

**INFLUENCE OF STAKEHOLDERS' RELATIONSHIP MANAGEMENT
ON TIME AND COST PERFORMANCE OF TERTIARY EDUCATIONAL
BUILDING PROJECTS IN SOUTH-WEST, NIGERIA**

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TECHNOLOGY, COLLEGE OF SCIENCES AND TECHNOLOGY,
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JULY, 2019

ACCEPTANCE

This is to attest that this thesis is accepted in partial fulfilment of the requirements for the award of the degree of Doctor of Philosophy in Building Technology (Construction Management) in the Department of Building Technology, College of Science and Technology, Covenant University, Ota, Ogun State, Nigeria.

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DECLARATION

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CERTIFICATION

We certify that this thesis titled “**Influence of Stakeholders’ Relationship Management on Time and Cost Performance of Tertiary Educational Building Projects in South-West, Nigeria**” is based on original research work carried out by **OYEYIPO, OPEYEMI OLANREWAJU (14PCB00796)** in the Department of Building Technology, Covenant University, Ota, Ogun State, Nigeria under the supervision of Prof. Henry A. Odeyinka and Dr James D. Owolabi. We have examined and found this work acceptable as part of the requirements for the award of Doctor of Philosophy degree in Building Technology (Construction Management).

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DEDICATION

This thesis is dedicated to God, Oloore ofe, (The gracious God), Oba Akikitan, (Eternity will not be enough to praise and honour you, O Lord)

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LIST OF ABBREVIATIONS

ANOVA – Analysis of Variance
CSM- Construction Stakeholder Management
KMO – Kaiser-Meyer-Olkin
KSP- Key Supporting Participants
PCA- Principal Component Analysis
PL- Project Leader
PM- Project Manager
PPP-Private Public Partnership
PTM- Primary Team Member
MS – Mean Score
RCT- Relational Competence Theory
RII – Relative Importance Index
RM- Relationship Management
SET- Social Exchange Theory
SM–Stakeholder Management
SNA- Social Network Analysis
SRM – Stakeholder Relationship Management

ABSTRACT

Construction stakeholders' management and stakeholders' relationship management has not been fully utilised in the Nigerian construction industry. Construction stakeholder management (CSM) is considered as a system with its component parts whilst stakeholder relationship management (SRM) is one of the sub-systems. CSM addresses the issues and concerns of stakeholders to positively impact on project outcome while SRM. The key to efficient construction stakeholder management is the management of relationships among the project stakeholders. Since stakeholder management is critical to ensuring project success, it can be said that relationship management among stakeholders is an important ingredient for project success. The construction industry has persistently recorded poor stakeholder's relationship management in the last two decades. The poor record of SRM in the built environment could be linked to the introduction of risk and varying interests into the projects, thereby affecting project performance. The aim of the study is to assess the effect of construction stakeholders' relationship management on time and cost performance of tertiary educational building projects in Southwest, Nigeria with a view to enhancing overall construction project outcome. The study set out to assess essential SRM attributes as well as the factors influencing SRM of educational building projects. The study elicited data from project leaders/managers through research questionnaire using cross section survey design. The study is a project-based research with about 110 recently completed building sampled from tertiary educational institutions in Lagos, Ogun and Oyo states. The research questionnaire was analysed using SPSS v.23. The statistical tools used to analyse the collected data include frequencies, percentages, mean scores, factor analysis and regression analysis. The study revealed that project consultants, contractors, client and institution's supervisory personnel have direct contract relationship with the client and were actively involved in the building project delivery while government agencies, local community and other relevant agencies were adjudged to be rarely involved in the building project delivery and a passive contract relationship with the client. Findings showed that communication, information exchange, respect and mutual objectives are the top ranked SRM attributes for educational building projects within tertiary institutions. The study indicated that stakeholder-related factors, project related factors and attitudinal factors are the major factors promoting SRM in building delivery. The study also highlighted that the major factors inhibiting stakeholder's relationship management in the sampled building projects were stakeholders inflicted, project inflicted and leaders inflicted. The study indicated that there is a strong impact of communication, information exchange, respect and mutual objectives as SRM attributes on construction time and cost performance in the delivery of tertiary education building projects. Prompt and effective communication among stakeholders ensures the management of relationship during the construction process. The change in project scope and political influence on the educational building projects is one of the challenges to stakeholder's relationship management. The study concludes that an improvement in the some selected SRM attributes during the construction process will reduce the incidence of delay and cost escalation on such projects.

Keywords: Attributes, Educational buildings, Project performance, Stakeholder relationship management, Tertiary institutions.