

THE IMPLEMENTATION AND CHALLENGES OF STAKEHOLDER
MANAGEMENT IN MANAGING PROJECTS IN
CONSTRUCTION PROJECTS

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DEDICATION

This thesis is dedicated to my senior, Mr Yap Siew Kiang who no longer with us, who always motivate me to continue study and work hard to improve myself. You are gone but your belief in me has this journey possible. It is also dedicated to my father, who taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my mother, who taught me that even the largest task can be accomplished if it is done one step at a time.

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ABSTRACT

In Malaysia, stakeholder management is still in a position of low awareness among construction sector. Bad stakeholder management, especially on employees, will cause chaos to an organization which leads to shut down or many serious problems in construction projects, for examples, lack of work definition and understanding to the project scope, lack of resource assigned to the project, poor communication within team members, and high injury risk. Effective stakeholder management actually is a crucial factor in ensuring successful delivery of all types of projects especially for the increasing complexity in construction projects. Many kinds of research are done and an inclusive critical review of the stakeholder management process has not been prepared. The researcher is faced come problem with using the old methods of stakeholder management to the construction project but did not identify the disadvantage and trouble in previous existing studies on stakeholder management. In this research, the researcher will focus on the primary stakeholders. People that directly benefiting from or influenced by organization decision. The primary stakeholder that will be chosen is the employee of the organization. Previous research is studied and questionnaire distributed for gathering data to get a more suitable process of stakeholder management in the construction industry and investigate the challenges of implementation of stakeholder management in the construction industry of Malaysia.

ABSTRAK

Di Malaysia, pengurusan pihak berkepentingan masih dalam tahap kesedaran yang rendah di kalangan sektor pembinaan. Pengurusan pihak berkepentingan yang buruk, terutama pada pekerja, akan menimbulkan kekacauan kepada organisasi dan menyebabkan penutupan atau banyak masalah serius dalam projek pembinaan, misalnya, kekurangan definisi kerja dan pemahaman mengenai skop projek, kekurangan sumber daya yang diberikan untuk projek, kekurangan komunikasi dalam anggota pasukan, dan risiko kecederaan tinggi. Pengurusan pihak berkepentingan yang berkesan sebenarnya adalah faktor penting dalam memastikan kejayaan pelaksanaan semua jenis projek terutama untuk projek pembinaan yang kerumitan tinggi. Banyak jenis kajian telah dilaksanakan tetapi tinjauan kritikal inklusif mengenai proses pengurusan pihak berkepentingan belum disiapkan. Pengkaji menghadapi masalah dengan menggunakan kaedah lama pengurusan pihak berkepentingan untuk projek pembinaan tetapi tidak mengenal pasti kelemahan dan masalah dalam kajian yang ada sebelumnya mengenai pengurusan pemegang kepentingan. Dalam penyelidikan ini, penyelidik akan memberi tumpuan kepada pihak berkepentingan utama. Orang yang mendapat manfaat langsung atau dipengaruhi oleh keputusan organisasi. Pemangku kepentingan utama yang akan dipilih adalah pekerja organisasi. Penyelidikan sebelumnya dikaji dan soal selidik diedarkan untuk mengumpulkan data untuk mendapatkan proses pengurusan pemegang kepentingan yang lebih sesuai dalam industri pembinaan dan menyelidiki cabaran pelaksanaan pengurusan pemegang kepentingan dalam industri pembinaan di Malaysia.

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CHAPTER 1

INTRODUCTION

1.1 Problem Background

Today, project management practices had become one of the important factors in different industries and sectors. Project management is promoted as an organization's strategic component that leads to innovation, creates value, and turn vision into reality. However, failure still can happen and it will cost global business, governments, and organization fortune each year. There are plenty of factors that can lead to project failure, one of them is the stakeholder management of the project. According to study, stakeholder management is one of the very significance component in the construction sector, and it is getting more focus to it in recent year(El-Gohary et al., 2006). This is because the most discussed in construction project, the performance benchmark such as time, cost, and also the job scope are insufficient to ensure the successful deliver of a project. According to Mohmoud Rajablu, he had pointed out "the ignorance or poor stakeholder management" as one of the main reasons responsible for the project failure (Rajablu et al., 2014). Effective stakeholder management is a critical factor in the successful delivery of all types of projects especially for the increasing complexity in construction projects. Many kinds of research are done and a comprehensive critical review of the stakeholder management process has not been prepared. The old style of stakeholder management in construction projects come with many troubles and disadvantages and this is not thoroughly studied in previous research by researcher(Yang et al., 2011).

Therefore, it is important to have good stakeholder management in an organization to ensure that every project will run successfully.

In Malaysia construction began to develop since independence. Nowadays Malaysia still actively works towards accomplishing a high- income status country. To reach this target, the country's economic sectors are to take part in critical roles. The construction industry is the major contribution in a country, from the Source Department of Statistics Malaysia (2019), which shows that the construction industry of Malaysia with other countries stated that its contribution has been consistent and stable. The construction industry in Malaysia is the fourth employer of labor after manufacturing, service, and agriculture. According to the estimates by the Department of Statistics, there were approximately 1,330,266 people engaged in the construction industry in 2017. And the salaries and wages paid are approximately RM39.2 billion, from the Source Department of Statistics Malaysia (2019). This is the reason why good stakeholder management is important to be implemented in the country.

A construction project involved many complex activities. A good stakeholder management is very important to ensure a project to succeed. Stakeholders has many different kinds and each of them having varies level of involvement in the projects together with the interest. Chaos will happened when there is a bad stakeholder management on employees, the outcome could be the shutdown of projects, poor communication, high injury risk of workers and many other serious problems(Karlsen, 2002). Managing different types of stakeholders and maintaining a good balance between their requirements and interest are the key point to a successful project (Karlsen, 2002). A negative attitude towards a project will distract the stakeholder management in the construction project (Olander & Landin, 2005). From the project owner's viewpoint, stakeholders are considered very important. From previous study stating that if stakeholders must to be motivated, so that they can make contribution to the project and ensure the success of the project (Jepsen & Eskerod, 2009)

From the study of Jing Yang Qiping Shen Manfong Ho, (2009) stakeholder management is very important in managing construction projects, the examples for the reason of managing stakeholders in a construction project are: i) Construction projects are complex with many processes and parties involved. ii) The relationships between stakeholders in a construction project are temporary. iii) Bad stakeholder management can lead to time delays and over budget in the construction industry. iv) The project manager must communicate well with stakeholders because different stakeholders have a different impact or interest in the organization. v) Every department should clear about its task and roles under the project, and to fulfill the needs of the program.

In the construction industry, the project manager always faced many kinds of problems when managing the stakeholders. As a result, construction projects always fail to complete. By analyzing the challenges faced in stakeholder management, will provide a clearer view for the project manager to handle the problem earlier.

1.2 Problem Statement

In the construction industry, there are various types of stakeholders that need to participate in a project, such as, clients, employees, government, contractors, and others. With a good implementation of stakeholder management, it will be easier to handle those individuals or any group or stakeholder when performing a project. If there are any problems or issues that occur during the implementation of stakeholder management, it will cause a negative influence on the project in terms of project quality, budget or time. According to Olander and Landin (2005), poor record of stakeholder management in the construction industry globally has been reported during the past few decades.

There are many mistakes in managing a project, one of them is ignore the importance of stakeholder management and implement a rigid yet stubborn control on stakeholder (Karlsen, 2002). So, there is a need to study and analyze the challenge in managing stakeholders, and to make stakeholder management process can be done in a more systematic way.

According to Myers (2013), there is a lot of researches has been done about mentioned the important contribution of the construction industry to national development. Therefore, it is very important to have a good project team to manage stakeholders well. When the relationship with stakeholder is manage well by a good management team, the stakeholders will be very supportive to the organization and help the project to success. However, stakeholder management process is still pending an inclusive critical review.

Many projects now are still applying old school way of stakeholder management and they didn't know there are weakness and issues in their way of implementation. (Yang et al., 2011). There is still don't exist a bible of stakeholder management, and project managers are always confused by the stakeholder relationships when running a project management planning. Many cases of project failure or delay are happened. There is very important to having a suitable planning of stakeholder management process which can help the project manager to implement and make the construction project to run smoothly with good management of stakeholders. This research will research the challenges and implications of stakeholder management in the construction company.

1.3 Research Objective

RO 1: To identify the process of stakeholder management in managing projects in the construction industry.

RO 2: To analyse the challenges of implementing stakeholder management when managing projects in the construction industry.

1.4 Research Scope

In the research, the researcher will focus on the primary stakeholders which are people that directly benefiting from or influenced by organization decision. The primary stakeholder that will be chosen is the employee of the organization. The industry will be the construction industry. The study will cover the process of stakeholder management implementation in their company or projects. The scope will cover mainly on the process involved in stakeholder management and the challenges faced during the implementation.

1.5 Significance of Study

This research will give some examples of solutions to organizations and with some guidelines on how to manage stakeholders in the future. Besides that, give project managers a clearer view of stakeholder management when managing projects in the construction industry. Furthermore, it will provide suitable stakeholder management to improve the relationships between stakeholders which may be easier for an organization to operate. Lastly, is to increase the success rate of construction projects.

1.6 Expected Result

The researcher will study based on previous research to identify the stakeholder management process in the construction industry. After that will distribute a questionnaire for gathering the data to get a more suitable stakeholder management process in the construction project. Based on literature review, researcher will investigate the previous challenges of implementing stakeholder management in the construction industry, then distributed a questionnaire.

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