycle</p> <p>Proposition 6. Contractors' use of CRM attributes will directly overcome the challenges that are faced by contractors and support the shortcomings of SRM</p>

Source: Researcher's construct (2020)

6.4 CROSS- CASE ANALYSIS

The first research question, namely *What is the status of the existing project stakeholder relationship management frameworks in the Botswana construction industry?* was addressed by propositions 1 and 2. Hence in some instances the analysis may be repetitive as it sought to verify the propositions' affirmation or denial.

6.5 PROPOSITION ONE

The grade or the position of the CCO of the contracting company influences the way the contractor relates to the stakeholders.

6.5.1 Small contracting organisations

The researcher sought to determine whether the grade of the CCO had an influence on SRM. The findings of the study showed that the contractors related to their stakeholders without any documented and deliberate stakeholder relationship management frameworks. In furtherance to the establishment of the existence of this methodology, it was paramount to determine the small contracting organisations' understanding of stakeholder relationship management for project success. There were similarities observed between the two small contractors and their knowledge of stakeholder relationship management was very limited. For the most part, the small contracting organizations were noted to be trying their best to manage their stakeholders with no clear and definitive indication or guidelines on how to do this. These include contract detailing, definition of tasks, roles and responsibilities and payment schedules.

As a result, each small contracting organization managed its stakeholder relationships at its own discretion. Generally, the contractors dealt with the project in an ad-hoc manner while paying close attention to their contractual obligations. Although managing relationships with stakeholders was perceived to be a valuable component to project success, contractual obligations seemed to take precedence.

6.5.2 Medium sized contracting organisations

The findings from the medium-sized category contracting organisations converged in that both the small and medium-sized entities, were more conscious of the need to manage stakeholders. Their awareness of this did not metamorphose into actual practice as they did not have documented procedures, strategies, or any form of

methodology to be followed when managing stakeholder relationships throughout the project lifecycle. Analogous to the small contracting organisations, the medium-sized contractors typically tried their best to manage stakeholder relationships. Their best, in this case, appeared to have more structure as compared to that of the small contracting organisations. In this category, there were more deliberate efforts to document communications and any discussions relating to the project. Additionally, similarly to the case of the small contractors, contracts were the main tool for managing the implementation of the projects in the medium-sized category. Attempts were made in this category to carry out stakeholder identification and mapping and managing their needs. While commendable, these attempts were not codified or documented. Generally, the channels of communication were efficient with regard to documentation of the project specifics and progress. The findings also showed that there is a heavy emphasis on the progression and completion of the project with little to almost non-existent management of the stakeholder relationships.

6.5.3 Large contracting organisations

In this category, similarities were observed with the small and medium-sized categories as the findings of the study were indicative of the non-existence of stakeholder relationship management models or framework. While there was no documented stakeholder relationship management framework in this category, their operations were highly organised. Similarities were noted with the medium-sized category as regards well-documented project communications that streamline the project progress for ease of follow up and accountability purposes. Specifically, the large-scale contracting constructions organisations have regular meetings (twice a month) with different stakeholders (sub-contractors, engineers and clients) as the project is being executed. It emerged that technical and progress meetings were in use with regard to managing stakeholder relationships. In so far as a documented stakeholder management strategy, model or framework is concerned, they had guidelines that they followed that largely determined a way of managing stakeholders. In this category, it was clearly articulated that the FIDIC and bill of quantities serve as a guide on how to manage the project. The large-scale contracting organizations exhibited a higher level of competency with regard to stakeholder identification. However, it was not apparent whether this competency

entailed further steps such as creating a stakeholder database. Additionally, there was also some level of understanding of the dynamic changes to stakeholder saliency across the different intervals of the project.

6.5.4 Analysis

The absence of an explicit stakeholder relationship management framework in the construction industry was apparent as this was confirmed by all categories. Despite the grade of the contracting organisations, the contractors appeared to relate similarly to the stakeholder. Furthermore, the medium- and large-scale contractors were receptive to the idea of the emergence of one as they alluded to the need for a systematic framework that can serve as a guide for stakeholder relationship management.

It was hypothesized that **the grade of the contracting company influences the way the contractor relates to the stakeholders**. Overall, the findings of the study showed that the contractors similarly related to their stakeholders without any documented or deliberate stakeholder relationship management frameworks. The need for a framework on how to relate with stakeholders was expressed by the contracting organizations in this study. This necessity for a stakeholder relationship management framework was also similarly articulated by Ssegawa-Kaggwa (2013) who purported that the construction industry environment was not conducive to project delivery owing to its uncoordinated, fragmented, unregulated, and poor leadership nature. Murdoch and Hughes (2008) pointed out that the numerous diverse skills, professions, specialists, and suppliers in the construction industry cause fragmentation. They identified the reasons why specialization and professionalization led to fragmentation as the relationship between professionals and specialists are temporary and they have different objectives. This reinforces the difficulties faced by contractors in managing stakeholder relationships. Nawi (2014) further adds that industry-level fragmentation occurs when the number of small and medium-sized enterprises increases, and the number of large firms decreases. Nawi's (2014) assertions can be confirmed in Botswana's construction industry. This presents a problem given that clients' dissatisfaction is a serious cause for concern (Ncwadi, 2005). Also, this presents a problem given the disparity between performance perceptions of managers of construction and clients as key stakeholders in their study of the construction industry (Hove and Banjo, 2015).

However, it is worth mentioning that the large contractors were cognizant of the powers of the stakeholders and considered this during project execution. In this instance, the importance of understanding the type of stakeholder is being dealt with. Also, the contractors were conscious of the influence of the stakeholders and the necessity to take care of the stakeholder needs where they had more influence and power. This awareness of stakeholder influence and power did not translate to more deliberate efforts of ensuring that systematic stakeholder relationship management is undertaken. The contractors' appreciation of stakeholder influence and power is corroborated by Mitchell et al.'s (1997) assertion that the elements of power, legitimacy, and urgency are a vital consideration in the management of stakeholders' relationships.

To a lesser extent the power factor was considered by one of the large contractors. The contractor highlighted the following:

"We always have to make sure that we understand what type of stakeholder we are dealing with, the ones with more influence are the ones we usually want to take care of the most and those with power. If for example – residents don't approve of the project it will be cancelled therefore we need to make sure that they are happy with the construction taking place in that particular area and they have given us consent. So yes, we do have strategies and in some cases they are effective."

This finding corroborates the assertion by Mitchell et al. (1997) of the element of power being a vital consideration in the management of stakeholders' relationships. The efficiency of the current practices was reported to be effective in the medium to large category. Similarly, contractors in the small category confirmed that although there were no set standards or procedures: they *"had their ways of doing things."*

The contractors confirm the effectiveness of their practices in managing stakeholder relationships. Furthermore, all categories described their relationships with the different stakeholders as being in good standing. The assertions made by the contractors of effective stakeholder relationships and regular engagement satisfy Bourne and Walkers' (2005b) prerequisites for project success.

In contrast, it is useful to draw attention to the inconsistencies with the state of the industry. The absence of the formal standard of practice in terms of stakeholder relationship management leaves several grey areas. This is coupled with a lack of

accountability. This proposition was denied, as the grade of the contracting company had no influence on the way the contractor relates to the stakeholders, all the grades had issues in managing relationship with stakeholders at their different levels.

6.6 PROPOSITION TWO

There is no structured stakeholder relationship management approach adopted by contracting organizations

6.6.1 Small contracting organisations

The researcher sought to establish the existence of a structured methodology for stakeholder relationship management amongst the small contracting organisations. The SCCO confirmed the absence of a widely accepted stakeholder relationship management framework in the construction industry. However, the SCCO were aware of the need for a structured methodology for managing relationships with stakeholders. The contractors' awareness of stakeholder needs and significance is further demonstrated by their commitment to scheduled progress meetings. The practice observed in this study espouses Bourne and Walker's (2005b) belief that the success of construction projects is linked to the strength of the stakeholders' relationships which can be fostered by effective, regular, planned and ad-hoc meetings with all groups of stakeholders. In the current study, the regular stakeholder meetings are furthermore noted to be well documented through minutes.

6.6.2 Medium-sized and large contracting organisations

The medium-sized and large contracting organisations confirmed an absence of a structured SRM framework. Furthermore, the medium- and large-scale contractors were receptive to the idea of the emergence of one. For instance, one of the large contractors acknowledged the merit of the current practices but also indicated the need for improvement. He pointed out that:

“There is still room for improvement but the ones which are in place here at the moment are somewhere, but more can be done.”

This assertion supports the willingness and receptivity of the contractors to alternatives in managing stakeholder relationships. Similarities were observed with

the medium- and large-scale contractors in terms of who their stakeholders were. In the medium- and large-scale projects, the procurement strategy determined who the stakeholders were. In the medium to large projects, there was the introduction of the consultants who played a critical role in driving the project. The consultants fulfilled the role of representing the interests of the clients and ensuring that the client specifications as agreed contractually are met. In the medium- and large-scale projects, contractors also have additional stakeholders such as suppliers of materials who are critical to the timely completion of projects whereas small projects contractors rely on their clients to supply them with the materials needed for the work.

6.6.3 Analysis

Regarding the existing stakeholder relationship management practices, the findings were indicative of the non-existence of a standardized stakeholder relationship management framework. Nonetheless, the small, medium-sized, and large contractors had a way of managing stakeholder relationships and resolving conflicts. For instance, small-scale contractors had standard complaint structures in place and made use of emails for communication. In this category stakeholder engagement was rather ad hoc as opposed to being proactive. Engagement usually took place when there were conflicts to resolve. This mode of operation does not cultivate the building of foundations for strong stakeholder relationships.

In contrast, the medium- to large-scale contractors were cognizant of the importance of building stakeholder relationships from the onset of the project. These categories (medium and large) elucidated how they seek to understand stakeholder needs and requirements upon inception of the project. This finding corroborates Aaltonen's (2008) observation of project success being a product of deliberate efforts made towards establishing and considering the needs and requirements of stakeholders.

Contrary to the small-scale contractors whose stakeholder engagement was ad hoc, the medium- to large-scale categories put into effect the Federation Internationale Des Ingenieurs-Conseils (FIDIC) contract which stipulates guidelines for the contractor on how to deal with the clients, how to deal with employees as well as the course for action in the likely event of conflicts, misunderstandings, changes or uncertainty. In addition to the FIDIC contract, the bill of quantities (BOQ) was also

employed to determine what is required and to further stipulate who the nominated suppliers are or what the material specifications are. Nevertheless, it is noteworthy that the medium- and large-scale contractors affirmed the need to do more in relation to stakeholder relationship management. Additionally, these findings underscore the need for a stakeholder relationship management framework across all categories. Thus the proposition was affirmed.

6.7 PROPOSITION THREE

The level of experience and knowledge of the project manager in the contracting firm plays a significant role in the organization's disposition towards the management of stakeholder relationships

6.7.1 Small contracting organisations

The contractors were questioned on their knowledge and usage of stakeholder relationship management models, methods or strategies. All contractors in this category first gave insights on who their stakeholders were (stakeholder identification) to understand how they maintain a balance in managing stakeholder relationships. However, it is also noteworthy that the small CCOs lacked stakeholder mapping skills and did not have any form of stakeholder database.

Small-scale projects contractors were mainly sub-contracted to do specific works for the main contractors. The project manager was usually also the owner of the CCO. It was also reported that some of the SCCO owners were professional in other disciplines such as teaching and lacked the necessary expertise to meet the requirements of the project. The subcontractors had their own companies, thus their stakeholders were primarily their clients or employees as well as others with whom they interacted as they carried out their work. Although the channel of communication was designed to minimize contact between the sub-contractors and the main clients of the project, the sub-contractors often found themselves engaging with them. The clients subsequently communicate with the subcontractors about the work to be done. The small-scale contractors highlighted the challenges they faced regarding lack of stakeholder engagement skills and employee-related challenges, amongst others. This model did not always work as often the sub-contractors found themselves dealing with the project clients, thus necessitating their possession of some skills in terms of stakeholder relationship management which they lacked. In

this case, it was highlighted that there was a lack of supervision and evaluation skills due to inexperienced personnel. Moreover, this lack of experience was detrimental as it was crucial for solving misunderstandings or finding the most ideal course of action when problems arose.

6.7.2 Medium and large contracting organisations

Similarities were observed between the medium- and large-scale contractor categories in terms of who their stakeholders were. The project managers in both categories were employees of the CCOs and they had both experience and qualifications in the industry. In the medium- and large-scale category, the procurement strategy determined who the stakeholders were. Congruently, within the two categories, a consultant emerged who played a crucial role in managing the project. The consultant served the role of representing the interests of the client and ensuring that the client specifications as agreed contractually were met. In the medium- and large-scale projects, contractors also had additional stakeholders such as suppliers of materials who are critical to the timely completion of projects whereas small projects contractors relied on their clients to supply them with the materials needed for the work. The greatest shortcoming that surfaced from the finding of the study was the large and medium-sized CCO's heavy reliance on rigid contracts at the expense of effective stakeholder engagement for project success. Another shortcoming that emerged was that there is a wide usage of mostly technical and progress meetings as a form of stakeholder relationship management strategy. Thus, in the absence of the meetings, there are no guided steps for SRM when executing projects.

Also, it was observed that there is lack of a real-time stakeholders' mapping and a real-time database to equip the medium and large contracting organizations adequately to manage the different stakeholders effectively who evolve at the different phases of the project. Moreover, indicators or tools for measuring successful stakeholder relationship management by contractors on construction projects are non-existent. With a heavy emphasis on the project progression, there is a poor understanding of the dynamic changes to stakeholder salience in terms of powers, legitimacy, and urgency at different intervals across the project delivery life cycle. A clear example was cited where there is a lack of understanding between some stakeholders and others due to varying levels of understanding and

experience, thus becoming an issue. It also emerged that, the capacity of the project managers regarding the understanding of stakeholder relationship concepts was low.

6.7.3 Analysis

Regarding the existing stakeholder relationship management practices, the findings were indicative of the non-existence of a standardized stakeholder relationship management model. Nonetheless, the small, medium, and large contractors had a way of managing stakeholder relationships and resolving conflicts. It was hypothesized that ***the level of experience and knowledge of the project manager in the contracting firm plays a significant role in the organization's disposition towards the management of stakeholder relationships.***

This was observed to be true and consistent with the views of Petter et al. (2009) who differentiate technical skills and soft skills by highlighting that soft skills in projects are useful for the management of communication and relationships whilst technical skills are useful for project planning and estimation. For instance, the findings of this study suggest that contractors and consultants have varying experiences, capabilities, and management skills, all of which have a major impact on the completion times of construction projects. This finding is supported by Twala and Mofokeng (2012) who purport that the prevalence of problems such as poor management, lack of finance, poor payment times by clients, cutting corners and thus compromising quality lead to failure to meet client needs. Twala and Mofokeng (2012) added that this can be traced to the intention to make quick money while employing fields contractors who are not qualified. Thus there is a lack of proper qualified project managers for these fields.

The level of experience and knowledge of the project manager are significantly crucial, considering Chinyio and Olomolaiye's (2010) assertions. They point out that in most construction projects there are many stakeholders and their presence is a potential source of conflict. The potential conflicts can be well managed through experienced project managers and successful stakeholder relationship management. Borne and Walker (2005) add that successful project management is influenced by stakeholders and their capacity to impact the project outcome.

The small-scale contractors had standard compliance structures in place and made use of emails for communication. For this category, stakeholder engagement was rather ad hoc as opposed to being proactive. Engagement usually took place when there were conflicts to resolve. This mode of operation does not cultivate the building of foundations for a strong stakeholder relationship. This approach is not ideal and contradicts Thompson's (2011) assertion that communicating with stakeholders early and frequently ensures the contractor that stakeholders fully understand what the contractor is doing as well as comprehending the benefits of the project. This allows them to support project activities when necessary. Also, the contractor can anticipate what stakeholders' reactions to the project may be and gravitate towards the plans and actions that will win stakeholder's support (Thompson, 2011).

In contrast, the medium- to large-scale contractors were cognizant of the importance of building stakeholder relationships from the onset of the project. These categories (medium and large) elucidated how they seek to understand stakeholder needs and requirements upon the inception of the project. This finding confirms Aaltonen's (2008) observation of project success being a product of deliberate efforts made towards establishing and considering the needs and requirements of stakeholders.

The contractors' awareness of stakeholder needs and significance is further demonstrated by their commitment to scheduled progress meetings. This practice observed in this study espouses Bourne and Walker's (2005b) belief that the success of construction projects is linked to the strength of the stakeholders' relationships which can be fostered by effective, regular, planned and ad-hoc meetings with all groups of stakeholders. In the current study, the regular stakeholder meetings are furthermore noted to be well documented through minutes.

Contrary to the small-scale contractors whose stakeholder engagement was ad hoc, the medium- to large-scale categories put into effect the Federation Internationale Des Ingenieure-Conseils (FIDIC) contract which stipulates guidelines for the contractor on how to deal with the clients and with employees as well as the course for action in the likely event of conflicts, misunderstandings, changes or uncertainty. In addition to the FIDIC contract, the BOQ was also employed to determine what is

required and to further stipulate who the nominated suppliers are or what the material specifications are. Nevertheless, it is noteworthy that the medium- and large-scale contractors affirmed the need to do more about stakeholder relationship management. Additionally, the small-scale contractors highlighted the challenges they faced regarding lack of stakeholder engagement skills and employee-related challenges, amongst others. These findings underscore the need for a stakeholder relationship management model across all categories. Proposition 3 was affirmed and the management of stakeholder relations within CCOs was dependent on the experience of the CCOs' project managers.

6.8 PROPOSITION FOUR

The nature of the contracting strategy influences the way the contractor relates with the stakeholders on construction projects

6.8.1 Small contracting organisations

The findings revealed that the small CCO category employed the traditional method and design-and-build contracting strategies. The small contractor usually played the sub-contractor role in a project although they had their organisations. As a result, their stakeholders consisted of main contractors, clients (individuals with whom they sometimes interacted) and employees and the government. Other actors with whom they had direct involvement include architects as well as engineers who were present to provide the technical skills where required. It emerged that in design-and-build the most important and dominant player becomes the client who is the main contractor for the small CCOs.

6.8.2 Medium contracting organisations

Similarities were observed regarding the dominant actors being a direct result of the contracting strategies used by the medium CCOs. The medium CCOs engaged in the following contracting strategies: traditional method, design-and-build and construction management. In this category, there was a shift in the dominant actors due to a combination of their contracting strategies and the magnitude of their project necessitating engagement with the public who can be viewed as a powerful stakeholder in need of consultation at different stages. Other dominant actors include the client as well as the consulting team. In this category, the key role of the consulting team emerged as they are the liaison between the contractor and the

client. All communication to the contractor from the client is channelled through the consulting team which is appointed by the client to manage the project from inception till completion. Other stakeholders highlighted include the government, employees, suppliers, and financiers.

6.8.3 Large contracting organisations

Many similarities with the medium-sized category CCOs emerged concerning the dominant actors. Consistent with the medium-sized category CCOs, three contracting strategies were in use, namely the traditional method, construction management, and design-and-build. The dominant actor was similarly noted to be the client as well as the consultant. The role of the contractor in the project was confined to very limited interaction with the client with heavy dependence on the consultant. It was highlighted that the consultants were at times not adequately knowledgeable regarding the project implementation, thus affecting the stakeholder relationships in the project.

For the largest and most complex projects, the most common methods of procurement are engineering procurement and construction (EPC), engineering procurement construction and management (EPCM) and design, build and operation (DBO) Since large projects are both complex and risky, these methods seek to minimise employer risk, manage the completion of the project, cost overruns and the quality of the project. Some examples in Botswana of projects where this strategy was employed are the Morupule B Power Plant, Jwaneng Mine Cut 8, the Morupule Colliery Expansion and the Botswana University of Science and Technology (Tafa et al., 2013). Other actors that emerged in this case include the community, the government, utility providers, the council, suppliers, developers, architects, subcontractors, and employees.

6.8.4 Analysis

As Laryea and Watermeyer (2014) emphasize, the main purpose of a construction procurement strategy is to determine the most suitable way to achieve the intended objectives of a project as well as value for money. The procurement strategy adopted is dependent on the nature of the project risk allocation with which the client or his/her representatives is most comfortable. A review of the procurement strategies being used at the different stages suggests that there were similarities

across all three categories, namely small, medium-sized, and large CCOs. This was mainly because the client chooses the procurement strategy that is in line with its objectives, and the contractor has to abide by the signed contract agreements. The findings of the study revealed that the traditional method is the main strategy in which the contracting organizations were involved. These findings are consistent with those of Aderemi and Masalila (2016) who purport that in the Botswana context, like many other developing countries, the main procurement strategy is the traditional procurement system. The traditional construction process and the construction itself are perceived to strengthen the fragmentation of the construction industry (Nawi, 2014).

The design-bid-build system was used at various tiers of government. Suffice to note that the different modes of procurement strategies articulated have an influence on contractors' management style as well as the contractors' relationships with the different/various stakeholders throughout the project. These contentions led the researcher to be inclined to affirm the proposition which posits that ***the nature of contracting strategy influences the way the contractor relates with the stakeholders on construction projects***. This was observed to be true from the findings of the study. The contractors relied on the dictates of the contracts to manage relationships with stakeholders. However, these contracts do not offer flexibility when it comes to the management of the relations given their rigid nature. For instance, the design of the project is done by the architect who is detached from the contractor who constructs the building on site. The sequential manner of the construction process further segregates the interaction between the contractor and the designer during the design and construction stages (Nawi, 2014). This leads to a separation between the design and the final product, through the whole process until the delivery of a completely different product from the client's expectation. This makes the whole process flawed as the customer's needs and expectations have not been met.

For general construction projects in Botswana for less complex contracts, other types of contracts are preferred, such as the Joint Building Construction Contract (JBCC), and Conditions of Contract for Construction for Building and Engineering Works Designed by the Employer (Tafa et al., 2013). These procurement strategies are similar to the strategies used in South Africa (Maritz, 2011). Additionally, it was

observed that for large and rather complex construction projects the most common procurement strategy, amongst others, was the design-and-build. Table 6.2 shows the relationship between the contracting strategy and relationship management in Botswana. It confirms that the traditional method widely used in Botswana negates potential contractor-driven stakeholder relationship management. Design-and-build and construction management had both positive and negative impacts.

Table 6.2: Contract strategies and relationship management in Botswana

Specific Procurement System in the study	Role of Contractor	Impact on Stakeholder Relationship Management for the Contractor
Traditional Procurement System (7 CCO)	The study found that this procurement strategy weakened the contractor's role in managing relationships with stakeholders. The contractor would be responsible only for the construction stage of the project. There was found to be weak collaboration during the design stage of the project.	A negative impact on stakeholder management was observed mainly because the contractor is introduced after the design phase. Consultative meetings were held when issues arose.
Design-and-Build (4 CCO)	The contractor is involved and responsible for both the design and construction of the project to completion.	Marginal involvement of CCOs representatives in SRM was observed under this system. Positive impact was there as the key internal stakeholders worked as a team. Also, the needs of the client were determined early. A negative impact was noticed in instances where the client's needs were not flexible
Construction Management (2 CCO)	The contractor provided expertise and was appointed as a consultant. They would provide advice on design and construction methods.	Marginal involvement of CCOs' representatives in SRM. There was a positive impact as there was more teamwork. Negative impact was due to the lack of collaboration

Specific Procurement System in the study	Role of Contractor	Impact on Stakeholder Relationship Management for the Contractor
	The contractor would employ other contractors to carry out the actual construction.	in the design stage with the employed contractor.

Source: Researcher's Construct (2020)

6.9 PROPOSITION FIVE

The inability of SRM to take cognizance of the dynamic nature of stakeholder interests and influence across various phases of the construction project lifecycle

6.9.1 Small Contractor Organisation

The small contractor proved to have limited consideration of the dynamics associated with stakeholder attributes or power, interest, and urgency across different phases of the project lifecycle. The findings indicate that there were more ad-hoc discussions when the need arose. As a result, the level of competencies of the small contractor became significantly crucial in managing stakeholder relationships. The outcome was thus dependent on the competency of the contractor to engage the stakeholders meaningfully and successfully to resolve arising issues. As such, a gap was observed in the capacity of the contractor to execute stakeholder relationship management effectively and taking consideration the dynamic nature of stakeholder interests and influence across various phases of the construction project lifecycle. The findings also indicated the heightened awareness of some of the small CCOs of their need for guidance on stakeholder relationship management.

6.9.2 Medium Contractor Organisation

The findings of the study revealed that the medium CCO category had more structure with a heightened sense of awareness of the significance of stakeholder relationship management. The findings also revealed that the strategies in place were rather temporary although with more structure. There were regular project meetings which were used as a platform to solve stakeholder issues that arose at

different stages of the project. The lack of framework that governs the course of action where issues arise presents a challenge as differences of opinion are frequent. The findings revealed that the medium CCOs were aware of the need to transform mind sets and understand the current gap in the construction industry regarding stakeholder relationship management. While there was significant documentation of progress and issues, this did not guarantee efficiency in solving them. Moreover, stakeholder relationship management was conducted the same way at different intervals of the project.

6.9.3 Large Contractor Organisation

Similarities were observed in the way the medium-sized and large CCOs managed stakeholder relationships. Correspondingly, there were periodic meetings scheduled to monitor project progress. Also, there was an ad-hoc problem solving approach in relation to arising issues. This ad-hoc approach provided a platform to deal with issues without a documented methodology stakeholder relationship management and did not take into cognisance the dynamics associated with stakeholder attributes or power, interest and urgency across different phases of the project lifecycle.

This mode of operation, as observed in the medium-sized CCO category, was seen to be subjective rather than objective and it was dependent on the capabilities of the contractors to lead consultants in effectively engaging with the issues at hand and managing the stakeholder relationships. A key finding was that at times there was inadequate effective communication throughout the project phases. It emerged that currently issues that escalate, resulting in breach of the rigid contracts are resolved by the law as the tool for conflict resolution. Additionally, collaboration capacity was observed to be low. There were poor relations with government officials in some instances as well as the poor understanding of licensing issues and applications for tenders. These complex issues underscore the need for capacity building in stakeholder relationship management.

6.9.4 Analysis

There was no strategy, methodology or any form of stakeholder relationship management in any of the categories. The small category had nothing in place whatsoever while the medium-sized to large CCOs seemed to have some structure

through meetings and heavy documentation at all project phases. It is critical to emphasize that in this study in all the categories ***the extant approaches to stakeholder relationship management do not take cognizance of the dynamic nature of stakeholder interests and influence across the various phases of the construction project lifecycle.*** Project managers must consider stakeholders' needs and requirements to ensure project success (Aaltonen, 2008).

The findings of the study are in agreement to those of Preece et al. (2013) who assert that construction clients in the public and private sector are diverse in nature, complex in their buying processes and at varying levels of knowledge of the industry. As such, Preece et al. (2013) further opine that it has been recognized that management of a broader range of business and project level stakeholders is necessary. This management is lacking in the current stakeholder relationship management practices in Botswana.

In line with these views, Karlsen (2002) asserts that it is necessary to make more effort towards developing new insights in project stakeholder management as there is a lack of formal and systematic project stakeholder relationship management in most projects. Cleland (1999) and Yang et al. (2010) further emphasize that in order to achieve project objectives, it is necessary to develop an effective framework to identify, clarify, manage, accommodate, and represent the often-competing interests of stakeholders. Yang et al. (2009) additionally point out the need to develop a practical framework for managing stakeholder relationships in the construction industry.

6.10 PROPOSITION 6

Contractors' use of CRM attributes will directly overcome the challenges that are faced by contractors in operationalizing effective SRM on construction projects

Given that contractors are cognizant of the need to manage their relationships with their stakeholders as well as the importance of ensuring customer satisfaction, one can conclude that the synthesis of the two concepts, namely stakeholder relationship management and customer relationship management (CRM) can be juxtaposed to construct a contractor-driven stakeholder relationship management model (CSRMF).

6.10.1 Small contractor organisation

The concept of CRM was presented to the interviewees. Similarities were drawn from the contractors of all categories as they clearly understood the client-centricity of the CRM. By way of illustration, one of the small contractors highlighted that:

“...it has to do with managing the clients that we work with. As contractors, we want to do what they want, so it’s basically us satisfying our clients.”

6.10.2 Large and medium-sized contractor organisation

This perception was confirmed by the medium and large-scale contractors who had a clearer indication of the gist of CRM and how it can be applied to the construction industry in Botswana. This realization of the significance of the client did not translate to more deliberate efforts to manage relationships with the client as well as other stakeholders.

The participants’ large contractors were noted to be more knowledgeable of CRM than the medium-sized and small contractors. This was attributed to the resources they have, both financially and intellectually. Additionally, large-scale contractors were also reported to have better human resources.

A different perspective was presented by a LB1, who reported that:

“I think it starts with how the contract documents are structured. This must form part of the contract not that people do because they like. There should be penalties of disregarding the requirements of stakeholders, financial penalties, and also some people to be charged off-site. If we get a complaint that is described as gross, we are charged off-site and it is in the documents.”

The nature of the contract was pointed out as guidance on the CRM with the stakeholders. The CRM attributes seemed to be relevant and appropriate to support the SRM shortcomings.

The LB2 added that:

“The large ones because they have systems because they have what is called the Quality Management Systems, how they should be working and even the programmes - they programme their works in such a way that they know who is supposed to be where, not you are working here today and there tomorrow. The big guys know that so and so is at this place. Tomorrow he is at the construction site.

That programme will even have resources on it indicating where you are supposed to be. I think the big guys are.”

The CRM attributes were found to differ depending on the size of the CCO and also the contractor strategy chosen. However, their relevance was agreed on by both focus groups.

6.10.3 Analysis

According to Sharp (2002), the objective of CRM is to establish relationships with each individual customer as opposed to the mass market approach that is product-centric rather than customer-centric. All contractors recognized the customer focus in the concept of CRM and further confirmed that the concept could well be applied to the construction industry. The establishment of relationships with customers could be applied to stakeholder relationship management in the construction industry. Bouling et al. (2005) purport that CRM is a powerful concept where the interests of a company and its customers are well aligned. The infusion of this concept into the proposed framework can be explored by contractors in Botswana to mitigate the poor delivery of projects. This is attributed to their inability to manage their relationships effectively with other stakeholders in the industry, thus inhibiting their growth and sustainability. The contractors' responsibility, once they have been appointed, is to develop the construction phase plan, which must be completed before the client can allow work on site to proceed. There are different construction phases and the contractors' ability to manage stakeholders during the different stages is key to the project success. This proposition confirmed that attributes of CRM will enhance SRM practices.

6.11 SUCCESS FACTORS FOR THE DEVELOPMENT OF THE CSRMF

Part of the process of the development of the contractor-driven stakeholder relationship management framework entailed the identification of the success factors for a contractor-driven stakeholder relationship management framework. Several factors were mentioned by the various contractors.

The small-scale contractors highlighted the following factors:

- Communication among clients and contractors always involves consultants
- Collaboration
- Employee (stakeholder) engagement and satisfaction

- Capacity building

The medium-scale contractors highlighted the following:

- Collaboration with all stakeholders
- Commitment
- Engagement

The large-scale contractors pointed out the following:

- Understanding all stakeholders and their importance and influence and how to deal with them
- Collaborating
- Communicating
- Committing
- Cooperating

Similarities across the three categories could be observed from the summarized success factors highlighted by the contractors. Moreover, similarities can be drawn from extant literature. These are factors that are drawn from the contractor's perspective. Internal factors are those over which the contractor has some control while external factors are those over which the contractor has little or no control. The findings of this current study are congruent with Kurama's (2015) assertions. Kurama (2015) includes commitment to the project, communication among all project participants, and managing and control of sub-contractors. All of these were also highlighted by the contractors.

6.12 EMERGENT FINDINGS

The following propositions were derived from the intra-case analysis and tested through the cross-case analysis as mentioned previously:

Proposition 1: The grade of the contracting company influences the way the contractor relates to the stakeholders. **DENY**

Proposition 2: There is no structured relationship management approach adopted by contracting organizations. **AFFIRM**

Proposition 3: The level of experience and knowledge of the project manager in the contracting firm plays a significant role in the organization’s disposition towards the management of stakeholder relationships. **AFFIRM**

Proposition 4: The nature of the contracting strategy influences the way the contractor relates with the stakeholders on construction projects. **AFFIRM**

Proposition 5: The extant approaches to stakeholder relationship management do not take cognizance of the dynamic nature of stakeholder interests and influence across the various phases of the construction project lifecycle. **AFFIRM**

Proposition 6: The contractor’s use of CRM attributes will directly overcome the challenges that are faced by contractors and support the shortcomings of SRM challenges. **AFFIRM**

The research propositions of the study will be used for further development of the CSRMF, leading to possible project success in the construction industry of Botswana (see figure 6.1).

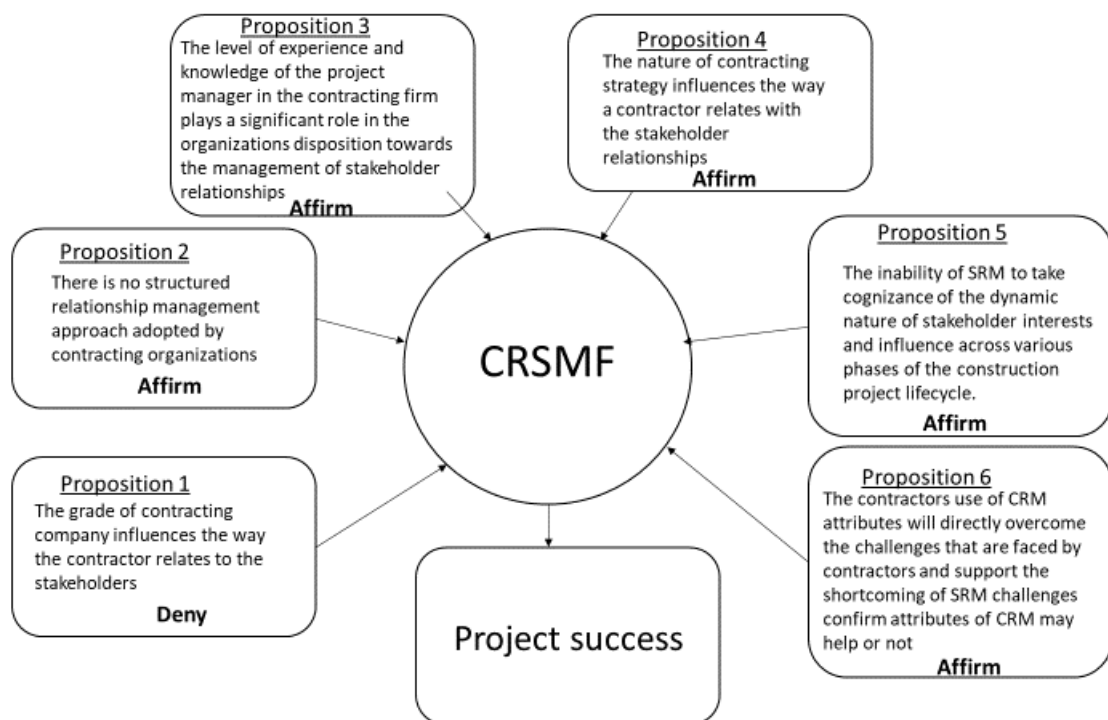


Figure 6.1: Research propositions

Source: Researcher’s construct (2020)

6.12.1 Analytical generalizations

In furtherance of the development of a contractor-driven stakeholder relationship management framework, the following analytical generalizations can be advanced:

- **There are no stakeholder relationship management frameworks in place:** CCOs in Botswana do not have any SRM frameworks in place for engaging with stakeholders in their different projects. There is haphazard engagement with stakeholders and almost non-existent cultivation of stakeholder relationships. Furthermore, issues are resolved as they arise. The medium- and large-scale categories paint a different picture where concerted efforts are made towards managing the relationships with the stakeholders.
- **Recognition by the contractors that there is need to do more to better manage stakeholder relationships:** Although the contractors affirmed the effectiveness of their current practices, they were cognizant of the need to do more in managing stakeholder relationships.
- **Growing concern and endeavour to meet clients' needs:** The contractors alluded to their desire to meet client needs and retain clients.
- **Apparent gap in technical skills and limited ability to manage relationships with customers:** This gap and limited ability in relating with different stakeholders were mostly experienced by the numerous small-scale contractors in the market. In cognizance of the growing construction industry, it is critical for the small-scale contractors to be provided with guidance as they have the potential to grow into medium- scale contractors.

6.13 CHAPTER SUMMARY

This chapter presented a comparative analysis of the case-on-case presentation based on the study objectives. Furthermore, the chapter highlighted the similarities and contrasts between the three contractor categories. Analytical generalizations were furthermore provided to gain insights on the trends observed.

The next chapter presents the development and validation of the CSRMF with inclusion of the findings in chapters 5 and 6.

CHAPTER 7: FRAMEWORK DEVELOPMENT AND VALIDATION

7.1 INTRODUCTION

This chapter is premised on the aim of the study which is *to develop and validate a contractor-driven stakeholder relationship management framework (CSRMF) for Botswana's construction industry*. The chapter presents the three phases that took place for CSRMF development, thereby achieving the aim of the study. Phase 1 provided the conceptual framework that evolved from the literature while phase 2 provided the framework that evolved from the intra-and cross-case analysis. Phase 3 detailed the validation process relating to the findings from the various focus groups and detailing their responses to four questions concerning their approval of the framework as presented to them. The chapter concludes by showing the guidance steps on how to use the framework.

7.2 CSRMF FRAMEWORK DEVELOPMENT

The emergent CSRMF framework will assist in making decisions and serves as a 'map' for contractors and contracting organizations regarding their roles in stakeholder relationship management thereby addressing the research question of the study: *How can the contractors in the Botswana construction industry effectively manage the relationships with stakeholders during the delivery of construction projects for successful project delivery?* The CSRMF seeks to present the issues and context of the problem statement of the study, namely **the absence of a Contractor Stakeholder Relationship Management Framework (CSRMF) for managing stakeholder relations Botswana's construction industry.**

Generally, the findings revealed that the construction industry in Botswana does not have an existing stakeholder relationship management framework. In fact, it was further revealed that the industry lacks a balance between the business aspect and technical aspects of construction while the lack of knowledge of the people working in the industry is prevalent. The CSRMF seeks to support the contractors in building and maintaining relationships with project stakeholders with the aim of maximizing project success in the construction industry. The fundamental supposition of this research is that stakeholder relationship management is extremely difficult. The contractor must identify, engage with, sustain and manage relationships with

various groups and individuals (including the stakeholders themselves) who influence the project in numerous ways. The CSRMF was developed through the following phases listed in the subsequent sections.

7.2.1 Phase 1: Development of initial CSRMF from an evaluation of literature

At this point, the initial framework was drawn from the literature review. The initial framework was drafted from the findings that emerged from the evaluation of existing literature on the critical success factors of stakeholder relationship management. This was done by taking into consideration issues pertaining to the global, regional and Botswana stakeholder management and stakeholder relationship management literature in the construction industry. Key aspects of what to include were noted, including the current shortcomings of the extant stakeholder relationship management practices. The probable theoretical shortcomings of SRM in the construction industry were identified and CRM was proposed as a panacea for these shortcomings. In addition, attributes of CRM were identified as being key factors to improving on the shortcomings identified in the current stakeholder relationship management practices. Extant literature heavily documents the successful results from the application of CRM principles in several fields. Lastly, it was apparent that a systematic approach would be needed for the construction contracting organizations considering the ad hoc and non-systematic approaches currently employed.

The initial stage of framework development entailed identification of the key success factors towards ensuring the successful management of stakeholder relationships during the different layers of the project, namely Layer 3 -- identification of SRM approaches and their shortcomings, Layer 2 – attributes of CRM that can alleviate these shortcomings and lastly, Layer 1 -- the four steps project managers can take to implement for the management of SR in CCO. The most prevailing factors were incorporated into the framework. Phase one of the framework development yielded the model as depicted in Figure 7.1 below which provides a refresher of the initial framework from chapter 3.

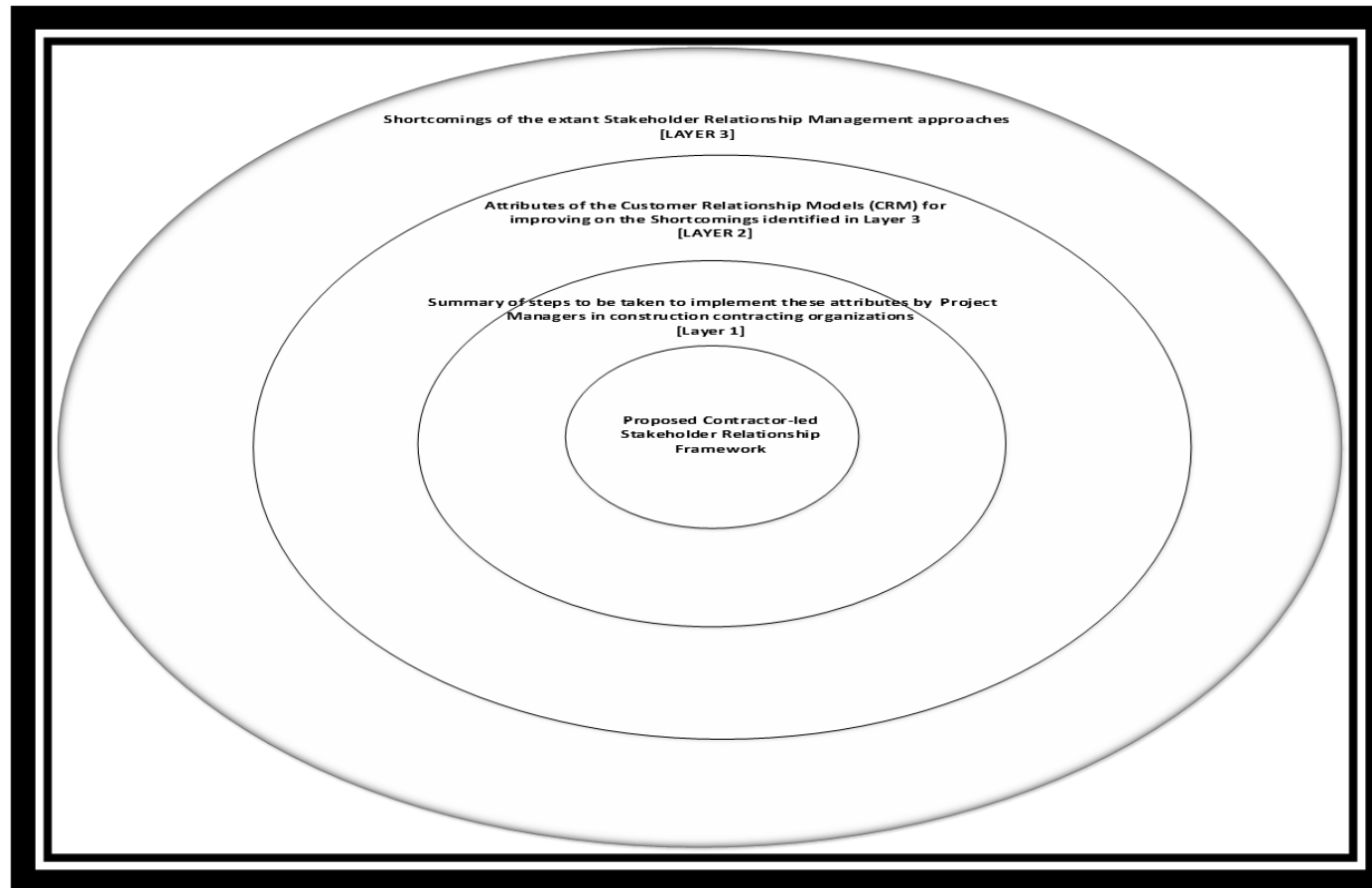


Figure 7.1: Initial CSRMF Researcher's Construct (2020)

7.2.2 Phase 2 – Inclusion of the contractors’ opinion towards the development of the CSRMF

Phase two of the framework entailed a consolidation of the findings as guided by the thematic focus of the framework through the shortcomings, attributes and critical success factors drawn from principles of CRM. Semi-structured interviews were conducted with the CCO representatives (project managers or owners) and the framework was adjusted to accommodate Botswana’s perspective. This restructured the initial framework from phase 1 to accommodate the findings from the interviews. The project managers were asked a series of questions relating to their perception of stakeholder relationship management in the construction industry of Botswana. The findings were presented in an intra-case analysis (Chapter 5) and cross-case analysis (Chapter 6), leading to the full development and evaluation of the proposed framework. Specifically, the shortcomings of contractor-driven stakeholder relationship management incorporated into the framework are broadly summarized below:

Layer 3 - The identification of shortcomings of the extant stakeholder relationship management approaches by contractors in Botswana’s construction industry. These were identified from the analysis stage of the study:

- Poor stakeholder identification capabilities
- Absence of real-time stakeholders’ database
- Poor understanding of the dynamic changes to stakeholder salience in terms of power, legitimacy and urgency at different intervals across the project
- Reliance on rigid contracts for managing stakeholder relationships
- Lack of appropriate relationship platforms for distinct stakeholder categories
- Lack of suitable tools and indicators for measuring successful stakeholder relationship management by contractors on construction projects

Layer 2 - Identification of attributes of the customer relationship models (CRMs) and other factors relevant for attending to the shortcomings identified in Layer 3.

Furthermore, the critical success factors identified from CRM principles to mitigate the emergent shortcomings were consolidated as the following:

- Identifying the various stakeholders and using a stakeholder map to develop a real-time database of all stakeholders

- Understanding and establishing the nature of the relationships they have with the project and/or their expectations of different phases of project delivery
- Carrying out an analysis of the various stakeholders on the database
- Developing trust among stakeholders and between contractors and stakeholders
- Establishing distinct communication models for different stakeholder groups
- Measuring the degree of stakeholder relationship management using CRM process-based CSFs

Layer 1 - Summary of steps to be taken to implement these attributes by the project managers in construction contracting organisations. A review of the linkages between the different components of the framework yielded the introduction of steps to be followed by the CCO in the framework, thus introducing a clear systematic process. The following steps were included:

Step One: Identify and create stakeholder database

The first step emerged as identifying the various stakeholders and utilising the stakeholder map to develop a real-time database of all stakeholders. This first step would address the issue of poor stakeholder identification capabilities as well as addressing the absence of real-time stakeholders' database to monitor the dynamics of stakeholder saliency at different stages of the project.

Step Two: Analyse stakeholder database

The second step was indicated as carrying out an analysis of the various stakeholders on the database created. This step was perceived as being instrumental in ensuring that an understanding of the nature of the relationships of the stakeholders is established. This was also seen as being critical to ascertain stakeholder expectations pertaining to the project and their expectations at different phases of project delivery. This step would address the poor understanding of the dynamic changes to stakeholder salience in terms of power, legitimacy and urgency at different intervals across the project.

Step Three: Develop relationship platforms for stakeholder groups

The third step was to develop trust among stakeholders and between contractors and stakeholders through establishing distinct communication models for different

stakeholder groups. The rationale behind this step was to avoid the heavy reliance on rigid contracts for managing stakeholder relationships and the lack of appropriate relationship platforms for distinct stakeholder categories.

Step Four: Assess the status of the relationships using customer relationship management (CRM) critical success factors

The fourth and last step is measuring the degree of stakeholder relationship management using CRM process-based CSFs to take care of the lack of suitable tools and indicators for measuring successful stakeholder relationship management by contractors on construction projects. Measurement would ensure that there is standardization of successful stakeholder relationship management practices which can contribute towards the fragmentation of the stakeholder relationship management process.

Figure 7.2 below provides the CSRM framework that has evolved from the intra-and cross-case analysis and the components of the various layers.

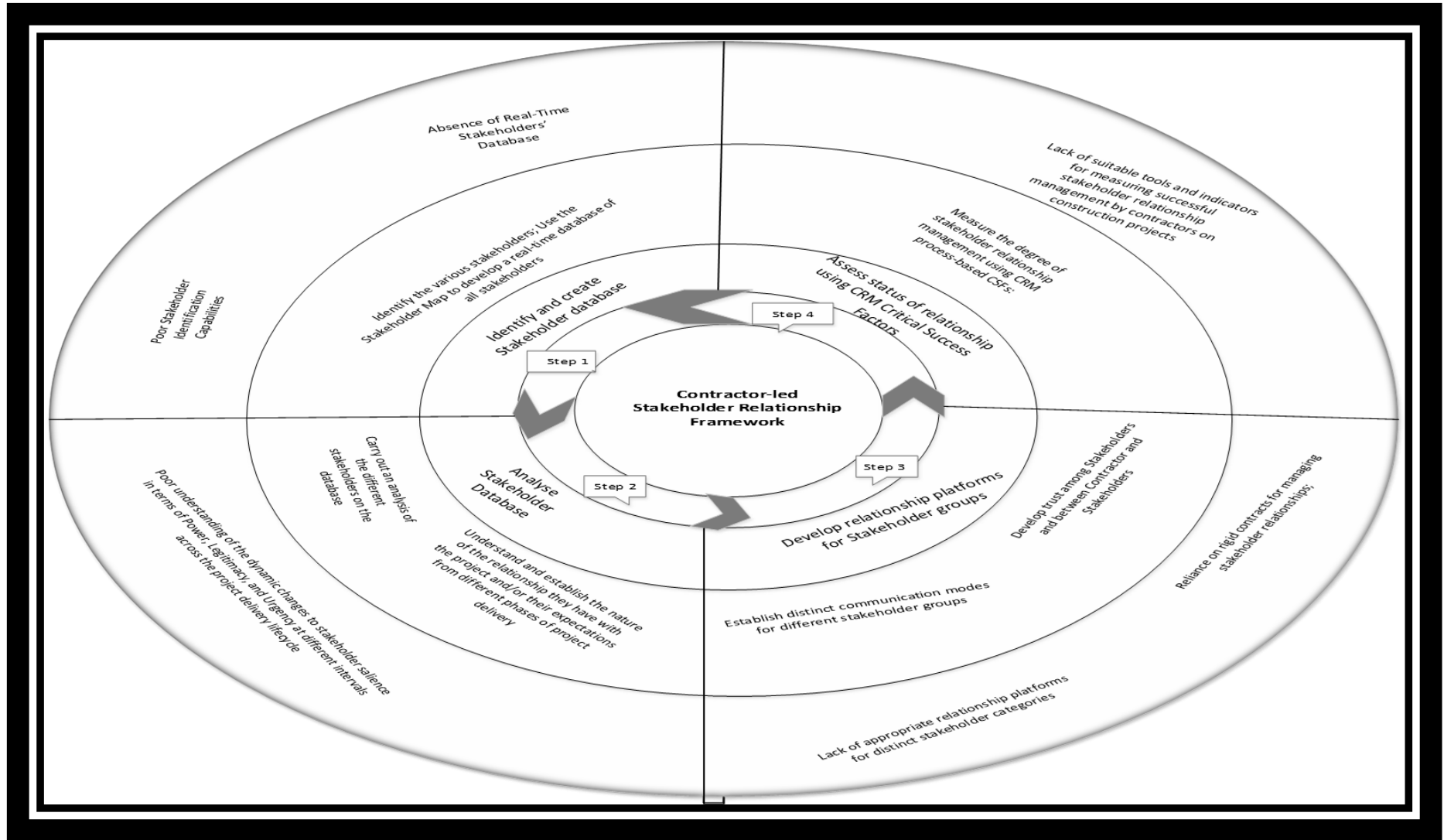


Figure 7.2: Second framework inclusive of construction contractor organisation (Researcher's construct 2020)

7.2.3 Phase 3 –The validation process

Phase three of the framework development entailed probing the participants in order to establish the consensus on the components inherent in the framework. This phase details the validation process wherein the findings from the various focus groups detailing their response to four (4) questions concerning their approval or disapproval of the framework as presented to them. This was achieved through two focus groups. The first group consisted of the perspective the project managers or their representatives, two from each grade of the CCO from the semi-structured interviews conducted in phase 2. The second focus group comprised professionals and academics from the construction industry. These two focus groups validated the final CSRMF. The initial framework adopted the findings, themes, and propositions from chapters 5 and 6 to produce a framework from Botswana's perspective. The participants emphasized the need for contractors in Botswana to be knowledgeable of the fundamentals and for the adoption of a structured methodology to enhance stakeholder relationship management in all their projects.

7.3 VALIDATION OF CSRMF

7.3.1 Profile of discussants engaged in framework validation

The attributes that emerged from chapter 5 and 6 were deployed in the development of the Contractor Stakeholder Relationship Management Framework (CSRMF). The emergent CSRMF was validated by two distinct focus groups purposively selected to validate the CSRMF.

The findings from the cross-case analysis highlighted the shortcomings of the extant approaches to stakeholder relationship management as well as the utility of customer relationship model attributes to contribute towards resolving these shortcomings. Subsequently, these findings were deployed towards improving the conceptual framework (see Figure 7.1). The resultant framework (see Figure 7.2) was made available to the discussants during both focus group discussion forums to determine the applicability and potential utility of the framework as it concerns contractor-driven stakeholder relationship management in the construction industry. Discussants in both focus groups were purposively selected to cater to/facilitate? the attainment of the validation of the CSRMF.

Accordingly, the first focus group was populated by six (6) project managers who were selected from the original set of previous interviewees who had participated in

interviews. Therefore, two (2) project managers were selected from each of the three (3) contractor categories adopted for the study. On the other hand, the second focus group was populated by a combination of academics, representatives from the professional bodies and industry regulators. For the second focus group, a total of seven (7) discussants were successfully recruited.

Table 7.1: Profile of focus groups participants

Category	Category	Description of Participants	Number of participants	Profession	Pseudo Code
Project Managers	FOCUS	GROUP 1			
	Owner-Project Manager	SA1 is owner of a small contractor organisation he represented. He also manages the safety and health issues within the organisation.	1 SCCO	Project Manager (SHE) Officer	SA1
	Construction Project Manager	SB1 is a project/construction manager in a small contracting organisation SB1 and represented the company in the focus group.	1 SCCO	SHE Officer (Construction Management)	SB1
	Project Manager	MA1 is a project manager of MCCO and at the time of their case study, their project was near completion.	1 MCCO	Master in Civil Engineering	MA1
	Project Manager	MB1 is a project manager and was currently supervising an ongoing project for MCCO	1 MCCO	Project Manager (Civil Engineer)	MB1
	Project Manager	LA1 manages and consults for large projects that are engaged with the firm that he works for. They consult on various projects in Gaborone.	1 LCCO	Civil Engineer	LA1
	Project Manager	LB1 is a project manager previously interviewed. He manages a number of large projects	1 LCCO	MSc in Civil Engineering	LB1

Category	Category	Description of Participants	Number of participants	Profession	Pseudo Code
Professionals and Academics	FOCUS	GROUP 2			
	Community Stakeholder	Community stakeholder (CS1) is a member of the community who resides in an estate near one of the projects that was undergoing construction. He is a professional and the estate manager of the estate where he resides.	1	Resident near construction site (Degreed)	CS1
	Government (M)	Government (GVT1) is an engineer by profession and works for the government. His work is mainly to do with the project management office. He has over 10 years of experience in the construction industry and has worked in the industry with a vast number of contractors from all grades.	2	Engineer	GVT1
		GVT M is an engineer by profession. He emphasised the major differences between the small contractors and the medium-sized and large contractors.		Engineer	GVTM
	Government Procurement	GVTP1 is a civil engineer by profession and works in a government division. He has worked with all the different grades of contractors.	3	Civil Engineer	GVTP 1

Category	Category	Description of Participants	Number of participants	Profession	Pseudo Code
		GVTP2 is from the discipline of electrical engineering.		Electrical Engineer	GVTP 2
		GVTP3 is a procurement specialist by profession. He emphasized the need for the implementation of this study in the industry.		Procurement Specialist	GVTP 3
	Procurement	PROM1 is a professional procurement manager and qualified quantity surveyor.	1	Procurement Manager	PROM1

Source: *Researcher's construct (2020)*

7.4 FOCUS GROUPS' CSRMF VALIDATION

The next section validates the framework by synthesizing the data and findings with the research questions for validation of the CSRMF. The framework was validated to confirm its applicability in the construction industry of Botswana in terms of how stakeholder relations are managed by the CCO and any improvements of the framework thereof. The participants could make changes and suggestions and had to justify these. It further determines whether the findings accept or reject the research objectives. It concludes by reviewing the usability of the framework.

These focus groups were held on different days but at the same venue. The researcher presented the framework and the associated guideline to the discussants. After the presentation, the researcher then sought to establish the thoughts of the discussants on the following:

- An agreement or disagreement on the components inherent in the framework
- The nature of the linkages existing between the steps contained in the framework's guideline
- The potential utility of the CSRMF in enabling effective contractor-driven stakeholder relationship management on construction projects based on a significant adoption of tenets of customer relationship management theory
- Comments or reservations concerning the nature of the framework and its utility in carrying out the expected task

To achieve the triangulation of the findings, before the validation of the framework the perspectives of the project managers and professionals were sought concerning stakeholder relationship management.

After much deliberation, the following questions relating to the validation of the framework were posed to the participants:

7.4.1 An agreement or disagreement on the components inherent in the framework

Do you agree with the framework that project managers representing the CCO may use to effectively manage their relationships with stakeholders from an evaluation perspective?

The participants from both groups agreed that the framework would present a valid picture/representation? of a contractor and stakeholder relationship for Botswana.

However, participants gave their views which were used as recommendations to accommodate the valid suggestions that were being highlighted.

GVTP3 responded to this question in the affirmative. He stated that:

“If you are doing for Botswana, yes the framework is valid, we don’t have a scientific model. This framework is basically for the contractors relating to the stakeholders. That it’s a very important aspect of a project and if it is not done properly, you can get an interdict when it’s your project, it lessens your problems.”

LA2 affirmed that the framework was a valid representation of a contractor and stakeholder relationship. The participant responded as follows:

“Yes, but the client is different. In this project the client is the people who are purchasing the blocks of flats and we are developers. I am their contractor who they are engaging, they are contracting me, I am their client. Even though we are developers, we fit in this location because we have to build for them and give them.”

The SB1 gave suggestions on the framework that could be used by project managers concerning SRM presented and agreed that:

“Yes, the framework is relevant in that order. What is required is the concepts to be understood by the contractor. One or two people can be engaged.”

Further suggestions were presented regarding the other components of the framework that could be introduced. Illustratively, the LA1 added that:

“Other stakeholders are project consultants who do project planning, project designing, and marketing. So, there are stakeholders who can play different roles in different projects. I may even be a consultant. So, it is important to identify stakeholders in every project”

GVT1 emphasised that as much as the framework served as a valid tool to aid the relations between the contractors and stakeholders, the small contractor may have difficulties understanding and applying it:

“Yes, it does, but I am not sure if they will understand the framework at the different levels. The smaller contractor may not understand but the medium and large will. For the smaller man, I doubt, because for the smaller man, whatever project he does, he is looking for short-term profit. So some of these processes, they will not follow, but for the big man, yes, he will see the relevance because they need to keep

a good reputation for the next projects. He will try to have a good relationship with the stakeholder.”

Issues of adequate resources to facilitate the understanding and application of the framework were also discussed. There is a need in Botswana to cater for the soft skills in the management of projects as the participants pointed out these always affect the overall outcome of the projects in the construction industry. Much attention is given to hard skills. They emphasised that the framework should be used in the industry and not filed away as a university library resource or published for academic use only. Both focus groups agreed on the importance of stakeholder relationship management and that although the framework was linked to the construction industry, it could be used in other industries, in Africa and even globally.

The participants from both focus groups agreed with the blueprint of the CSRM framework and confirmed that it presented a true picture of the management of relations by contractors in Botswana. With consideration of suggested changes to the framework on the critical success factors, they agreed that capacity building should be a recommendation for the study.

7.4.2 The nature of the linkages existing between the steps contained in the framework’s guideline

The participants for the focus groups were taken through the steps in the framework and the following discussant perused.

7.4.2.1 Step 1 Identify and create a stakeholder database

Emphasis was on the first step and there was agreement that the creation of an inadequate stakeholder database would lead to a replica of defective management of these relations. During the face-to-face semi-structured interviews the project managers highlighted the fact that they had an ad-hoc response to stakeholder identification. The medium sized CCO on the other hand would perform better at identifying and large contractors would document the stakeholders at the beginning of the project. The second focus group expressed the same opinion and emphasised the importance of taking adequate time on this exercise in order to list all the relevant stakeholders on the database. Table 2.7 in Chapter 2, ‘A review of the project stakeholder management process’, shows all the academic scholars

mentioned in the table agreeing that the first step to SRM is the identification of stakeholders.

The participants agreed that the contractors can identify their stakeholders. However, the absence of a methodological structure to identify stakeholders was lacking and for the small and medium-scale contractors, there was an absence of a stakeholder database.

When probed in the focus groups about the importance of identifying stakeholders, LB1 emphasised that:

” For starters, these projects vary, their importance will be categorised by the part you play – if it’s an infrastructure project the people that dwell in the area are very important to deal with. Infrastructure projects, I think; local authorities, residents of an area, and the client of cause- he plays a major role and Water Utilities especially if you are doing services that will affect the infrastructure and BPC- they interrupt day to day lives of people, should you damage their services.”

He further discussed and acknowledged that for large contractors, a stakeholder list is usually drawn up at the beginning of the project.

“I think as consultants, we supervise projects on behalf of the client so we have to make sure that there is a stakeholder list drawn up right at the beginning of a project and the contact details are given for the stakeholders. Then stakeholders’ meetings are held- depending on the project, either fortnightly or monthly just to address their worries about their projects and some of these things you know, they are statutory things that are being followed.”

7.4.2.2 Step 2 Analyse stakeholder database

The project managers were probed on their analysis of their stakeholder database. The small and medium-scale contractors agreed that there is an absence of a database to refer to. The large contractors highlighted that they had a list of stakeholders from the beginning of the project. The second focus group shared the same sentiments. The small contractors deal with the issues of SRM in an ad-hoc manner, as and when issues arise.

7.4.2.3 Step 3 Develop relationship platforms

CCO needs to develop relationship platforms. Participants emphasized that step 3 has to be considered as a priority. The platforms available are for any other business and not necessarily on relationship issues. From chapter 2 Manowong et al. (2010) assert that the nature of relationships in construction projects is between stakeholders and project managers and also among the project stakeholders themselves. The success of construction projects is linked to strong stakeholder relations which are fostered by effective regular, planned and ad-hoc relationship platforms with all groups of stakeholders (Manowong et al., 2010).

7.4.2.4 Step 4 Assess the status of the relationship

The status of relations with stakeholders is usually noted when there is an issue that needs to be addressed. Focus group 2 highlighted the need to have a continuous assessment throughout the project life cycle. Focus group 1 emphasised that the status of the relationship with stakeholders needs to be evaluated to make changes or improvements if necessary. The nature of relations in the construction industry are temporary which makes them cumbersome to manage (Alashwal et al., 2011). Antagonistic relations lead to poor performance in the delivery of the project (Emuze et al., 2014).

7.4.3 The potential utility of the CSRMF in enabling effective contractor-driven stakeholder relationship management on construction projects based on a significant adoption of tenets of customer relationship management theory

7.4.3.1 Identify the various stakeholders – Use of stakeholder map to develop a real-time database of all stakeholders

The participants agreed that the contractors can identify their stakeholders. However, the absence of a methodological structure to identify stakeholders was lacking especially the small and medium-scale contractors, who lacked a stakeholder identification tool. The small and medium-scale contractors agreed that they brainstormed when it came to the identity of the various stakeholders during the face-to-face semi-structured interviews. There was agreement on a lack of stakeholder mapping to develop a real-time database of all the stakeholders

involved. In practice, the IDIC methodology in Chapter 2 would leverage the SRM shortcoming of stakeholder identification. The model follows the strategy below:.

- Identification of the customer
- Differentiation of customer needs and values
- Interaction with the customer and
- Customisation of products and services to meet the customers' needs

The fourth point of customisation is by default the practices in the construction industry. The participants agreed that stakeholder mapping would be more accurate with the presence of a real-time database of all stakeholders. The professionals emphasized that the large contractor would have a way of identifying stakeholder, usually done by the consultant in the case of a large project for a client.

The next step after identification and creation of the database for the stakeholders would be to carry out an analysis of the database

7.4.3.2 Carry out an analysis of the different stakeholders on the database.

An analysis of the different stakeholders was noted by the participants. Having mapped the stakeholders, it was agreed that it is necessary to analyse them to meet their different needs effectively. The CRM value chain allows customer portfolio analysis on primary activities (Buttle, 2000). The value chain discussed in chapter 2 allows the CCO to be more intimate with the customer until relations are good.

7.4.3.3 During the different phases, there is a need to understand the relationship they have with the project and the stakeholder's expectations.

The different stages of the project lifecycle require different ways of managing relationships with stakeholders. The participants noted that the preconstruction requires a great deal of detail and understanding of the stakeholder salience. At the end of the project, it will be more about evaluating the relationships. The different phases during the project life cycle were acknowledged by the participants. The strategic model for CRM may tally the five stages with the project life cycle from inception to the end-user to manage relations (Payne, 2000).

7.4.3.4 The different stakeholder groups should have distinct communication modes.

The differences in interpretation of design between professionals and non-professionals in the focus groups were discussed. The salience of the stakeholders requires different communication modes. The participants discussed that the stakeholder with more power such as the government would need a different communication mode compared to the one with urgency, such as a labour complaint by employees.

7.4.3.5 Development of trust among stakeholders and between Contractors and stakeholders

The participants agreed that trust amongst the construction companies is necessary. Ngowi (2005) argues that in most cases the contractors in Botswana are more competitive than cooperative and there is a low degree of trust. There was a discussion on some CCOs not delivering what they would have signed and contracted to deliver. Poor quality projects and shortcuts in the industry were prevalent and these heighten distrust issues in the industry.

7.4.3.6 Use of CRM process-based CSFs to measure the degree of SRM. Are the various critical success factors (CSFs) identified in the framework imperious for successful management of relationships? Kindly give reasons for your answer.

CRM has proved to be successful in other industries. CRM is highly customer-centric and to the contractor, anyone offering goods and services to them is a customer. The four CSFs process-based were applicable in the measurement of the degree SRM by contractors. The four CSFs are communication, cooperation, commitment, and collaboration from the study. Participants were probed on CRM issues and its enhancement of the utilisation of the SRM.

It was confirmed by the participants that the CSFs encapsulated in the framework under evaluation were essential for the successful management of stakeholder relationships. In the same way, the project managers were probed during interviews on the critical success factors of stakeholder relationship management. The focus group participants were also asked to give their views. The factors raised are summarised as follows:

- Financers should invest in technical experts in their offices to ensure that they speak the same language with other technical experts working on the project.
- Communication and trust

MB1 states how he communicates with the different stakeholders in the project:

“Sometimes it is verbal, if it’s something very important like money matters, we will discuss at work. The remaining we just do verbally because they realise we are reliable and then we agree with them. If there are any extra jobs apart from the main job and we agree on an amount, once they agree, we pay them immediately. They are small contractors, maybe four or five people, but if it is a big contractor we talk through email and formal or informal modes of communication. Once we communicate on email if we agree, we then make it formal on paper.”

- Cooperation and understanding.

The participants agreed that cooperation was important for the management of relations. However, there is a need to understand the different perspectives of the stakeholders for better management of the relations

- Collaboration through regular project stakeholders’ meetings. Having set or regular meetings, whether there is a problem or not, meetings are necessary to get updates of what is happening on the project and minutes should be circulated.

“...you need the right person to train and training is giant collaboration – for example, there is a project of making a flyover to ease the traffic jam. There are contractors from Botswana and some from other countries who can do a better job. The government should engage contractors from different spheres of life and make a joint venture and have 60% local people. The 40% should be knowledgeable people from another country so that knowledge can be shared. There should be a yearly training for local contractors focusing on different aspects of construction.”

- Commitment – according to GVT1

“They need to have a good attitude to complete the work.”

The MA1 added that:

“The engineers wake up at, when I was working with them, they would wake up at 5 am. They used to set out the building, organize the material, quantities and check order and anything that was needed – the scaffoldings, the shutters, concrete – everything that was needed they would do at 5 am till 8. 9 am they were resting and chilling and relaxing till 12 and then they pick up again in evening. At 5 they rest and then work up to 9. So it’s not like an intensive 9-hour kind of machines that run up to 11 o’clock. They emphasize on rest – rest if you want to work hard”.

- Reliable record keeping for project continuity. One of the focus group 2 reported that:

“What is important for me is to have a designated officer appointed by every stakeholder to represent their interests and also I think things need to be agreed on and written in black and white for continuity because at times these officers change and someone might want to come up with a way of doing things differently when there is no reference to what was approved previously. Normally they don’t like this hopping where today you are doing this and tomorrow you are doing something else. There has to be something that is followed that is agreed on from the beginning.”

- Increased community engagements aside for the existing consultation and consent on developments.

GVPT2 emphasized that:

“Communication is very important, collaboration. Cooperation is ok and commitment is ok. If there is no proper communication, it’s a problem. These four are just fine, they are primary.”

The LA1 elucidated the need to commit the first critical success factor:

“Communication, yes. Collaboration, I guess so- commitment, 100%. I think I would make commitment number one because if you are committed, then you will communicate, and you also collaborate.”

The participants agreed that all the critical success factors were important and are relevant to the CSRMF. However, there was an emphasis on adding capacity building as a fifth C, namely capacity building through training and education.

GVPT3 acknowledged that there was a need for training in any industry as much as the construction industry” *...I am talking about the construction side. For any industry, at least the people need to get training because we are changing the programme every two years and people need to upgrade themselves. Due to lack of knowledge, the people never meet the requirements.*”

“As a business, my objective is to make money but the government of any country must focus on how to develop human resources.”

7.4.4 Comments concerning the nature of the framework and its utility in carrying out the expected task

Contracting organizations constantly construct different projects. The second focus group emphasised that stakeholders within the projects also change as the project moves to different stages through the project lifecycle. For various reasons the ability of stakeholders to influence the project may decrease or increase. The CCO has the liberty to adjust in accordance with relevant stakeholders in the project when applying the framework. Focus group 1 agreed that a framework gives a visual representation of the contractor in recognizing relevant steps to be able to make necessary adjustments to CRM attributes in their stakeholder relationship management activities from identified shortcomings. The contracting strategy also affects the nature of the relationship experienced within the project. There are several contracting strategies used in Botswana. These include the traditional and design-and-build as outlined in Chapter 2 of the literature review section.

The framework supports this by the contractors identifying the possible stakeholders that affected or influence the project. This is done in the first step and both focus groups were in agreement. The contractor needs to apply a practical methodology that allows the identification and prioritization of project stakeholders as well as identifying the stakeholders’ needs. This will assist in enabling the contractor to formulate a viable relationship management strategy.

The absence of a contractor registration board (CRB) or construction industry authority creates the need for capacity building in the area of stakeholder

relationship management. The contractors in Botswana's construction industry need to be trained. The need for capacity building of construction industries in developing countries cannot be over-emphasised to ensure the quality of services and products for delivering construction services (Kalululanga, 2012). It is important to first empower the contractors with adequate knowledge of the practices and the guiding principles of managing stakeholder relations. This can be done through training and workshops. It is also paramount to have continuous learning or continuous development programmes to keep up to date with current changes in the CI. Capacity building needs to be done before the application of this framework.

The fundamental supposition of this research is that stakeholder relationship management is difficult. The CCO must identify, engage, sustain and manage relationships with various groups and individuals (including amongst the stakeholders themselves) who influence the project in numerous ways.

7.4.4.1 CSRMF's utility in carrying out the expected task.

The following summary of four steps in layer 1 shows the steps of procedures that the CCO may follow to manage relationships with stakeholders. The following section supports the context of the framework and its feasibility in the construction industry of Botswana.

Step 1: Identify and create stakeholder database

Regarding the identification of stakeholders and their different interests, project managers must consider stakeholders' needs and requirements to ensure project success (Aaltonen, 2008). These stakeholders can be prioritized and engaged in order to form relations with them. The dynamism of stakeholders arranges the different stakeholders at any stage during the project as they will be diverse from the pre-construction stage. Additionally, Bourne and Walker (2005) assert that there is a need to identify project stakeholders and to understand their power and influence in order to better manage their potential impact on the project.

It is important that stakeholders are identified at the beginning of the project, no matter how major or minor they are, lest they may delay or introduce other obstacles at some point during the life cycle of the project.

CRM attributes: One of the CRM attributes that could benefit the above shortcomings of the need to identify stakeholders for purposes of managing

stakeholders effectively is the use of a stakeholder map. This is one of the first steps mentioned in Chapter 2, Section 2.2 of the study showing the various options of identifying stakeholders

SRM shortcomings: Absence of a real-time stakeholders' database

The major shortcoming in the management of stakeholder relations in Botswana was the absence of a real-time stakeholder database. Most of the stakeholders identified by the contractors were not exhaustive and there was no database to affirm these for the small contractors. However, the medium-scale and large contractors' databases were not exhaustive of all possible stakeholders.

Poor-stakeholder identification capabilities

The CCO's had poor capabilities of identifying all the stakeholders involved with different tasks throughout the life cycle of the project. The relevant stakeholders involved in the project must be identified and analysed (Karlsen, 2008).

STEP 2: Analyse stakeholder database

Having identified the stakeholders in step one, the next recommended step is to analyse the databases. In Chapter 2 Lim (2008) points out that different stakeholders have different levels and types of investment and interest in construction projects. The various stakeholders can be multiple clients or customers for the project in which they are involved. The database of identified stakeholders in the project being undertaken by the CCO needs to be analysed by the project manager. The stakeholders involved in the project and how they interact with the project and amongst themselves as stakeholders should be clearly articulated.

CRM attributes: Carry out analysis of the different stakeholders on the database

CCOs need to carry out an analysis. Preece (2014) argues that it will be easier for CCOs to recognize the most profitable and potential customers. Moreover, it gives the organisation the opportunity to effectively deal with customer issues and complaints. Also, it may enable the CCO to understand and establish the nature of the relationship they have with the project as well as their expectations during the different phases of project delivery.

Stakeholders and clients vary across the project lifecycle and the different projects the CCO undertakes. It is necessary to understand these relationships and nature them throughout the delivery phases of the project. It is of paramount importance to remember that stakeholders are not static: they come and go during a project lifecycle. Engagement with a specific set of stakeholders may be a key factor and important in one phase of the project but not necessarily important in another phase.

The larger contractors in most cases would have several projects running at the same time. The framework supports the management of stakeholder relationships with several projects running at different times and on different phases.

SRM shortcomings: Poor understanding of the dynamic changes to stakeholder salience in terms of power, legitimacy, and urgency across the project phases

Mitchell et al.'s model (Mitchell et al., 1997) depicted a transition of attributes of power, urgency, and legitimacy among stakeholders during different phases of the construction project. From the CCO's perspective, the financiers/clients or customers have power as they provide the finance for the project during the preconstruction stages of the project. The government has the legitimacy of the project at this stage. Urgency can involve stakeholders such as utilities and environmental assessors for the project to begin on site during the construction stage. This and other attributes need to be considered by the contractor.

STEP 3: Develop relationship platforms for stakeholder groups

For purposes of effective engagement with the stakeholders, the relationship attributes are important for the preparation of a communication plan and communication matrix to manage both the stakeholders' engagement and expectations (Rajhans, 2018). Bourne (2016) further states that the identification of valid and legitimate stakeholders comes first. Subsequently their power and interest with regard to the needs of the project need to be understood to enable contractors to manage their potential impact, both negative and positive, on the project work. Relationship platforms can be developed for the different stakeholder groups.

CRM attributes: Develop trust among stakeholders and between contractor and stakeholders

When there is an improvement in the relationship between the CCO and stakeholders, the first category to consider would be trust or positive relationships and lastly, a clear contract. The contract strategies are to be carried out with trust and all involved parties should have a good relationship from the beginning of the project till the end.

Establish distinct communication modes for different stakeholder groups

With adequate knowledge and guidance on how to manage stakeholder relationships, the CCO is now able to come up with a communication plan and modes for the different stakeholder groups. Identification of the relevant stakeholder for the different phases will enhance communication techniques and style. Rajhans (2018) states that effective communication is a good tool that can systematically manage the relations of stakeholders at multiple levels. Stakeholder practices, engagement processes, and communication are described as 'soft skills'.

SRM shortcomings: Reliance on rigid contracts for SRM

Elbeltagi (nd) defines contract strategy as an approach to take when deciding on the contractual and organisational policies that are needed for the delivery of a project. A proper contract strategy needs to be supported by setting project constraints and objectives, selecting an appropriate delivery method, choosing the contact form and lastly, carrying out contract administration practices (Elbeltagi, nd). This will support the managing of relations with stakeholders by contractors as they will be able to align the delivery of the project with the espoused contract strategies.

The contracting or procurement strategy needs to be supported by setting objectives and project constraints. The majority of projects in Botswana use the traditional approach.

Lack of appropriate relationship platforms for distinct stakeholder categories

The distinct categories for the stakeholders lack an appropriate relationship platform. Appropriate platforms will enhance the relationship with the stakeholders. Some stakeholders portend good for the organisation and yet others may mean trouble for the firm. The organisation must be aware of these stakeholders and what

they stand for and formulate strategies for dealing with each of these (Chinyio and Olomolaiye, 2010).

STEP 4: Assess status of relationship using CRM critical success factors

Assessing the status of the relationship is paramount for SRM as this avails the opportunity for the CCO to make amendment, adjustments, and future improvements on any identified shortcomings. Meeting the needs of the customer is deemed to be a key factor in this study. The project exists owing to the customers' need for it. Therefore, the involvement of the customer should be from initiation until the closure of the project. Delivery of the project must be aligned to the specific needs of the customer and also with those of other customers who are defined as stakeholders.

CRM attributes: Measure the degree of SRM using process-based CSFs

Öztaysi et al. (2011) presented a measurement tool which is process based and that focuses on CSF within customer relationship management components, thereby addressing a number of industries in the study. Also, Precce (2014) identified CSFs which include commitment by senior management and the communication of CRM strategy, among others. It is paramount that the degree of SRM in the CCO can be measured or assessed and improved if there is a need.

SRM shortcomings: Lack of suitable tools and indicators for measuring successful SRM by contractors on construction projects

It was noted that there was a lack of suitable tools and indicators for measuring successful SRM by contractors on construction projects in Botswana. These could be frameworks, tools, or other structured methodologies.

Critical success factors for indicating successful SRM for CCO's in Botswana

Communication plan

Dealing with stakeholders and developing appropriate means of communication are difficult as people's behaviour is unpredictable. It is also difficult to develop a tangible means to measure success or progress in engaging with stakeholders effectively (Bourne, 2016). There is a need for a proper flow of information in order to manage stakeholders' expectations; lack of proper flow of information causes misunderstandings that can affect the management of relations, leading to possible

poor project delivery. Some of the factors that can influence the effectiveness of communication include the relationship between the sender and the receiver, personal preferences, and cultural differences.

When it comes to communication, the contractor uses various means of communicating and engaging with the stakeholders. Communication activities that can be used by contractors include a briefing about the project and progress update meetings at the different stages of the project as they currently do in Botswana. They also have face-to-face meetings on site or at the office. Further communication channels are the telephone or cellphone, consultation proceedings, workshops to lobby participation and involvement, Government Gazette issuance of notices for environmental impact assessments and to seek permission from the community, construction bulletins, emails, contractor and other relevant websites, awareness sessions, networking with other contractors and stakeholders within the industry, and documentation used within the project. The communication plan should be available before the commencement of the project and the stakeholders' interests and needs should be identified as well as the person responsible for delivering those interests and needs to ensure effective communication.

Commitment to the plan and delivery of projects

Commitment to the adopted communication plans and stakeholder relationship management throughout the project phases are key factors for successful delivery of projects. Without the commitment to the plans and following through, relationships may be compromised. Becker (1960) defines commitment as coming into being when a person, by making a side bet, relates peripheral interests with a consistent line of activity. Commitment is viewed as a tendency to "engage inconsistent lines of activity" (Becker, 1960, p. 33) based on the individual's recognition of the "costs" (or lost side-bets) associated with discontinuing the activity (Becker, 1960; Farrell and Rusbult, 1981; Rusbult and Farrell, 1983; Kanter, 1968). Commitment is required from the contractor as well as the stakeholders in order to achieve project success. Whilst there may be changes as the project commences, it is important to update the affected and relevant parties in due course in order to manage relationships. Commitment to the project is also required throughout the different phases of the project.

Collaboration with stakeholders

Karlsen (2008) asserts that collaboration is the best alternative for the stakeholders who have a high potential to affect the project. It is necessary to work closely with these stakeholders and always keep them satisfied. Working together in the industry and collaborate with all stakeholders with a common goal of progression may lead to success in the construction industry. A collaborative approach when dealing with stakeholders is supported by Wicks et al. (1994). In addition, Jones (1995) also advocates mutual trust and collaboration when concluding contracts with stakeholders. Moving from classical and traditional contracting approaches is essential and this can be achieved by the adoption and improvements in stakeholder management and collaborative and relational contracting methods (Kumaraswamy, 2006; Ugwu et al., 2003a; Rahman and Kumaraswamy, 2002). Partnering and collaborating with the relevant stakeholders is important as this enhances relationships with stakeholders. Mutual trust is imperative as such contractors should work closely with stakeholders and keep them satisfied.

Cooperation with stakeholder and the Industry players

Bucholzt and Carrol (2008) contend that for benefit to be maximized and risks reduced there is a need for mutual cooperation between the CCO and the stakeholders. Cooperation is important for project success. The construction industry has many players and high foreign involvement in terms of supplies and works (Michna, 2018). Ncwadi (2005) maintains that a lack of cooperation, especially with suppliers, can delay the supplying of materials; thereby having a negative effect on relations with the stakeholders involved.

7.5 Chapter summary

This chapter presented the findings from the two focus group's engagement in the study. The project managers, professionals, and academics provided a deeper perspective from the interviews conducted with the second phase contractors. In addition, it some learning that emerged from the contractors. Furthermore, the chapter presented the evaluation of the validity of the proposed CSRMF. Conclusions were drawn from the findings and the proposed CSRMF was revised in cognizance of the changes highlighted. The changes were minimal owing to the exploratory nature of the study. Another reason could be the consideration that the

SRM was contractor driven. In addition, this was the first study of this nature in Botswana.

CHAPTER 8 SUMMARY, CONCLUSION AND RECOMMENDATIONS

8.1 INTRODUCTION

The chapter consolidates the main aim of the study as well as the objectives. Furthermore, the emerging findings are presented and concluded with the aim of satisfying the research objectives. The main aim of the study was ***to develop and validate a contractor-driven stakeholder relationship management framework (CSRMF) for the Botswana construction industry.*** To do so, an introspection of the current practices was done in order to highlight shortcomings in the current practices. Furthermore, bottlenecks were identified with the aim of investigating better approaches to managing stakeholder relationships from the contractors' point of view. The stakeholders also provided their views regarding the issue of stakeholder relationship management.

The study evolved from an intra-case study perspective and progressed to a cross-case analysis which yielded analytical generalizations. Data emanating from the face-to-face in-depth interviews with the contractors were obtained from the deployment of data collection tools in the initial phase, namely interviews and documents. Additionally, the data from the focus groups were intended for the validation of the framework in the later parts of the study.

This chapter shall be structured as below:

- Conclusions
- Recommendations
- Study implications
- Chapter summary

8.2 CONCLUSIONS

In furtherance of the development of a contractor-driven stakeholder relationship management framework, the following analytical generalizations can be advanced:

- **Lack of SRM framework which places responsibility on CCO to manage relationships:** Contractors have methods of engaging with stakeholders in their various projects. There is haphazard engagement with stakeholders and an almost non-existent cultivation of stakeholder relationships. Furthermore, issues are resolved as they arise. The medium and large-scale

categories paint a different picture where concerted efforts are made towards managing the relationships with the stakeholders.

- **Recognition by the contractors that there is a need to do more to better manage stakeholder relationships:** The contractors are to a greater extent of the view that their current practices were not effective; there was cognizance of the need to do more in managing stakeholder relationships. They were in accord that the management of relations with stakeholders will effectively lead to project success.
- **Growing concern and endeavour to meet clients’ needs:** The contractors alluded to their desire to meet clients’ needs and retain them. Meeting clientele needs will increase demand for their products and services, thus meeting organisational objectives, leading to economic development in a nation.
- **Apparent gap in technical skills and limited ability to manage relationships with customers:** The apparent gap in technical skills and the limited ability in relating to different stakeholders were mostly experienced by the numerous small-scale contractors in the market. In cognizance of the growing construction industry, it is critical for the small-scale contractors to be provided with guidance as they have the potential to grow into medium-scale contractors.

8.3 OVERVIEW OF THE RESEARCH OBJECTIVES

Table 8.1 : Relationship between research questions and aim/objectives

Research Question/Research sub-Questions	Research Aim/Research Objectives
<i>How can the contractors in the Botswana construction industry effectively manage the relationships with stakeholders during the delivery of construction projects for successful project delivery?</i>	To develop and validate a contractor-driven stakeholder relationship management model (CSRMF) for the Botswana construction industry

Research Question/Research sub-Questions	Research Aim/Research Objectives
<i>What is the status of the existing project stakeholder relationship management frameworks, models or methodologies in the Botswana construction industry?</i>	To develop an understanding of the application of existing stakeholder management and stakeholder relationship management models/methodologies in the Botswana construction industry
<i>How are contractors currently engaging with these models in the management of stakeholder relationships in project delivery environments in Botswana?</i>	To establish the manner through which contractors engage with existing stakeholder relationship models/methodologies during project delivery processes within the Botswana construction industry
<i>How effective are the current stakeholder relationship management practices and strategies being used by contractors in the construction industry?</i> <i>What are the success and failure factors influencing the current SRM frameworks or models from a contractor's perspective?</i>	To determine the efficacy or otherwise of these stakeholder management and stakeholder relationship management models/methodologies from a contractor's perspective
<i>How can the current identified shortcomings in the management of stakeholder relationships by contractors be overcome?</i>	<p>To assess the utility of the customer relationship model/methodology as applied in other economic sectors in contributing towards the amelioration of any shortcomings recorded in (3), if any</p> <p>To develop and validate a model for the effective management of stakeholder relationships by contractors during project delivery within the construction industry in Botswana</p>

Source: Researcher's Construct (2020)

8.3.1 To develop an understanding of the application of existing stakeholder management and stakeholder relationship management frameworks, models or methodologies in the Botswana construction industry

The study sought to gain an understanding of the application of existing stakeholder relationship management models in the industry. Generally, all categories affirmed that the industry was growing, although there were challenges in penetrating the industry. Regarding the existing stakeholder relationship management practices, the findings were indicative of the non-existence of a standardised stakeholder relationship management framework. Nonetheless, the small, medium and large contractors had ways of managing stakeholder relationships and resolving conflicts. For instance, small-scale contractors had standard-compliant structures in place and made use of emails for communication. In this category, stakeholder engagement was rather ad hoc as opposed to being proactive. Engagement usually took place when there were conflicts to resolve. However, the medium- to large-scale contractors elucidated how they seek to understand stakeholder needs and requirements upon the inception of the project. Whereas the small-scale contractors' stakeholder engagement was ad hoc, the medium- to large-scale categories put the FIDIC contract into effect. This stipulates guidelines for the contractor on how to deal with the clients, how to deal with employees as well as what the course for action should be in the likely event of conflicts, misunderstandings, changes or uncertainty. In addition to the FIDIC contract, the bill of quantities (BOQ) was also employed to determine what is required, who the nominated suppliers are and what the material specifications are.

8.3.2 To establish the manner through which contractors engage with existing stakeholder relationship models/methodologies during project delivery processes within the Botswana construction industry

The absence of a stakeholder relationship management model in the construction industry was quite apparent as this was confirmed by all categories. Furthermore, the medium- and large-scale contractors were receptive to the idea of the emergence of one. It is worth mentioning, however, that to a lesser extent the power factor was considered by the large contractors who made efforts to understand the type of stakeholder being dealt with. Nonetheless, it was noted though that on the most part, the stakeholders affirmed that they related to one another cordially and professionally. While there were conflicts at times, it was unanimously agreed that the cognizance of working towards a common goal drove them to find solutions and

ways of navigating the different situations to achieve progress and completion of the project.

8.3.3 To determine the efficacy or otherwise of these stakeholder management and stakeholder relationship management models/methodologies from a contractor's perspective

The efficiency of the current practices was reported to be able to solve some conflicts and achieve some level of efficiency, especially in the medium to large category. Similarly, contractors in the small category confirmed that although there were no set standards or procedures, they “had their ways of doing things.” This shows a lack of a structured methodology of doing things

Perceptually, the contractors confirmed the effectiveness of their practices in managing stakeholder relationships although they do not lead to project success or sustainability. Furthermore, all categories described their relationships with the various stakeholders in different ways: the small contractor had a more relaxed approach as compared to the medium and large contractors who had solid practices and strategies of managing relationships with stakeholders. The assertions made by the contractors of effective stakeholder relationships and regular engagement partially satisfy Bourne and Walker's (2005b) prerequisites for project success. Extant literature from Botswana's perspective documents delays, faults, cost overruns, and time overruns as well as the questionable quality of the final product. This presents a mismatch in the perceptions of the contractors and the actual outcome of the projects on the ground. This finding is consistent across all three categories.

8.3.4 To assess the utility of the customer relationship model/methodology as applied in other economic sectors in contributing towards the amelioration of any shortcomings recorded in (3), if any

The CRM has proved to be successful in other industries such as the banking industry. Applying concepts of these methodologies would contribute to the amelioration of shortcomings identified in the construction industry in Botswana. Similarities were drawn from the contractors of all categories as they clearly understood the client-centricity of the CRM. This perception was confirmed by the medium- and large-scale contractors who had a good indication of the principles of

CRM and how they can be applied to the construction industry. All contractors recognized the customer focus in the concept of CRM and further confirmed that the concept could well be applied to the construction industry. The establishment of relationships with customers could be applied to stakeholder relationship management in the construction industry. Additionally, its success depends on the appropriateness of the company's strategy. This therefore implies that while CRM can be a powerful strategy, there is a need for clear alignment with the company's strategy. It can be concluded that all categories affirmed the relevance of CRM due to customer importance in the value chain. In the medium-scale category, the utility of CRM in the construction industry was affirmed and further linked to customer retention. In the large-scale category, the utility of CRM was confirmed in cognizance of the risk of losing dissatisfied customers.

8.3.5 To develop and validate a FRAMEWORK for the effective management of stakeholder relationships by contractors during project delivery within the construction industry in Botswana

Participants had a positive outlook and response to the framework. Much time was spent discussing the contents of the framework and its applicability in the Botswana context. Participants agreed that this framework is crucial for Botswana's construction industry. The exploratory nature of the study discouraged major changes on the framework as a study on a contractor-driven stakeholder relationship management framework had not been done/carried out? before in Botswana.

Several factors were noted as being essential for stakeholder relationship management. These were communication, collaboration, cooperation, and commitment. Capacity building was additionally incorporated as a key success factor following its relevance being noted by the contractors and corroborated by the professionals and academics. As regards the inclusion of the shortcomings of SRM by the contractors and CRM strategies adopted from other economies sectors, these were confirmed to be in order; thus no changes were suggested in this regard.

In cognizance of the steps included in the framework, it was apparent that the project managers needed training as the first step of identifying stakeholders was a challenge. The initial framework from literature was general and did not accommodate Botswana's perspective. Therefore, additional suggestions such as

the framework were proposed for inclusion in the revised framework, namely the inclusion of capacity building in the four Cs of critical success factors to make five Cs.

8.4 ADDRESSING THE RESEARCH QUESTIONS

Research Questions

- a) What is the status of the existing project stakeholder relationship management frameworks in the Botswana construction industry?

Finding: There is an absence of an existing structured methodology for stakeholder relationship management in the construction industry of Botswana.

- b) How are contractors currently engaging with these frameworks in the management of stakeholder relationships in project delivery environments in Botswana?

Finding: Contractors in Botswana are currently not engaged in any frameworks for managing stakeholder relations when delivering projects. However, they have adopted strategies and practices such as meetings, contracts and other formal and informal ways of engaging with their stakeholders.

- c) How effective are the current stakeholder relationship management practices and strategies being used by contractors in the construction industry?

Finding: The current SRM practices and strategies being used by contractors in Botswana are not effective as project failures are still rampant as well as complaints and dissatisfaction by various stakeholders.

- d) What are the success and failure factors influencing the current SRM frameworks from a contractor's perspective?

Finding: There is an absence of SRM frameworks in the construction industry of Botswana. The success factors are limited as there is a lack of a structured methodology; the CCOs have different ways of managing the relations. The failure factors influencing the current unstructured methodologies of SRM are the shortcomings are presented in the framework.

- e) How can the currently identified shortcomings in the management of stakeholder relationships by contractors be overcome?

Finding: The nexus and application of SRM with CRM frameworks as CRM have proved to be successful in various other industries. This is supported by the view that the shortcomings are articulated in the framework. In addition, there are guiding steps that the project manager in the CCO can follow in the framework.

8.5 RECOMMENDATIONS

The study considers the following recommendations necessary for the CCO and stakeholders for them to achieve progressive relationships that lead to project success. The following recommendations are made from the findings of the study:

8.5.1 There is a need for a structured methodology to manage relationships between the CCOs and the contractors in the construction industry of Botswana.

The study proved the absence of a structured methodology for managing stakeholder relationships in the construction industry of Botswana. This was across all grades – small, medium and large. In Chapter 2.18 one of the critical success factors for effective stakeholder management is the requirement of an effective framework to identify, clarify, manage, accommodate and represent the contending needs of the stakeholder in order to meet project objectives (Cleland, 1999).

8.5.2 There is a need for a more flexible and effective way of analysing stakeholder interest and influence.

Successful completion of construction projects is dependent on identifying and meeting the expectations of stakeholders (Lim, 2008). The study showed that though the contractors in Botswana had ways of identifying their stakeholders, these ways were not effective. This made it more difficult to analyse the stakeholder interests and influence. Managers of firms should be able to assess situations and determine action priorities. In this context, stakeholders need to be treated differently according to their needs and whether they offer either potential or threat to the firm or project (Bucholtz and Carroll, 2008). An appreciation of the diversity of stakeholders the organisation is dealing with is vital for the success of the projects.

8.5.3 There is a need to increase the knowledge of managing stakeholder relations by the project managers in the CCO. The project manager has a significant role in managing stakeholder relationships

In section 2.13 this conclusion is supported by the mention of successful project managers making a strong effort to build relationships with key stakeholders. Some of the aspects that constitute successful stakeholder relationship management include the development of stakeholder relationship plans with relationship matrices and communication charts (Manowong and Ogunlana, 2010). According to the analysis of the study, the project managers in CCO in Botswana have a significant role in managing stakeholder relationships. Frameworks such as the Stoney and Winstanley framework can be used to increase knowledge as this tool assists managers to develop mechanisms for defining and assessing risks (posed by uncooperative stakeholders) and opportunities in projects (availed by cooperative stakeholders). This tool helps managers to visualize the risks or opportunities more clearly by defining who the stakeholders are and what they mean for the project.

8.5.4 There is a need for understanding that the dynamic nature of the stakeholder influence and interests across the various stages of the construction project life cycle is important for the effective management of stakeholders

Bourne (2009) in Chapter 2 section 22 placed emphasis on planning and implementing communication plans that focus on the individuals or groups of people who are important at each project phase in the project lifecycle being paramount for effective SRM. Therefore, there is an emphasis on understanding the stakeholders' requirements and keeping them engaged through undertaking all necessary processes and procedures for the effective management of stakeholder relationships. The dynamic nature of the stakeholder influence and interests at the various stages of the construction project life cycle are not catered for in the current practices and strategies for managing SRM in the Botswana construction industry.

8.6 IMPLICATIONS OF THE STUDY

The implications of the study are presented in a three-pronged dimension where the implications for research are firstly advanced. Implications for practice and policy are further presented.

8.6.1 Implications for research

While the findings of the study were indicative of the validity and usability of the CSRMF as confirmed by the stakeholders, there is a need for more in-depth studies that will further validate the model and further determine its applicability to the current setting of the construction industry. There is a need to undertake such a study from a quantitative perspective to allow the inclusion of more project managers' perspectives of stakeholder relationship management.

8.6.2 Implications for practice

There is a need to adopt better practices with regard to the management of stakeholders, especially on the part of the small contractors. The study findings revealed the limited structure that exists in the small-scale category of contractors while the medium- to larger-scale categories were much more cognizant of the importance of quality management programmes. They are further aware of the importance of collaborative efforts in the projects whether or not conflicts exist. The small contractors can draw some lessons from these practices followed by the medium- to large-scale category. This advancement is substantiated by the fact that as the small contractors remain operational, they will gain more experience and grow. With this in mind, the rectification of their malpractices will be pivotal in achieving project success as they grow. Nevertheless, it is resoundingly apparent that there is an enormous gap in knowledge on a technical level and stakeholder management level. This necessitates the need for **training and workshops** as confirmed by the project managers, professionals, and academics alike.

Capacity building: There is a need to build capacity for the fulfilment of the study to manage not only stakeholder relationship management but also, in terms of skilled supervision and evaluations, skilled labour and skilled management given the inadequacy of these skills in the industry. Lack of knowledge of the people working in the industry prevails; thus there is a need to build capacity in this regard. There is also a need for balancing the business and technical aspects of construction.

Training and development: The necessity of investing in developing the contractors' understanding of stakeholder relationship management was highlighted as this was understood in theory yet not translated into practice. There

is a need to reconcile the theory and practice. Most participants (the project managers, professionals, and academics alike) indicated that the framework should be used for training to enhance the stakeholder relationship management practices of contractors.

Effective communication

There is a need to communicate effectively with stakeholders during pre-construction, construction and after construction. Identifying the stakeholders and mapping them are paramount for effective communication. Power, interest, legitimacy and urgency, using the salience model, should be taken into consideration as this allows for communication strategies relevant to the stakeholders' position in the Mendelow matrix.

CSRMF application: Use of a consistent framework such as CSRMF throughout is recommended so that there is an effective and consistent manner of managing stakeholders by the contractors in Botswana. However, it may be noted that, owing to limited resources, the small contractors may find the framework more involved and complex.

8.6.3 Implications for policy

The implications for the Botswana policy are summed up below:

A review of policy is necessary to facilitate capacity building as mandatory for the contractors in order to encourage good stakeholder relationship management practices as well as on-the-job training and skills upgrades.

There is a need for the government to regulate the industry. For this to be effective, the government itself, in conjunction with all industry stakeholders, needs to conclude the establishment of a Construction Industry Authority and Contractor Registration Board that will steer the interests and regulation of the industry. This initiative will be responsible for industry regulations, conformity to set standards, quality assurance protocols and their enforcement which is lacking dismally in the current setting. This initiative would be highly useful in weeding out suspicions of irregularity in the industry, corruption, unfair treatment, and favouritism as the body will consist of multiple stakeholders representing the interests of the various stakeholders and practitioners.

Development of a regulatory and oversight body in the construction industry:

The government of Botswana needs to develop a council that can develop the contractors, albeit on a small scale or larger scale. This body can also deal with the weak internal capacity of the government as well as weak project procurement management and inadequate stakeholder relationship management.

Rigorous skills verification is required to eliminate unskilled labour or alternatively to upskill the existing labourers to avoid job losses. Growth in the construction industry leads to superior infrastructure and ultimately a positive contribution to national development.

8.7 CHAPTER SUMMARY

This chapter provides the conclusion of the study. The study seeks to contribute by providing a contractor-driven stakeholder relationship management framework. Contractors in Botswana seem to be singled out when it comes to blaming for the problems faced in the industry. The framework presents an exciting possibility of a structured methodology to address the shortcomings faced by contractors in Botswana. In addition, it offers a remedy through the steps the contractor construction organisation can take to effectively manage relationships with their stakeholders. The critical success factors for the management of relationships include capacity building, hopefully followed up by training in the industry. In this way the eradication of some of the woes in the industry will be feasible. The chapter also provided answers to the research questions and addressed the objectives of the study. Recommendations and implications were clearly stated. At the beginning of chapter two Bourne points out that there is a paucity of literature in building and maintaining relationships in the business world “...*but much less has been written about building and maintaining a relationship in the business world.*” (Bourne, 2008 p. xv). A Contractor-Driven Stakeholder Relationship Management Framework for Botswana’s construction industry aims to contribute to the resolution of this conundrum.

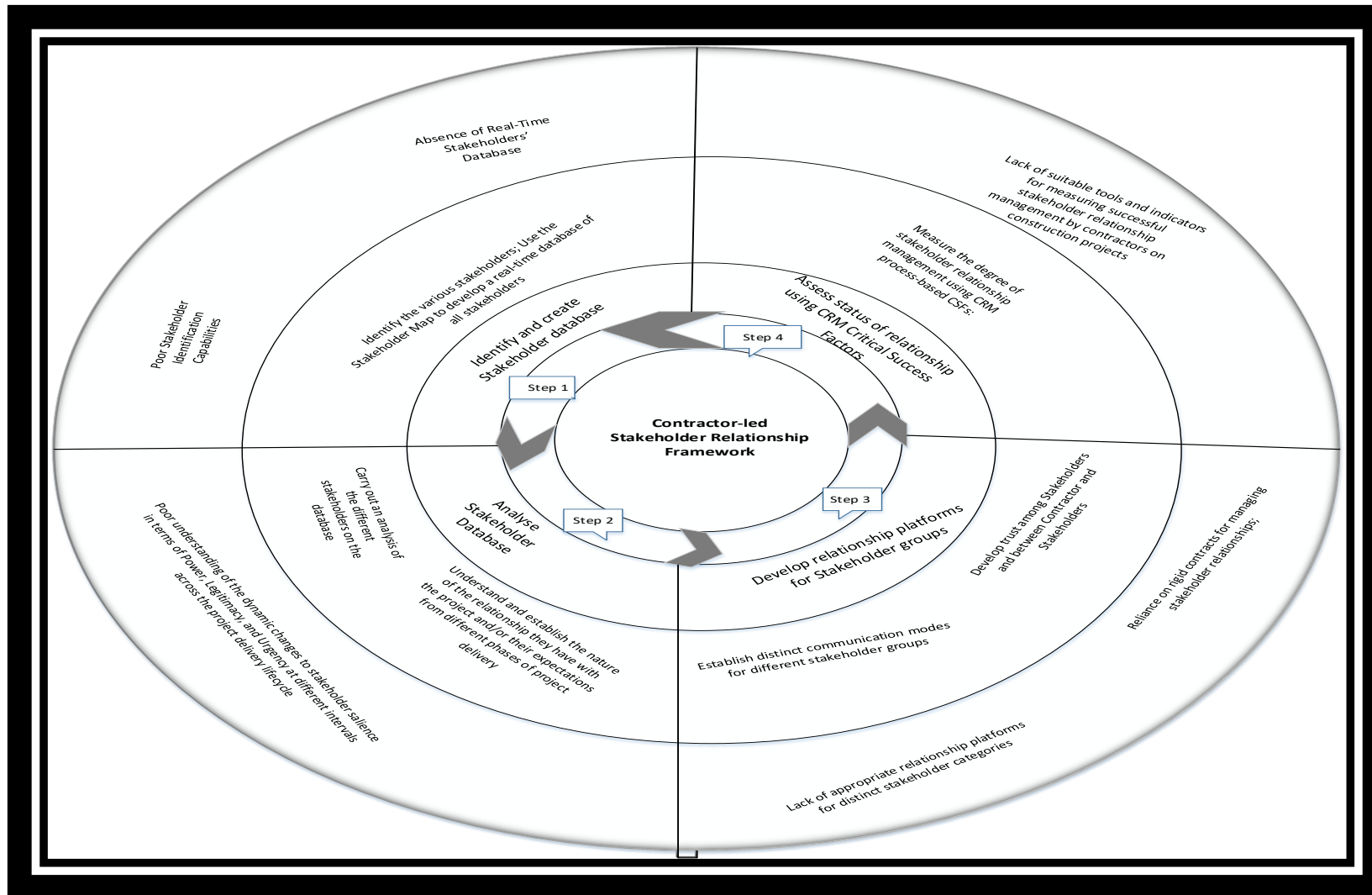


Figure 8.1: Final contractor-led stakeholder relationship management framework Source: Researcher's Construct (2020)

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APPENDIX 1: PUBLISHED RESEARCH CONFERENCE PAPERS

1. Taimu, M., Ngowi, A. and Awuzie, B., 2018 Towards a Stakeholder Relationship Management Model for Construction SMEs in Botswana: An Exploratory study. IRC Conference Proceedings 11-12 September 2017 University of Salford UK.
2. Taimu, M., Awuzie, B. and Ngowi, A., 2020. Success Factors for Effective Contractor-led Stakeholder Relationship Management: Perspectives from the Botswana Construction Industry. In *MATEC Web of Conferences* (Vol. 312, p. 02014). EDP Sciences.

APPENDIX 2: PERMISSION LETTER

Telephone : 3655400 / 3655483
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Block 6, Government Enclave, Headquarters
Private Bag 00517 Gaborone

MINISTRY OF TERTIARY EDUCATION, RESEARCH, SCIENCE AND TECHNOLOGY

REF: MOTE 1/18/6 V (99)

1st March 2018

Mrs Marian Taimu
P/Bag AE 186 AEH
Molapo Crossing,
Gaborone

Dear Madam

**RE: A Contractor – Driven Stakeholder Relationship Management
Model for Projects in Botswana’s Construction Industry**

Reference is made to your application on the above captioned matter.

Your application for Research Permit for the proposed research titled ‘A Contractor – driven Stakeholder Relationship Management Model for Projects in Botswana’s Construction Industry has been granted. The permit is valid for two (2) years. You are kindly advised to peruse section 4.4 to 5.0 of the ‘Guidelines for Application for Research Permit’ in Botswana.

Any changes in the proposed research should be communicated, without fail, to the Permanent Secretary, Ministry of Tertiary Education Research Science and Technology citing above reference.

By copy of this letter, the Director of Research Science and Technology is advised to take note of this development and ensure that deliverables to government are timely met.

Yours faithfully


Dr. Kekgofe Baipoledi
For/Permanent Secretary

cc: **Director of Research Science and Technology**



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APPENDIX 3 RESEARCH PERMIT

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BOTSWANA

MINISTRY OF INFRASTRUCTURE AND HOUSING DEVELOPMENT

MIH 8/6/1 II (29)

18 July 2018

Marian Taimu
P/Bag AE 186 AEH
Molapo Crossing
Gaborone

Dear Madam

RESEARCH PERMIT FOR DOCTORATE RESEARCH PROJECT

Reference is made to your letter dated 21 June 2018 on the above subject matter. The letter supersedes REF MIST 8/6/1 II (28).

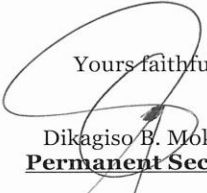
Your application for Research permit for the proposed topic: ***A Contractor Driven Stakeholder Relationship Model for Projects in Botswana's Construction Industry*** has been granted. The permit is valid for two (2) years. You are kindly advised to peruse clause 4.4 to 5.0 on the Guidelines for Research Permit in Botswana.

Any changes in the proposed research should be communicated without fail to the Permanent Secretary, Ministry of Infrastructure and Housing Development citing the above reference. Additionally, the Ministry does not provide any financial assistance for research carried out in the Ministry.

By copy of this letter, the Director of Department of Building and Engineering Services is advised to take note of this development.

Thank you

Yours faithfully


Dikagiso B. Mokotedi
Permanent Secretary

cc. The Director, Department of Building and Engineering Services

Vision: Sustainable infrastructure for dignified lives



APPENDIX 4 ETHICAL CLEARANCE

Cnr Janadei and Alexandra Avenues

17-AVIII • bit@unisa.ac.za VWeb3te:

SCHOOL OF BUSINESS LEADERSHIP RESEARCH ETHICS REVIEW COMMITTEE (GSBL CRERC)

05 March 2019

Ref 2018 SBL DBL 011 FA
Name of applicant: Mrs M Taimu
Student 70994455

Dear Mrs Taimu

Decision: Ethics Approval

Student: Mrs M Taimu, mataimu@gmail.com, 0026772752962

Supervisor: Dr BO Awuzie, bawuzie@cut.ac.za, 051 507 3911

Project Title: A contractor-driven stakeholder relationship management model for projects in Botswana's construction industry.

Qualification: Doctor of Business Leadership (DBL)

Expiry Date: December 2023

Thank you for applying for research ethics clearance, SBL Research Ethics Review Committee reviewed your application in compliance with the Unisa Policy on Research Ethics.

Outcome of the SBL Research Committee:

Approval is granted for the duration of the Project

The application was reviewed in compliance with the Unisa Policy on Research Ethics by the SBL Research Ethics Review Committee on the 27/03/2019.

The proposed research may now commence with the proviso that:

- 1) The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
- 2) Any adverse circumstance arising in the undertaking of the research project that relevant to the ethicality of the study, as well as changes in the methodology, should



be communicated in writing to the SBL Research Ethics Review Committee.

- 3) An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.
- 4) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.

Kind regards,



prof

Prof. R. Ramphal

Chairperson: SBL Research Ethics Committee
011 - 652 0363 or ramohrr@unisa.ac.za



Prof. RT Mpofo
Executive Dean

Executive Dean (Acting): Graduate School of Business
Leadership

011- 652 0256/mpofurt@unisa.ac.za



APPENDIX 5 PARTICIPATION INFORMATION SHEET

A CONTRACTOR-DRIVEN STAKEHOLDER RELATIONSHIP MANAGEMENT FRAMEWORK FOR BOTSWANA'S CONSTRUCTION INDUSTRY

Dear Prospective Participant

Doctor of Business Leadership

My name is Marian Taimu and I am doing a doctorate research with Associate Professor Doctor Bankole Awuzie Senior Lecturer and Professor Alfred Ngowi who is currently acting in the position of Vice-Chancellor: Research, Innovation, and Engagement for Central University of Technology and Built Environment Central University of Technology, Free State Bloemfontein Area, South Africa. The degree is offered by the School of Business and Leadership towards a Doctor of Business Leadership at the University of South Africa's School of Business Leadership.

We are inviting you to participate in a study entitled **A CONTRACTOR-DRIVEN STAKEHOLDER RELATIONSHIP MANAGEMENT FRAMEWORK FOR BOTSWANA'S CONSTRUCTION INDUSTRY**.

WHAT IS THE AIM/PURPOSE OF THE STUDY?

The aim of this study is to develop and validate a stakeholder relationship management model for contractors.

I am conducting this research to find out *the critical factors that can be used to develop a model for contractors to effectively manage stakeholder's relationships in the construction industry in Botswana?*

WHY AM I BEING INVITED TO PARTICIPATE?

By virtue of your company being a governing body for contracting company in the construction industry of Botswana, we sampled purposively your company as a participant in this research. We believe that your organization will be able to provide valuable information for this study.

I obtained the participants' contact details from the internet, directory and from organisations in the construction industry of Botswana.

WHAT IS THE NATURE OF MY PARTICIPATION IN THIS STUDY /WHAT DOES THE RESEARCH INVOLVE?

Describe the participant's actual role in the study.

The study involves audio taping in-depth semi-structured interviews and focus groups that will validate the final framework. The sort of questions that will be asked will include the challenges you face in managing relationships with your stakeholders. The expected duration of participation will be 6 months. The first stage will be the interviews with the different project managers or those responsible for projects in your organization. The researcher will use this information to feed the framework drawn from the literature and then come back to the participants to conduct focus groups to validate the framework.

The time allocated to conduct the interviews for about one hour and focus groups may be a maximum 2 hours.

CAN I WITHDRAW FROM THIS STUDY?

Participation is voluntary and that there is no penalty or loss of benefit for non-participation.

Being in this study is voluntary and you are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

The possible benefits for participants and society of this study are that it is expected that the study's findings will contribute to towards the amelioration of this imbroglio by putting forward a model for the attainment of successful stakeholder relationships management by contractors.

This framework may contribute to the reduction in the degree of project failures and abandonment resulting from poor stakeholder relationship management by contractors within the construction domain. Furthermore, it may deepen the relations among industry stakeholders pertaining to the criticality of effective stakeholder relationship management whilst providing the critical success factors for effective stakeholder relationship management by contractors.

WHAT IS THE ANTICIPATED INCONVENIENCE OF TAKING PART IN THIS STUDY?

Participating in the research is not anticipated to cause you any disadvantages or discomfort. The potential physical and/or psychological harm or distress will be the same as any experienced in everyday life.

WILL WHAT I SAY BE KEPT CONFIDENTIAL?

Your name will not be recorded anywhere, and no one will be able to connect you to the answers you give. Your answers will be given a fictitious code number or a pseudonym and you will be referred to in this way in the data, any publications, or other research reporting methods such as conference proceedings.

Your answers may be reviewed by people responsible for making sure that research is done properly, including a transcriber, external coder, and members of the Research Ethics Committee. These individuals will maintain confidentiality by signing a confidentiality agreement. Otherwise, records that identify you will be available only to people working on the study, unless you give permission for other people to see the records.

A report of the study may be submitted for publication in journal articles, conference presentation for example, but individual participants will not be identifiable in such a report. While every effort will be made by the researcher to ensure that you will not be connected to the information that you share during the focus group, I cannot guarantee that other participants in the focus group will treat the information confidentially. I shall, however, encourage all participants to do so. For this reason, I advise you not to disclose personal sensitive information in the focus group.

HOW WILL INFORMATION BE STORED AND ULTIMATELY DESTROYED?

Hard copies of your answers will be stored by the researcher for a period of 5 years in a locked cupboard/filing cabinet at the researchers place of work for future research or academic purposes; electronic information will be stored on a password-protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable. The information will be destroyed after a period of 5 years, all paperwork will be shredded, and electronic work will be overwritten or deleted.

WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?

There will be no payment or reward offered, financial or otherwise.

HAS THE STUDY RECEIVED ETHICAL APPROVAL?

This study has received written approval from the Research Ethics Committee of the College of Economic and Management Sciences, Unisa. A copy of the approval letter can be obtained from the researcher if you so wish.

HOW WILL I BE INFORMED OF THE FINDINGS/RESULTS?

If you would like to be informed of the final research findings, please contact Marian Taimu on 72753962/ 3953062ex 3860 or email address mataimu@gmail.com. The findings are accessible for 3 years.

Should you require any further information or want to contact the researcher about any aspect of this study, please contact Marian Taimu on 72753962/ 3953062ex 3860 or email address mataimu@gmail.com

Should you have concerns about the way in which the research has been conducted, you may contact Doc B Awuzie bawuzie@cut.ac.za or Prof A B Ngowi angowi@cut.ac.za both at **+27 (0)51 507 3911**

Thank you for taking the time to read this information sheet and for participating in this study.

Thank you.

Marian Taimu

APPENDIX 6 INFORMED CONSENT

Informed consent for participation in an academic research project

A CONTRACTOR-DRIVEN STAKEHOLDER RELATIONSHIP MANAGEMENT FRAMEWORK FOR BOTSWANA'S CONSTRUCTION INDUSTRY

Dear Respondent

You are herewith invited to participate in an academic research study conducted by Mrs Marian Taimu, a student in the Doctor of Business Leadership at UNISA's Graduate School of Business Leadership (SBL).

The purpose of the study is to develop and validate a stakeholder relationship management m for contractors.

All your answers will be treated as confidential, and you will not be identified in any of the research reports emanating from this research.

Your participation in this study is very important to us. You may, however, choose not to participate and you may also withdraw from the study at any time without any negative consequences.

Please participate in the interview or focus group and answer the questions in the interview guide attached as completely and honestly as possible. This should not take more than 1 hour for the interview and 2 hours for the focus group of your time.

The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

Please contact my supervisors, Doc Bankole Awuzie bawuzie@cut.ac.za and Prof Alfred Beit Ngowi ngowiab@gmail.com / angowi@cut.ac.za if you have any questions or comments regarding the study. Please sign below to indicate your willingness to participate in the study.

Yours sincerely

Mrs Marian Taimu

I, _____, herewith give my consent to participate in the study. I have read the letter and understand my rights with regard to participating in the research.

Respondent's signature

Date

APPENDIX 7 INTERVIEW GUIDE

A CONTRACTOR-DRIVEN STAKEHOLDER RELATIONSHIP MANAGEMENT FRAMEWORK FOR BOTSWANA'S CONSTRUCTION INDUSTRY

- ✚ Explain purpose of the discussion
- ✚ Duration of discussion – about an hour
- ✚ Audio recording- obtain permission to record
- ✚ No right or wrong answers
- ✚ Assure the participants of confidentiality and freedom to express themselves honestly.

INTRODUCTION

Warm-up/ Ice Breaker

- May you give me a brief description of who you are? Tell us about your daily roles and responsibilities at work?
- Describe to me your typical day at work?
- How would you describe the construction industry in Botswana?
 - What are the drivers of the industry?
 - Is the industry growing/ shrinking? Why do say that? **(PROBE FULLY)**
 - What are some of the challenges that you face as project managers?
- Understanding the Stakeholders in the Construction Industry in Botswana
- What do you understand by the term stakeholders within the context of the construction industry (Build)? **(PROBE FULLY)**
- Who are the stakeholders? How would you classify/ group the stakeholders??
- What criteria do you use to classify the stakeholders? Explain fully?
 - Probe on Power, Legitimacy, urgency and Proximity
 - Who are the most important? Why do you say that?
 - Who are the least important? Why do you say that?
- How do you manage these stakeholders to ensure that all their needs are met? **(PROBE FULLY)**
- What is the nature of relationships between these stakeholders? Are there any relationships at all?

- How do you manage your relationships with stakeholders in your organisation?
(PROBE FULLY)
- Are you aware of any stakeholder relationship management systems (Frameworks/Models)?
 - What are these Frameworks/models? Explain **FULLY**
- What models are you currently using? What techniques or steps do you follow, when managing these stakeholder relationships? **(PROBE FULLY FOR ANY MODELS/ SYSTEMS IN PLACE, explore and discuss FULLY each system mentioned).**
- How effective are your current systems in managing stakeholder relationships?
- Would you say it is important to manage these relationships? Why do you say so??
- What are the challenges faced when managing stakeholder relationships? How do you mitigate these challenges?
- What are the critical success factors to consider when managing stakeholder relationships in order to have project success?
-

INTRODUCE THE CONCEPT OF CRM TO TEST ITS APPLICABILITY TO CONSTRUCTION INDUSTRY

Customer relationship management has successfully been used in several fields to manage customers with the aim of achieving customer satisfaction 'CRM is an integrated approach to identifying, acquiring and retaining customers. By enabling organizations to manage and coordinate customer interactions across multiple channels, departments, lines of business and geographies, CRM helps organizations maximize the value of every customer interaction and drive superior corporate performance.'

- What do you think about this concept of CRM??
- To what extent do you think this concept can be applied to the construction industry to increase efficiency of stakeholder relationship management?
 - Probe for:
 - Its applicability to the construction industry??
 - How so??
- What are the strengths of this concept??

- How do you think these strengths/ positives can be applied to bring about greater stakeholder satisfaction?
- What are the weaknesses of the concept? How can these shortcomings be mitigated?

Procurement

- What procurement methods do you use?
- How do they affect relations in your project?

Communication

- How do you communicate with the stakeholders? What are the channels of communication you use? Why do you use these challenges?
- How effective are these channels of communication in ensuring the smooth management of stakeholder relationships?
- What are the shortfalls in managing relationships with stakeholders??

Wrap up

- Are there any issues you would like to raise regarding the management of stakeholder relationships in Botswana?
- What suggestions would you make in order to increase the efficiency of managing stakeholder relationship in order to have project success?

Thank and close discussion

APPENDIX 8 DISCUSSION GUIDE FOCUS GROUPS

A CONTRACTOR-DRIVEN STAKEHOLDER RELATIONSHIP MANAGEMENT MODEL FOR BOTSWANA'S CONSTRUCTION INDUSTRY

- ✚ Explain purpose of the discussion
- ✚ Duration of discussion – up to two hours
- ✚ Cell phones off
- ✚ Audio recording- speak one at a time, all to contribute, obtain permission to record/video tape and inform on any observers
- ✚ No right or wrong answers
- ✚ Respect for personal opinions
- ✚ Assure the participants of confidentiality and freedom to express themselves honestly.

INTRODUCTION

Warm-up/ Ice Breaker

- May you give me a brief description of who you are?
- How would you describe the construction industry in Botswana?
 - What are some of the challenges that you face as with the contractors from a stakeholder's perspective?
 - Understanding the Stakeholders in the Construction Industry in Botswana
- What do you understand by the term stakeholders within the context of the construction industry (Build)? **(PROBE FULLY)**
- What are the shortfalls in managing relationships with stakeholders?

Framework Testing

Present to them the proposed stakeholder relationship framework and discuss its applicability to the Botswana Industry?

Allow the participants to make changes and suggestions and to justify the suggestions and changes.

PRINTED COPIES OF THE FRAMEWORK IS GIVEN TO ALL PARTICIPANTS

General Information and validity of the CSRMF

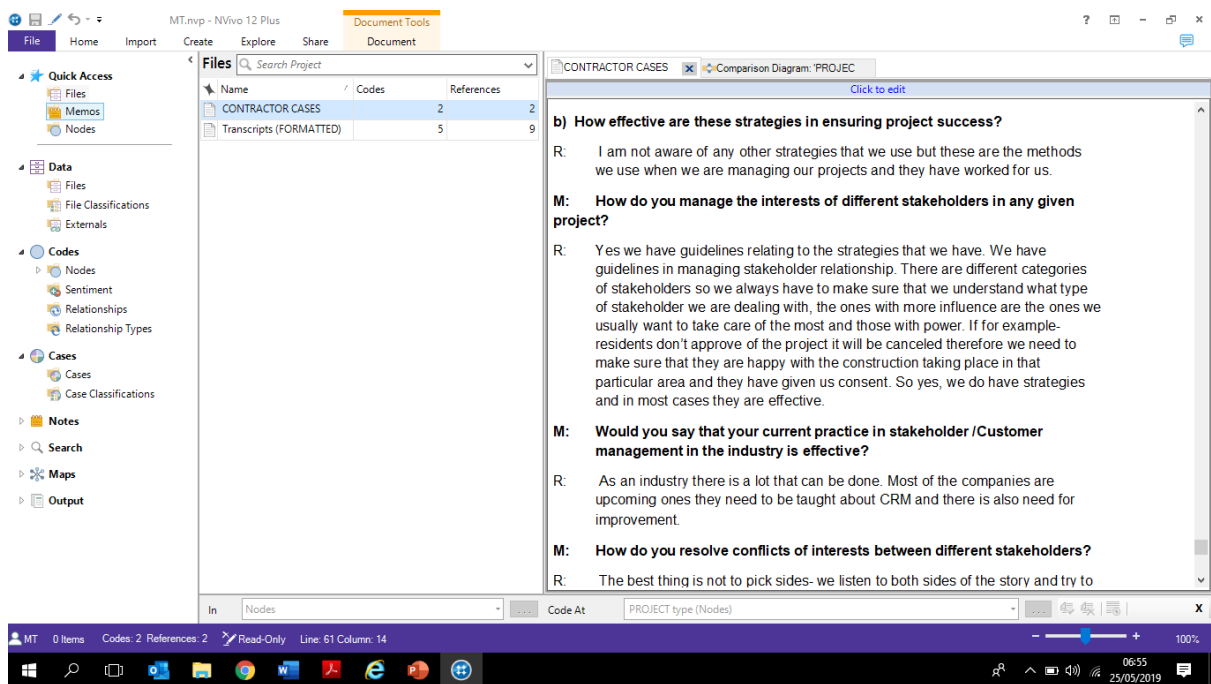
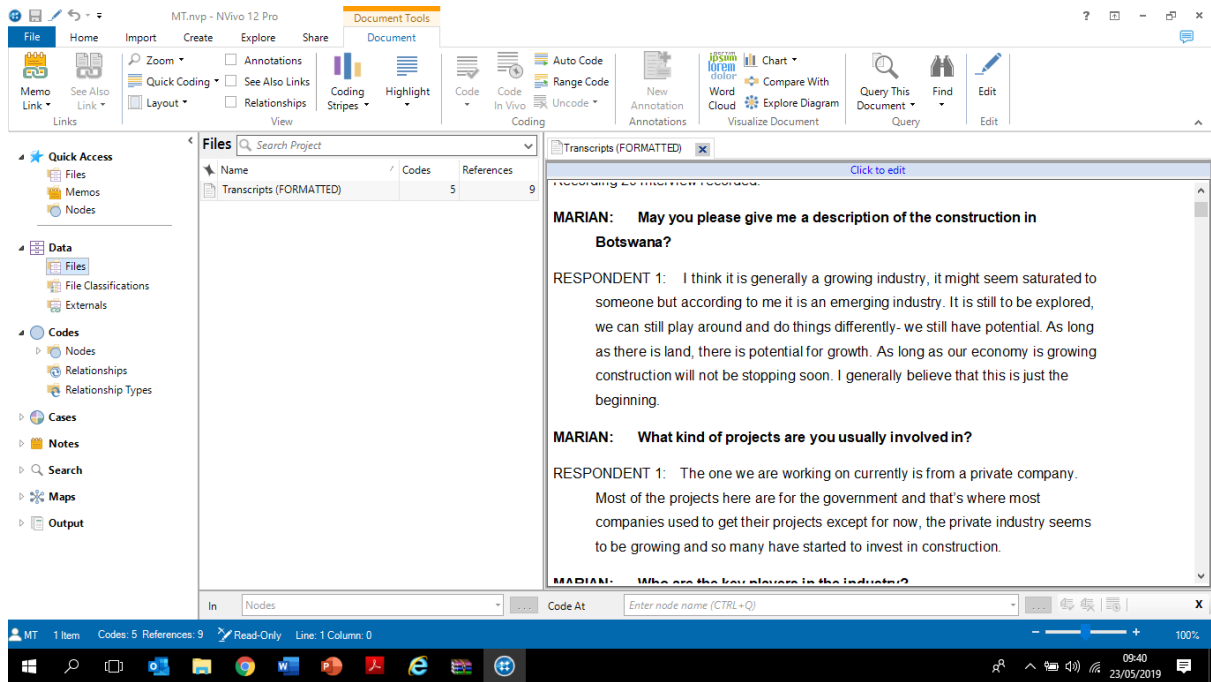
- 1) Does the Contractor Stakeholder Relationship Management Framework (CSRMF) serve as a valid illustration of the contractor and stakeholders?

- 2) Do you agree with the nature of the linkages existing between the four steps contained in the framework's guideline
- 3) Do you agree with the three layers associated with the CSRMF from an evaluation perspective? What do you think about the relationship management of stakeholders throughout the conception till the delivery of the project?
- 4) The potential utility of the CSRMF in enabling effective contractor-driven stakeholder relationship management on construction projects based on a significant adoption of tenets of customer relationship management theory
- 5) Are the various (Critical Success factors) CSFs identified in the framework imperious for successful management of relationships?
Kindly give reasons for your answer.

Wrap up

- Are there any issues you would like to raise regarding the management of stakeholder relationships in Botswana?
- What suggestions would you make in order to increase the efficiency of managing stakeholder relationship in order to have project success?
 -
 -
 - Thank and close discussion

APPENDIX 9 NVIVO TRANSCRIPTS SCREEN SHOT



APPENDIX 10: LANGUAGE EDITING CERTIFICATE

Editing and Translation Services Renée van der Merwe

8 Weymouth Place B A Hons (Applied Linguistics)

Beethoven Avenue SATI Accredited (1998)

Walmer Heights

Port Elizabeth

6070

Mobile: 083 415 4570

E-mail: renvandm@gmail.com 20 June 2020

Dear Prof. Awuzie

This serves to confirm that the DBL thesis by Ms Marian Taimu has been submitted to me for language editing.

While I have suggested various changes, I cannot guarantee that these have been implemented nor can I take responsibility for any other subsequent changes or additions that may have been made.

Yours faithfully

R van der Merwe