



GLOBAL JOURNAL OF ADVANCED RESEARCH
(Scholarly Peer Review Publishing System)

STAKEHOLDER MANAGEMENT STRATEGY FOR SUSTAINABLE PUBLIC HOUSING DELIVERY IN SOUTH EAST, NIGERIA

EWURUM, Nonso I.

Department of Estate Management
University of Nigeria,
Nsukka
nonso.ewurum@unn.edu.ng

EGOLUM, Charles C.

Department of Estate Management
Nnamdi Azikiwe University, Awka,
Anambra, Nigeria

OGBUEFI, Joseph U.

Department of Estate Management
University of Nigeria,
Nsukka

ABSTRACT

In examining the public housing deficit in Nigeria, extant literature has cited a preponderance of issues such as policy, affordability, corruption and urbanization. The study is motivated by the gap in literature on the degree to which poor stakeholder management has contributed to the deficit. The study aimed at presenting an empirical strategy of integrating stakeholder management in sustainable public housing delivery. The study was exploratory, and made use of focus group discussions and expert survey to obtain data from primary sources. The population of the study was 160 Estate Surveyors and Valuers across South East, Nigeria as obtained from the Nigerian Institution of Estate Surveyors and Valuers' (NIESV's) Directory (2017). The study adopted holistic sampling. Data from focus group discussions were analyzed qualitatively using Scissor-Sort technique and Content Analysis, and quantitatively using Principal Component Analysis (PCA) and One-Sample Kolmogorov-Smirnov Test. It was found that stakeholder identification is a significant predictor of development communications ($Z_c = 14.8275$; $p < 0.05$), stakeholder engagement strategy is a significant predictor of sustainable housing delivery ($Z_c = 7.892$; $p < 0.05$), stakeholder conflict management plays a significant role in facilitating social housing delivery in South East, Nigeria through mutual problem solving (9.299). The study concluded that a stakeholder management strategy is significantly needed for sustainable public housing delivery in South East, Nigeria. It was recommended that successful integration of PR strategies should be employed in stakeholder identification, a stakeholder engagement mantra that supports planning with the people for the people, and a rent-to-own scheme where housing is provided to low income earners who pay back a subsidy over a number of years through rent. The study included development communication in the housing delivery stakeholder management discourse, and showed the efficacy of a stakeholder management strategy to sustainable housing delivery in South East, Nigeria.

Keywords: Stakeholder Management, Public Housing, Social Housing, Sustainable Housing Delivery.

1. INTRODUCTION

Urban housing affects virtually every aspect of life, yet globally, the challenge of sustaining its delivery has remained obdurately insurmountable. Sustainable housing delivery refers to a system which guarantees the flexibility of housing supply in meeting the teeming present and future demand for housing, environmental and sociocultural challenges towards the attainment of economic development. Globally, countries have employed different approaches towards the attainment of this goal with varied levels of outcomes. A common denominator in some of the few available success stories is a substantial level of commitment to the cultivation and management of a

network of relationships. This, which may be referred to as stakeholder management, represents the strategic approach of managing the expectation and participation of anyone affected by the deliverables or outputs of an organization in the planning and implementation phases.

In Canada, elements of sustainable housing such as improved private home ownership and reduction in the homelessness statistics have been factored in by default in the formulation of provincial housing policies. This was instigated by an end-driven initiative with development communication between housing regulators and identified stakeholders which led to demographic and socioeconomic projections in the formulation of long-term housing strategy (Nunavut Housing Corporation, 2013 in International Institute for Sustainable Development, 2016). Furthermore, an increasing number of studies (Iheme, 2017; Huang, 2017; Malachira, 2017) have identified the importance of stakeholder management in successful project execution.

Organizations employ integrated use of stakeholder management Critical Success Factors (CSFs) such as stakeholder identification (Algrnas, 2015), stakeholder engagement (Malachira, 2017) and stakeholder conflict management (Ewurum and Ojobor, 2017) to ensure successful delivery of organizational projects. The consequence of deploying these CSFs on projects exposes the fact that stakeholders view project outcomes differently and success is a function of how these perceptions and perspectives are harmonized. In Australia, sustaining housing affordability has jumped to the top rung of housing policy formulations as a result of a stakeholder engagement approach taken by the housing authorities. Stakeholder engagement is the process of involving people who may be affected by decisions or can influence the implementation of decisions.

The consequence of this approach in Australia is the boom of a housing industry with the capacity to create, sustain wealth and propel sustained economic recovery. In agreement, Chip Case (of the Case-Shiller index) declared that “housing has brought us out of every recession in the past” (Okonjo-Iweala, 2014). Following this path, South Africa introduced what is known as the Record of Understanding between the Government and Housing Stakeholders (Mohlasedi and Nkado, 1997) in a venture to increase the affordable housing stock in the country. The actualization of this template is supervised and monitored by highly experienced management teams through all the stages of its implementation. The venture is not just an attempt to engage stakeholders but also suggests the crucial factor of comprehensive stakeholder identification and conflict management in policy implementation.

Despite the success credited to stakeholder management in sustainable housing delivery in these countries, the housing industry in most developing economies has applied stakeholder management lukewarmly (Ifediora, Igwe and Ukpere, 2015). In Nigeria, even though there are no accurate data on the nation’s housing stock, earlier studies and observations strongly suggest quantitative and qualitative housing problems across the country (Ifediora, Igwe and Ukpere, 2015; Kumolu, 2013). The latest quantitative evidence of this anomaly puts the urban housing deficit figure at 16 – 17 million units (Uroko and Akintola, 2008). From all indications, the housing development programmes of past successive governments in Nigeria show that the government may not have successfully managed the various stakeholders in the sector. This situation has been blamed on over centralized mechanism of decision making and execution (Elegbede, Olofa, and Olojede, 2015; Ewurum et al., 2017).

It could be rightly argued then, that the non-application of stakeholder management strategies in the planning and implementation of housing development programmes could have contributed to the failure of these programmes, notwithstanding the huge need for housing and adequate shelter in Nigeria. In this context, putting stakeholder management into perspective means establishing the needed set of processes, guidelines and institutions affecting the way housing regulators recognize and engage interests. Following the shortfalls of the Nigerian housing industry, a stakeholder management strategy for sustainable public housing delivery has become more imperative. The study provides an empirical strategy of integrating stakeholder management proxies with proxies for sustainable urban housing delivery. The study identified sustainable housing approach, facilitating affordable housing supply (Elegbede et al., 2015) and development communication (Ewurum et al., 2017) as proxies for sustainable housing delivery in Nigeria.

1.1 Research Hypotheses

1. Stakeholder identification is a significant predictor of development communication in the Nigerian housing sector.
2. Stakeholder engagement strategy is a significant predictor of sustainable housing approach in the Nigerian housing industry.
3. Stakeholder conflict management plays a significant role in facilitating social housing delivery in Nigeria through mutual problem solving.

2. REVIEW OF RELATED LITERATURE

The review of related literature encompassed a conceptual framework, theoretical framework and empirical review of the variables of the study. The conceptual framework examined the variables of the study, the theoretical framework cited the Stakeholder Theory, while the empirical review highlighted prior research findings on the discourse.

2.1 Conceptual Framework

2.1.1 Stakeholder Management

Stakeholder management is the effective coordination, organization and development of communications and relationships with stakeholders (Aaltonen, Jaakko and Tuomas, 2008). The term “stakeholder” is defined as “any group or individual who can affect or is affected by the achievement of the project’s objectives” (Hammad, 2013). El-Gohary (2006) describes stakeholders as “individuals or organizations that are either affected by or affect the deliverables or outputs of a specific organization. Lending credence, Takim (2009) defines the stakeholder “as being those who can influence the activities/final outcomes of an organization, whose lives or environment are positively or negatively affected by the organization, and who receive direct and indirect benefit from it”. This means that stakeholders are people with an interest in an organization’s success, failure or activities, and therefore a desire to influence its behavior (Haberberg and Rieple, 2001).

They are, in the words of Vaagaasar (2011), those without whose participation, the corporation cannot survive. This view is an extension of his earlier definition of what he called primary stakeholders as those who bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm (Vaagaasar, 2006). This set of stakeholders includes capital suppliers (shareholders), employees, other resource suppliers, and customers (Algrnas, 2015). Thus, every stakeholder in any organisation is interested directly or indirectly in the effective management and performance of the organisation. This makes stakeholder management to not just be an option for housing providers, but a significant obligation.

Effective embedment of stakeholder management in public housing delivery rests on successful identification and classification of who constitutes stakeholders in housing. Global housing finance banks such as Toronto Dominion Bank and Millennium Bank provide greater clarity in the integration of stakeholder classification in their policy documents. TDB (2010) identifies the following as key stakeholders as culled from the Corporate Responsibility Report of the bank. These are customers, employees, shareholders and investors, industrial associations, government, and outsourced human capital management firms. Lending credence, Millennium Bank (MB) (2014) in their Corporate Responsibility Report confirms the position of TDB on stakeholders but argues in favour of competitors, auditors and corporate social responsibility analysts as stakeholders in banking. These were included in the list through the conduct of stakeholder mapping. In furtherance, Hills and Jones (2009) argue that stakeholders can be classified into two major groups – the internal and external stakeholders as shown in the Figure 1:

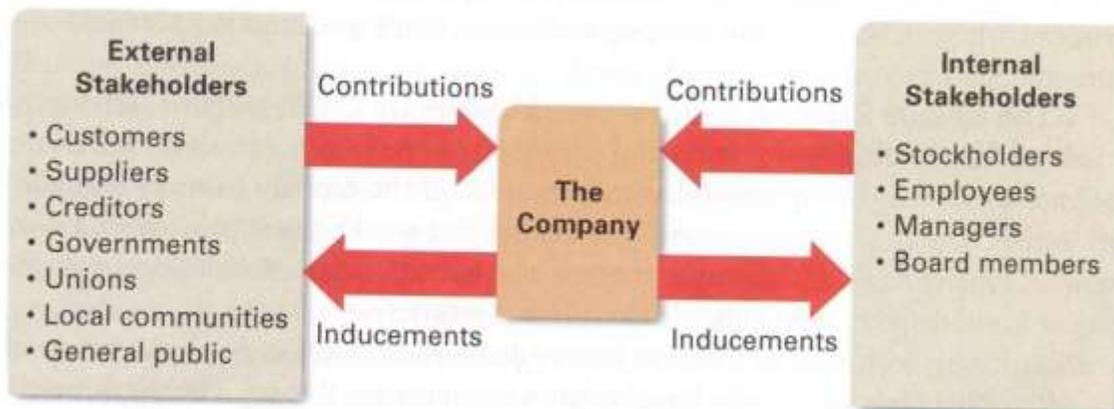


Figure 1: Classification of Stakeholders

Source: Hills, C. W. L and Jones, G. R. (2009). *Theory of Strategic Management with Case (8th)*. Canada: South-Western.

Figure 1 shows that whereas the internal stakeholders include stockholders and employees, including executive officers, other managers and board members, the external stakeholders are all other individuals and groups such as customers, suppliers, creditors, government, unions, local communities and the general public, that have claims in the company. The diagram shows the nature of

relationship between the organization and the stakeholders which indicates that stakeholders make contributions to the organization which enable the organization to provide them with inducements. Since the contributions of the stakeholders are built into the inducements from the organization, the inducements are better placed to meet the needs of the stakeholders. Thus the need for strategic stakeholder engagement in attaining the goals of the corporation.

Therefore, stakeholder management represents the strategic approach of managing the expectation and participation of anyone affected by the deliverables or outputs of an organization. Ewurum et al. (2017) posit in consistence with stakeholder management literature (Iheme, 2017; Huang, 2017; Malachira, 2017) that stakeholder management obligations of the housing industry is an integration of identification, engagement and conflict management strategies. Nel (2008) affirms that effective identification and classification strategy will enable the development of a similarly effective engagement and management strategy. For this to be effective as planned, the stakeholder must be projected to the top rung of organizational priorities. In agreement, Bourne and Walker (2006) summarize the process into stages of identifying, prioritizing and engaging stakeholders. It would be interesting to understand how the conduct and implementation of customer satisfaction surveys in the housing industry enhances customer satisfaction through stakeholder conflict management. Preliminary observations show a very low frequency of such surveys in the industry.

The professional development aspect of managing employees as bank stakeholders is supported by Ezigbo (2007) who posits that organizations train human resources from time to time as a result of changes in the present workforce within the organization, technology, the environment and the present strategy of the organization. Obviously, given the changes highlighted by Ezigbo (2007), the development of human capital as an aspect of managing the employee as a stakeholder is pertinent. This is consistent with the TDB report which identifies the development of a skilled workforce as a prerequisite to employee skill relevancy. The study ascertains the extent to which such obligations of the strategic leader contributes to improved customer satisfaction. We take a closer look at these stakeholder management strategies.

2.1.1.1 Stakeholder Identification

One of the first steps in project management planning is the identification of stakeholders (Bourne and Walker, 2016). Lending credence, Aaltonen, Jaakko and Tuomas (2008) opine that in order to attain optimum performance in project management, project managers must first identify relevant stakeholders in the project life cycle. To realise this, there is need to refresh the meaning of stakeholder. Simply put, a stakeholder is a person or group of people who can affect or be affected by a given project. They can be an internal part of a project's organization, or external, such as customers, creditors, unions, community (Ampomah and Gyan, 2016).

Stakeholder identification, therefore, entails a determination of who the project stakeholders are, and their key groupings and sub-groupings (Zedan, 2017). Still, it is important to understand that not all stakeholders will have the same influence or effect on a development project, nor will they be affected in the same manner. This therefore buttresses the role of stakeholder analysis in stakeholder identification. Zedan (2017) further stresses that in analysing stakeholders to ascertain stakeholder groupings, certain stakeholder groups might be pre-determined through regulatory requirements. However, not all these regulatory requirements are conclusive, as it is the argument of this study that the lack of identification and input of the benefitting population as stakeholders in public housing delivery is a major lacuna in the Nigerian social development regulatory requirements.

2.1.1.2 Stakeholder Engagement

Stakeholder engagement refers to the establishment of partnerships that facilitate the mobilization of resources, while serving as "catalysts" in the conduct of the business of the organization (Hammad, 2013). Shah and Naqvi (2014) assert that stakeholder engagement involves a range of activities such as informing people, listening to people, working with people, seeking input from people, bringing people together, empowering people. This begs the question – who are the people? Elegbede, Olofa and Olojede (2015) posit that they refer to the linkages of individuals brought together by the sharing of a range of factors. These factors include place, interest and corporate governance.

The place factor exists through the defining of recognisable geographic boundaries (Elegbede et al., 2015). The interest aspect focuses on broad social themes such as income group, the environment, or other shared experiences or interest, such as occupation class. On the other hand, the corporate governance factor is a conceptual framing of the relationship between an organization and its customers. Ewurum et al. (2017) and Elegbede et al. (2015) aver that stakeholder engagement aims at empowering the stakeholders to make mutually benefitting joint decisions with the organization. Hammad (2013) and Ewurum et al. (2017) add that stakeholder engagement covers consultation, communication, education, and public participation, participatory community action planning or working in partnership. It

also includes a variety of approaches, such as information delivery, consultation, involvement and collaboration in decision-making, and empowered action in informal groups or formal partnerships (Shah et al., 2014).

However, whether successful or not, it is pertinent to establish the fact that stakeholder engagement is not an end but an amalgamation of means to an end. Elegbede et al. (2015) submit that as a means, it implies engaging to achieve a goal, utilization of available resources, focus on goal attainment, community mobilization for improved processes, and surviving the duration of the project. Stakeholder engagement as an end refers to people empowerment in development processes, ensuring continuous participation of stakeholders, focus on stakeholder capacity building within the project scope. In consistence with the second objective of this study, the study examines the extent of relationship between stakeholder engagement strategy and sustainable housing approach in the Nigerian housing industry.

2.1.1.3 Stakeholder Conflict Management

In the management and engagement of stakeholders with diverse interests and backgrounds, it is inevitable that conflict is bound to arise. Okoroafor (2012) opines that managing these conflicts of interest is a main staple of the stakeholder management discourse. Stakeholder conflict management as a concept thereby involves resolution, transformation and term arrangement of disagreements through institutionalized provisions and regulative procedures for dealing with conflicts whenever they occur (Oтите, 2001). Ezike (2005) stresses the importance of managing stakeholder conflicts productively given the risks it poses to society and its development are overwhelming.

Robbins (2001) views stakeholder conflict management as the use of resolution and stimulation techniques to achieve the desired level of serenity within a project life cycle. Okoroafor (2012) cited approaches to stakeholder conflict management as competing (forcing), avoiding, collaborating, accommodating and compromise. Robbins (2001) refers to these approaches as the primary conflict handling intentions. In addition, Ewurum et al. (2017) hold that the specific method(s) to be employed should depend on the situation. Okoroafor (2012) argues that with respect to stakeholder conflict, it is usual to use such general conflict management methods as mutual problem solving, super-ordinate goals, expansion of resources, avoidance, smoothing and compromise. How does this facilitate social housing delivery in Nigeria?

2.1.2 Sustainable Housing Delivery

The World Commission on Environment and Development (WCED, The Brundtland Commission) defines sustainability as “meeting the needs of the current generation without bargaining the needs of the future generation” (Elegbede et al., 2015). This definition given by the Brundtland Commission, in the 1987 report published by the United Nations, is the most commonly accepted definition (ibid.). The British Standard on sustainability management defines it as an “enduring, balanced approach to economic activity, environmental responsibility and social progress” (BSI, 2006). An important practical implication of this is that decisions must be taken in a way that integrates all the concerns. This position amplifies the taking into account of the concerns of stakeholders from outside the organization as well as within it. This requires proactive steps to engage the relevant stakeholder groups to determine their interests and expectations.

This is the goal of public housing delivery institutions globally, and since the concept of sustainability management is one that arguably is multi-disciplinary, complex, and systematic, the focus pans on the concise task of exploring sustainable housing. Perhaps there is the temptation to query the emphasis on housing. Firstly, of all man’s basic needs, housing arguably, constitutes and indeed poses the greatest challenge (Ewurum and Odenigbo, 2017). Secondly, a vigorous and buoyant housing sector is an indication of a strong programme of national investment and are indeed the foundation of and the first step to future economic growth and social development (Nubi, 2008). Gross housing delivery therefore, poses a major factor in the nation’s Gross Domestic Product (GDP) and indeed this reflects the mirror and the barometer of the state of health of the nation (Olatubara, 2007), thus making housing a process rather than just a concept with the assertion that, as a process, housing involves the combination of environment human and material resources for its production.

In agreement, some schools of thought argue that improved housing markets will provide a number of positive externalities, as well as direct consumption benefits (Nubi, 2008). For example, new housing construction could stimulate aggregate output through a production multiplier, and an enlarged housing supply will allow labor to find vacant units and move to areas of the country providing higher wages, thereby enhancing productivity (ibid.). New commercial construction will quicken production and will have similar macroeconomic effects in the national economy (ibid.). By implication, housing has a profound influence on health, business, social behavior, satisfaction, productivity and general welfare of an individual and community. These attributes make demand for housing an unprecedented force of pressure emanating from steady population growth and rise in urbanization (Ewurum, 2007).

A cursory look at the present state of the housing provision tells a glaring tale of a huge paradox - a paradox of achieving so little with so much endowment! The consequence today is housing delivery that remains in a state of comatose, neither dying nor living!! One major serious aspect of public housing delivery in Nigeria is the lack of sustainability related planning. In this vein, sustainable housing is a multidimensional concept that links environmental protection with economic, social and cultural issues with emphasis on the need for people to preserve the environment for future generations (UN-HABITAT, 2012). By implication, sustainable housing refers to “shelter that is healthy, safe, affordable and secure within a neighbourhood with provision of piped water, sanitation, drainage, transport, healthcare, education and child development” (UN-HABITAT, 2012).

From these foregoing descriptions, it is evident that sustainable housing is that which incorporates economic; social and environmental dimensions of sustainable development at three interrelated levels. These are housing process, housing products and housing services. This is illustrated in Figure 2:

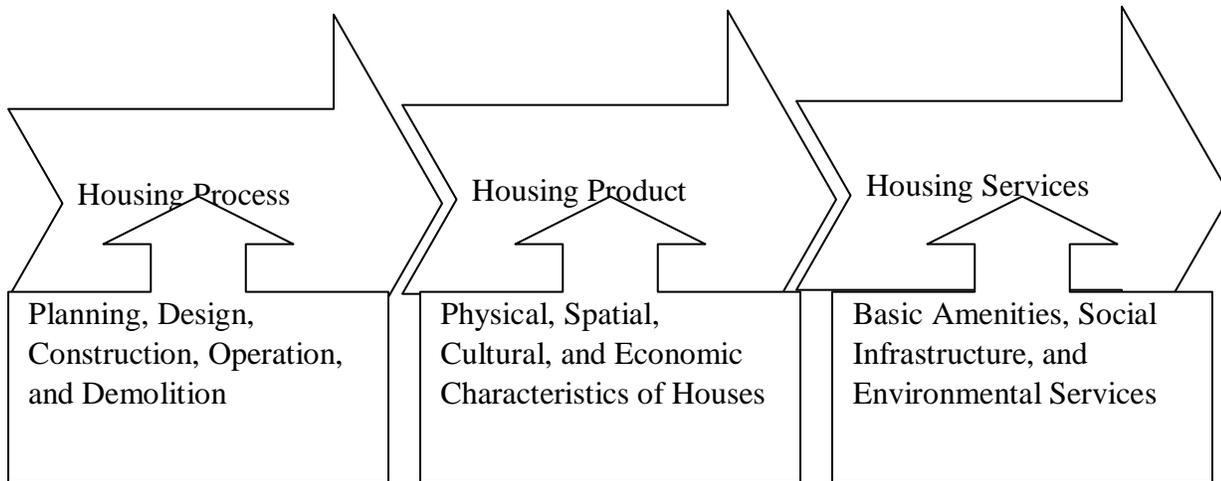


Figure 2: Levels of Housing Sustainability

Source: Ibem, E. (2015). *A framework for understanding sustainable housing for policy development and practical actions*. A Paper for presentation at Architects Registration Council of Nigeria (ARCON) Architects Colloquium.

From Figure 2, it is pertinent that sustainable housing delivery is an encompasses these three levels and thus guarantees housing delivery that protects from environmental hazards, effectively meets the needs of people’s choice and control, and is consistent with their social and cultural priorities. In this regard, sustainable housing delivery is the delivery of housing that meets the present needs of the target population and also guarantees low housing deficit in the long-term. This definition strengthens the stakeholder management discourse as it relates to managing housing projects, through end user-driven initiatives of the people who are affected or affect the project.

2.1.2.1 Sustainable Housing Approach

Sustainable housing approach has formed part of the major discussion in several global conventions such as the 1992 Rio-de-Janeiro summit on environment and development, the 1996 Habitat Summit in Istanbul, the United Nations Millennium Development Goals (MDG) Summit 2000 in New York, and the 2005 La Havana Summit. These global efforts culminated into the United Nations Habitat “Agenda 21”. The primary objective of the Agenda is the provision and delivery of adequate, safe, secure, accessible, affordable and sanitary housing as a fundamental human right (UN HABITAT, 2006). Sustainable housing approach concerns housing delivery inclusive of social justice, affordability, and economic impacts of housing (Golubchikov and Badyina, 2012).

In line with the multiple dimensions of sustainability, Ibem and Azuh (2011) identified parameters for assessing the sustainability of housing policies and programs as follows:

a. Housing affordability (Economic dimension)

This approach queries whether housing provision ensures affordability for different income groups.

b. Technical feasibility (Physical dimension)

Technical feasibility examines the availability of sustainable local construction materials and technology in effective housing delivery

c. Quality of the environment (Environmental dimension)

The question asked here is whether housing provision ensures quality of housing and neighbourhood environment.

d. Quality of life and preservation of cultural heritage (Socio-cultural dimension)

This concerns whether housing policies ensure preservation of cultural heritage and improve quality of life.

The study investigates the contention that these sustainable housing approach parameters could be attained by a stakeholder engagement strategy.

2.1.2.2 Social Housing

In the preceding section, the dominant theme was provision of social housing through a sustainable housing approach which was defined as the provision of safe, quality and affordable housing. The affordability angle is the focus of this section. In an attempt to define social housing, the general narrative suggests that social housing means affordable housing. This begs the question – “affordable to whom?” Bratt (2010) argues that people who are in need of housing but cannot afford to build or buy theirs are the target of social housing. Calavita and Mallach (2010) opine that housing is social or affordable if the target beneficiaries do not pay more than 30% of their income on accommodation needs.

This implies that social housing provides a stable, affordable safety net for people who are on low incomes and, increasingly, have a range of other disadvantages. In further response to our question on who qualifies for social housing, Ellen (2007) identifies the following demographic distributions:

- I. The disabled or those with specific needs
- II. The elderly
- III. Single parents
- IV. Large or young family with dependent children
- V. A migrant, refugee or asylum seeker
- VI. Unemployed

Citing the possibility of a conflict of interest in housing delivery, Ewurum et al. (2016) opine that housing delivery in Nigeria is targeted mainly at the middle-high income segment of the population that can either pay cash or access mortgage finance from the banks. Modern marketing advocates the identification of specific and peculiar needs of targeted customers, while developing products to efficiently satisfy these identified needs (Ifediora et al., 2015). It may be correctly maintained that the poor utilization of customer need-based housing affordability strategies in the housing program application may have added to the limited achievement documented by these programs, despite the enormous requirement for inexpensive housing and suitable shelter in Nigeria (Ifediora, 2014). This line of thought informs the need to pursue objective three which centers on analyzing stakeholder conflict management in the facilitation of social housing supply in the study area.

2.2 Theoretical Framework

The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing projects and organizations. It was originally detailed by Ian Mitroff in his book "Stakeholders of the Organizational Mind, published in 1983 in San Francisco". In short, it attempts to address the "principle of who or what really counts". In the traditional view of a company, the shareholder view, only the owners or shareholders of the company are important, and the company has a binding fiduciary duty to put their needs first, to increase value for them. Stakeholder theory instead argues that there are other parties involved, including employees, customers, suppliers, financiers, communities, governmental bodies, political groups, trade associations, and trade unions. Even competitors are sometimes counted as stakeholders – their status being derived from their capacity to affect the firm and its stakeholders. Relating this to the discourse, the theory lays a foundation for the testing of the main hypothesis of the study which states that to a large extent, sustainable housing delivery can be attained through a stakeholder management strategy.

2.3 Empirical Review

2.3.1 Development Communication and Stakeholder Identification

Ifediora et al. (2015) appraised the adequacy of the application of customer-driven marketing strategies to the Nigeria National Housing Fund (NHF) scheme. The study objective was to assess the adequacy of the application of development communication strategies

of market segmentation, targeting, differentiation and positioning by the NHF implementers. The study adopted descriptive and exploratory research designs. Various offices of the Federal Mortgage Bank of Nigeria (the implementers of the NHF scheme) in Abuja, Lagos, PortHarcourt, Ibadan and Enugu, as well as the 19 state/district offices in these zones were studied. The study population comprised 201 management staff and officers in these offices. A census was carried out, considering the size of the population and the nature of the investigation.

Structured questionnaire was used to collect data for this study. Analysis of variance (ANOVA) was used to test the formulated hypothesis at 5% level of significance. The hypothesis test revealed that the application of market segmentation, targeting, differentiation and positioning by the NHF implementers was not adequate ($F_{cal} = 95.239, p = 0.000 < 0.05$). Following the finding, it was concluded that there is a low level of application of customer-driven marketing strategies such as stakeholder identification and development communication in the National Housing Fund (NHF) implementation. In line with the finding and conclusion of this study, it was recommended that the adoption and application of the customer-driven marketing strategies model for housing development programmes will aid the successful implementation of housing development programmes, thus leading to a substantial reduction in housing deficit level.

2.3.2 Stakeholder Engagement and Sustainable Housing Approach

Eyiah-Botwe, Aigbavboa and Thwala (2016) reviewed the two concepts and suggested a process for enhanced sustainable construction delivery. The study formed part of a broader Ph.D. study on “Development of sustainable stakeholder management framework for construction projects” aimed at improving stakeholder management process and project delivery. A qualitative research method approach was adopted. An extensive literature review on stakeholder management and sustainable construction was conducted using filtering method for four major journals from the institution database. Identified concepts were developed into a conceptual framework and validated using face to face semi-structured interviews involving ten key stakeholders.

The findings were that stakeholder management and sustainability concepts were yet to embrace. The paper suggested a seven-step approach for project managers:

- (1) Embracing stakeholder management and sustainability concepts,
- (2) identify stakeholder approach and sustainable principle to adopt,
- (3) identify and classify project stakeholders,
- (4) engage stakeholders,
- (5) analyze stakeholders,
- (6) manage stakeholders and sustainable principle,
- (7) monitor and support process.

Shah and Naqvi (2014) conducted a study of 87 well reputed software houses of Lahore in an investigation of the effect of internal stakeholder’s engagement on project portfolio management success. Study showed that the ramification of stakeholders was phase-peculiar and that role clarity affected the nature of the relationship between the internal stakeholder’s engagement and project portfolio management success as a moderator. Analysis of data was performed by Pearson correlation and Step wise Hierarchical Regression. Results explained that internal stakeholder’s engagement had an insignificant effect on the PPM success, but with moderating effect of role clarity internal stakeholder’s engagement showing strong and highly significant effect on the PPM success. The study, like ours, also applied the stakeholder theory to the project portfolio context without a significant positive outcome.

2.3.3 Stakeholder Conflict Management and Social Housing Supply

Adetunji and Wahab (2015) researched on the cause of conflict and resolution strategies employed in the management of Community-Driven Projects (CDPs) in selected public and private estates in Lagos State. Primary and secondary data were used. Primary data were collected through a structured questionnaire, in-depth interviews with key informants and personal observation. A structured questionnaire was randomly administered to 25% of landlords/heads of households in both the Lagos State Development and Property Corporation (LSDPC) Ijaye-Ogba Estate in Agege Local Government Area (LGA) and Rufus Lanre-Laniyan Estate in Kosofe LGA.

Four in-depth interviews (IDIs) were also conducted with the executives of the Residents’ Associations and Youths Association in each estate. Descriptive statistics were used to analyse the data collected. The study revealed that in both public and private estates, the provision and maintenance of community-based facilities generated conflicts in the forms of quarrel, fight, clashes, and murmuring. Communication, mediation, negotiation and reconciliation were the major strategies used by community elders and leaders of associations to resolve conflicts internally among residents in the housing estates.

The study concluded that conflicts were likely to always arise in the provision, use and management of CDPs, but the ability to resolve such conflicts would always bring about peaceful co-existence in housing areas. The study recommended timely publicity, transparency, accountability and regular presentation of stewardship reports between the management committee of CDPs and residents/users in reducing and resolving conflicts over community-based projects.

2.4 Summary of the Review of Related Literature

In light of the mostly positive influences of stakeholder management globally in other sectors, the study fills the gap of determining the efficacy of a stakeholder management strategy in the delivery of sustainable public housing in Nigeria.

3. METHODOLOGY

The study employed exploratory research design through the utilization of focus group discussions and expert survey. This method is appropriate in gaining insights about a research problem with few studies of reference, in a bid to generate new ideas through the development of tentative theories, hypotheses, or models (Kothari, 2004). This method was used to measure all 3 hypotheses of the study. The study analysed data from primary sources obtained through questionnaire and oral interview schedule. The population of the study is 160 Estate Surveyors and Valuers cutting across the Ministry of Lands, Housing and Urban Development, Physical Planning Units of Local Governments within the study area; Estate Surveying and Valuation firms, Real Estate Developers Association of Nigeria, the Academia, Federal Mortgage Bank of Nigeria and Securities and Exchange Commission in the selected South East States in Nigeria. This was obtained from the Nigerian Institution of Estate Surveyors and Valuers' (NIESV's) Directory of Registered Members and Firms (2017).

Given the manageability of the population, the study utilized universal coverage to holistically sample the population. Data were analysed and presented using different descriptive and non-parametric methods. Data from focus group discussions were analyzed qualitatively using Scissor-Sort technique and Content Analysis. Quantitative testing of the hypotheses involved the use of One-Sample Kolmogorov-Smirnov Test (for hypotheses 1 and 2) to measure the statistical dispersion of the expert positions from the mean; where the responses follow a normal distribution with less variances, we reject the null hypotheses. By implication, where $Z\text{-calculated} > Z\text{-critical}$ (1.96) and $p\text{-value} < 0.05$, we reject the null hypothesis. Principal Component Analysis (PCA) was used to test hypothesis 3 to classify the component factors that establish the discernible role of stakeholder conflict management in facilitating social housing delivery.

4. RESULTS

4.1 Focus Group Discussion

Six focus group interactions were held with the researchers acting as moderator, and each session was approximately an hour long. It is expected that more than four focus group discussions on a project presents ideal saturation of themes to form an empirical analysis (Krueger and Casey, 2010). The result obtained from the interactive session was presented as follows:

Issue 1: To what extent is stakeholder identification a predictor of development communication in the Nigerian housing sector?

The dominant theme of the focus group discussion on this issue is that each housing project has unique stakeholder characteristics but the variation is not significantly high. The participants stressed on the need for flexibility of housing provider agencies in adapting to different stakeholder structures. They unanimously opine that the extent of development communication utilization in stakeholder identification by the industry is low.

Issue 2: To what extent is stakeholder engagement a predictor of sustainable housing delivery in Nigeria?

The key finding from the focus group discussion with the participants was that stakeholder engagement in the industry is poor and redundant. The professionals unanimously agreed that the role of stakeholder engagement in this regard is an integration of current and sustainable communication principles into planning stages for the procurement of new infrastructure projects, as well as maintenance management of existing inventory. They affirm that where the practice has been adopted, it has yielded successful results.

Issue 3: Role of Stakeholder Conflict Management in Delivering Social Housing

The theme of the focus group discussion with the agencies and professionals on this issue was that housing delivery performance is low as a result of perceived low sense of belonging, and stakeholder participation in decision making over a target base. The target base is usually made up of varied social classifications with diverse interests, and the participants opine that the role of stakeholder conflict management is to harmonize and align the interests towards a single goal. The professionals were in tandem with the assertion that SCM will establish effective communication systems which engender a smooth and harmonious process.

4.2 Data Analysis

Data was analyzed qualitatively and quantitatively as follows:

4.2.1 Analysis of Qualitative Data

The study analysed qualitative data obtained from the focus group discussion using Scissor-Sort technique and Content Analysis. To analyse the large data obtained from the focus group discussions, and in order to minimise the potential bias introduced in analysing and interpreting focus group data, Krueger & Casey (2000) point out that the analysis should be systematic, sequential, verifiable, and continuous. Following this path, the following five processes were observed in consistence with the work of Stewart (2017) on qualitative analysis:

1. Data Grouping

The responses were grouped according to the research hypotheses in a bid to determine the dominant theme of discussion for each research question. Data analysis is clearer by grouping respondents' answers to each question (Stewart, 2017).

2. Information Labels

During this process, the study organized and classified responses into categories of agreement and disagreement with the assertions. Insights are gained by labeling each group of answers (Stewart, 2017).

3. Knowledge (Findings)

The study ascertained the extent to which the information provided answered the research questions? This is consistent with Stewart (2017) who posits that knowledge is gained by asking how the information answers the research objectives.

4. Theory

From the answers provided by the participants, the study considered what theories can be developed? Theories are developed based on the evidence (Stewart, 2017).

5. Implications

The study reflected on the meaning of the respondents' positions, any emerging themes, and any new findings made.

The processes were used to present the data obtained from the focus group discussions. Thereafter, they were subjected to data analysis using the following techniques:

I. Scissor-Sort Technique

This was carried out using the Scissor-Sort Technique. *The scissor-and-sort technique, which is sometimes called the cut-and-paste method, is a quick and cost-effective method for analyzing a transcript of a focus group discussion* (Stewart, 2017). Firstly, the study examined the transcript and color-coded brackets were used to classify the themes within the text in terms of relevance and significance. The coded materials were statements, phrases, or interactions between respondents and through their cutting and sorting into segregated classifications, greater insight was gained into the dominant theme. The Scissor-Sort Technique is limited by its reliance on the analyst's judgment, but this concern is already negated by the study in its adoption of Stewart's (2017) suggestion on the use of multiple analysts.

However, to supplement the limitations of the Scissor-Sort Technique, the study also employed Computer-Assisted Content Analysis using the TEXTPACK software. The application of this technique in the study is discussed as follows.

II. Content Analysis

This is the dominant analytical tool for focus group discussions. The study utilized the TEXTPACK to capture the context as well as content of a passage through the Key-Word-In-Context (KWIC) technique. *The TEXTPACK software uses a theoretically derived dictionary for classifying words and identifying keywords, while the KWIC approach was used to search for, and list the key words along with the text that surrounds it* (Stewart, 2017). Through this mechanism, the study was able to identify the coefficient of agreement for all the issues under consideration. Having applied these techniques, the following results emanated from the analysis:

- i. It was found that stakeholder identification is a dominant theme in development communication.

- ii. Consistent, clear and logical communication processes were found imperative in the engagement of stakeholders for sustainable housing delivery.

4.2.2 Analysis of Quantitative Data

4.2.2.1 Test of Hypothesis One

Hypothesis One states that stakeholder identification is a significant predictor of development communication in the Nigerian housing sector. This was tested with the One Sample Kolmogorov-Smirnov Test as shown in Table 1:

Table 1: One-Sample Kolmogorov-Smirnov Test

		Stakeholder identification is not a significant predictor of development communications in the Nigerian housing sector
N		125
Normal Parameters ^{a,b}	Mean	4.2425
	Std. Deviation	3.28575
Most Extreme	Absolute	.218
Most Extreme	Positive	.218
Differences	Negative	-.280
Kolmogorov-Smirnov Z		14.8275
Asymp. Sig. (2-tailed)		.000

Source: SPSS 19

- a. Test distribution is Normal
- b. Calculated from data

From Table 1, comparing the calculated z-value of 14.8275 against the critical z-value of 1.645 (2-tailed test at 5% level of significance), the null hypothesis was rejected. Thus, stakeholder identification is a significant predictor of development communication in the Nigerian housing sector ($Z_c = 14.8275$; $p < 0.05$).

4.2.2.2 Test of Hypothesis Two

Hypothesis Two states that stakeholder engagement strategy is a significant predictor of sustainable housing approach in the Nigerian housing industry. One-Sample Kolmogorov-Smirnov Test was employed to test this hypothesis. The result in Table 2 emerged:

Table 2: One-Sample Kolmogorov-Smirnov Test

		Stakeholder engagement strategy is not a significant predictor of sustainable housing approach in the Nigerian housing industry.
N		125
Normal Parameters ^{a,b}	Mean	1.8576
	Std. Deviation	1.41849
Most Extreme	Absolute	.499

Differences	Positive	.449
	Negative	-.273
Kolmogorov-Smirnov Z		7.892
Asymp. Sig. (2-tailed)		.000

Source: SPSS 19

- a. Test distribution is Normal.
- b. Calculated from data

From Table 2, the computed Z-value of 7.892 against Z tabulated of 1.96 and a significance of 0.000 implies that the null hypothesis should be rejected and alternate accepted. This is an indication that stakeholder engagement strategy is a significant predictor of sustainable housing approach in the Nigerian housing industry. ($Z_c = 7.892$; $p < 0.05$).

4.2.2.3 Test of Hypothesis Three

Hypothesis Three states that stakeholder conflict management plays a significant role in facilitating social housing delivery in Nigeria through mutual problem solving. This was tested with Principal Component Analysis (PCA) as follows:

Decision rule: Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (not < 0.6), and Bartlett's test of sphericity should be significant ($p < 0.05$) for the factor analysis to be considered appropriate. Determine how many components (factors) to extract (Eigen value ≥ 1).

Table 3: Kaiser-Meyer-Olkin and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.798
Bartlett's Test of Sphericity	Approx. Chi-Square	2409.622
	Df	536
	Sig.	.000

Source: SPSS 19

Extraction Method: Principal Component Analysis.

Table 4: Total Variance Explained

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings	
	Total	% of Variance	Total	% of Variance
1	9.299	28.2	9.299	28.2
2	5.628	20.4	5.628	20.4
3	3.852	14.6	3.852	14.6
4	2.508	6.1	2.508	6.1
5	1.614	5.1	1.614	5.1
6	1.580	4.6	1.580	4.6
7	1.312	4.0	1.312	4.0

Source: SPSS 19

The study employed Principal Component Analysis (PCA) to classify the component factors that establish the discernible role of stakeholder conflict management in facilitating social housing supply. The results of the PCA includes: descriptive statistics, correlation

matrix, inverse correlation matrix, KMO and Bartlett's test, communalities, total variance explained, screen plot, and rotated component matrix. The study was more concerned with the interpretation of the Eigen-values as shown in Table 4.

Table 3 shows the PCA result which showed KMO index of 0.798, and Bartlett's test of sphericity significant ($p < 0.000$). Table 4 shows that Seven (7) components with Eigen value ≥ 1 were extracted. The Seven (7) components contributed 83% of the variance. Thus, they are very significant. The factor loading is the expression of how much the variable has contributed to the factor; the larger the factor loading the more the variable has contributed to the factor. Table 5 shows the rotated component matrix. The rotated factors were used because rotating the factors is a way to distribute the factor loadings in such a way as to make job of interpreting the meaning of the factors easier. The main aim is to ensure that each variable loads highly on only one factor, thus ensuring simple structure.

Table 5: Rotated Component Matrix

	1	2	3	4	5	6	7
Mutual problem solving	.935						
Negotiation and compromise						.592	
Town hall engagements							.511
Perception management				.613			
Regular think-tanking			.796				
Revisiting the constitutional quagmire entrenching the Nigeria Land Use Act 1978					.600		
Building materials price subsidy		.899					

Source: SPSS 19

Table 4 shows that Component 1 has an initial eigenvalue of 9.299 which accounts for 28% of the total variation. This strengthens the assertions made based on the KMO and Bartlett's Test results. Therefore, the null hypothesis was rejected and the alternative hypothesis accepted. Hence, stakeholder conflict management plays a significant role in facilitating social housing supply in Nigeria through mutual problem solving (9.299).

5.0 FINDINGS AND CONCLUSION

5.1 Findings

As the study is explorative in nature, findings were reported in the present tense.

1. It was found that stakeholder identification is a significant predictor of development communications ($Z_c = 14.8275$; $p < 0.05$).
2. It was also found that stakeholder engagement strategy is a significant predictor of sustainable housing delivery ($Z_c = 7.892$; $p < 0.05$).
3. The study found that stakeholder conflict management plays a significant role in facilitating social housing delivery in South East, Nigeria through mutual problem solving (9.299).

5.2 Conclusion

On the basis of the research findings, the study concluded that a stakeholder management strategy is significantly needed for sustainable public housing delivery in South East, Nigeria.

5.3 Recommendations

Based on the findings and contributions of this study, the following recommendations were made:

- (i) Successful integration of PR strategies in the identification of stakeholders through development communication is strongly recommended by the study as the two-way information gathering will significantly alleviate and address the misunderstanding problems witnessed in the sector over the years.
- (ii) Sustainable development includes and integrates both the development of people and their situations and standards of living. Such development cannot be delivered to passive recipients – it requires active participation and a partnership approach. The study recommends a stakeholder engagement mantra that supports planning with the people for the people. This is achieved through the engagement of stakeholders at all levels of the formulation and implementation phases of the project.

- (iii) The study recommends a rent-to-own scheme where housing is provided to low income earners who pay back a subsidy over a number of years through rent, with the option to purchase the house at some point at a subsidy. In the United States, it is known as rental purchase.

5.4 Contribution to Knowledge

The study makes important empirical contributions to existing knowledge. The study contributes to knowledge by extending the measurement of housing delivery stakeholder management to include development communication as a proxy. The study also fills the lacuna in extant literature on the role of formal stakeholder conflict management process in ascertaining the different variations of needs and interests in the housing market. As shown in the review, research about engagement concerns a narrow view of engagement activity and leaves a significant gap in the literature about Transformative engagement as described by Cornwall (2008). The study showed the efficacy of the process and outcome of stakeholder engagement to both the provider and the target base.

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