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MANEGERIAL CONFLICT BETWEEN DIFFERENT STAKE HOLDERS IN CONSTRUCTION

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Abstract - The drought-flood-drought cycle persists throughout India, according to this study. Both a paucity of water and a wide variation due to natural reasons constitute two "fixed aspects" to this dilemma. If a small group of stakeholders has similar values and the parties to the disagreement are likely to agree on goals, yet there are conflicts of interest among them, this form of conflict will occur. Coercive interactions among stakeholders might result in one party's value system taking precedence even though the other parties don't share that value system (and coerce the other stakeholders to accept it). Stakeholder interactions and power distribution are crucial in every issue. From a basic agreement on aims but with competing interests, through occasions when one stakeholder is powerful enough to compel another to comply are examples of interactions between stakeholders. Alternate dispute resolution methods like mediation or arbitration are more effective when the power balance is biased or unbalanced. In order to guide the ongoing process of national water resource reforms and to achieve balanced and sustainable development with the least amount of conflict, planners and policymakers benefit from gaining an in-depth awareness of the whole spectrum of stakeholder groups.
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Key Words: Conflict, Stakeholder, Construction industry, 4S Functions

1.INTRODUCTION

There are also 'controllable factors,' which have a noticeable influence on the water resource problem yet are more susceptible to change. Controllable parameters include I the diverse characteristics (in terms of water needs) in the Indian population due to regional, social, economic and sectoral segmentation; (ii) the economic conditions of the states affecting water resource development at macro level, and the resource allocation and usage pattern at micro level; (iii) the level of technological developments in various sectors that affect or are affected by water; and (iv) adequacy o adequacy o adequacy of water supply [1].

The dynamic water resource issue domain includes all three categories of factors, but only controllable parameters may be used to limit the problem's scope. A more thorough investigation, on the other hand [2], reveals the problem's complexity and the polarisation of opinions on its causes and solutions, as noted below:

On the question of water resource development, there are two distinct schools of thought: On the other hand, there are many who believe that the problem stems from a lack of water supply, and hence advise building more and larger dams to exploit rivers. Some claim that damming rivers, especially major ones, is the source of the problem and that river valley plans should be abolished for environmental and ecological grounds [3]. In reality, the amount of water that can be obtained by using rivers is so small that groundwater must be used to fill in the rest of India's water needs. Developing a framework that serves as a guide to solving the problem is only possible if the problem is first conceptualized [4]. Action, conceptual, and value are the three categories of study questions. The goal of this research is to identify particular activities that may be taken in response to the water problem. This research is based on inductive reasoning, which is the process of seeing and interpreting specific events. To avoid abandoning necessary quantitative analysis [5], this study's approach is based on qualitative research techniques. This approach was chosen because it is most suited for circumstances when the purpose of research is to obtain knowledge and meaning of a particular scenario, as well as to develop and generalize the theories (analytical generalization), rather than simply enumerate frequencies (statistical generalization) [6]. Distinction between functional and dysfunctional conflicts is a common literary device. When there is a functional conflict, the manufacturing process is improved, or the output is better than predicted. However, a dysfunctional disagreement impedes development, harms productivity, and leads to bad outcomes. The former is constructive or beneficial, whereas the latter is harmful and frequently results in disagreements. It's also possible that an unmanaged functional disagreement might turn into a dysfunctional one [7]. Generally speaking, construction stakeholders are concerned about avoiding disagreements because of the potentially dire implications. The stakeholder paradigm serves as a backdrop to the social benefit-cost analysis in welfare economics, which is widely known in political theory. After being first used in the context of business, the word stakeholder has subsequently broadened its definition to include a wider range of social institutions as well [8]. Instead of being introduced in its totality in business, the stakeholder notion had to go through a gradual process of evolution to reach its current shape [9]. The shareholder notion, despite its revolutionary origins in corporate operations, was in fact evolutionary. Stakeholder concept's evolution is a complex process, but it can be broken down into three distinct stages:

(i) The beginnings of concept of corporate social responsibility;

(ii) Transition from that concept to social responsiveness;

(iii) The arrival of business ethics, leading to today's form of stakeholder concept.

2. Literature review

Even yet, the situation at hand is unique and cannot be addressed using normal theories and methodologies; as a result, a framework for better comprehension and solution of the

problem is required [10]. Stakeholders in India's water crisis must be given a new perspective on the issue by integrating information relevant to total water resource development. Water demand and supply in India are examined, as well as the obstacles to closing the difference. This is a major issue in India's water problem. This chapter explores the ideas of water rights and uncovers the limits of the current dispute resolution mechanisms because most of India's river resources are subject to interstate conflicts [11]. Despite the monumental challenge, water resource projects seldom come to a halt due to technical difficulties. Due to the formation of 'haves' and 'have-nots' in terms of access to quality water, the condition of demand and supply gap in useable water is of significant concern. The water issue hasn't just drawn lines in the sand geographically, it's also accentuated the wealth gap between the affluent and the poor. It's hard to forget the media headlines of starvation5 fatalities, farmers taking their own lives, moms selling their children, and the rise in rural criminal activity. Due to the lack of water, they all connect to the predicament of rural people who are unable to grow food on their own property [12]. Two major types of corporate stakeholders exist: internal and external stakeholders. Internal stakeholders show a monolithic front in order to fight against various external stakeholders' difficulties. Internal stakeholders (such as policymakers, planners, or project executors) aren't good candidates to be identified using this technique because their presence isn't directly linked to the success of the project. Internal stakeholders may not be as critical in government agencies and ministries as they are in for-profit corporations because of well-established rules of accountability (particularly in the case of multistate initiatives). The importance of various but significant stakeholder groups may be diminished if the big and important sector of the external environment is only referred to as a "external stakeholder". When it comes to water resource initiatives, what alternative methods are there to identify the stakeholders? It may be possible to divide people into groups based on their biological and physical characteristics, such as human and nonhuman alike [13]. It is possible to examine the process of stakeholder identification through the prism of the results obtained from projects involving economic, social, cultural, or environmental factors. An alternative method of determining the impact of project may be employed based on the impact's timeliness (immediate or later), magnitude (severe vs. negligible) [14], or the capacity of the project's stakeholders to express their reactions to changes. Table 1 shows Basin-wise Surface Water Resource Potential of India in km3A three-tier method to identifying stakeholders of water resource projects appears to be best way to comprehend the difficulties and effects on project development and operation.

Table 1: Basin-wise Surface Water Resource Potential of India in km3

River Basin	**Utilisable flow excluding ground water**	**Water resources per year**
Indus	46.00	73.31
a) Ganga	250.00	525.02
b) Brahmaputra, Barak and others	24 00	677.41
Godavari	76.30	110.54
Cauvery	19.00	21.36
Krishna	58.00	69.81
Pennar	8.86	6.32
Brahmam & Baitarani	18.30	28.48
East flowing rivers between Pennar and Kanyakumari.	16.73	16.46
Mahanadi	49.99	66.88
East flowing rivers between Mahanadi and Pennar.	13.11	22.52
Subemarekha	6.81	12.37
Mahi	3.10	11.02
West flowing rivers of Kachchh, Saurashtra & Lum	14.98	15.1
Sabarmati	81	3
Narmada	34.50	45.64
Tapi	14 50	14.88
West flowing rivers from Tapi to Tadri	11.94	87.41
West flowing rivers from Tadri to Kanyakumari	24.27	113.53
Minor river basins draining into Bangladesh & Mynmar.	-	31.00
Total	690.31	1952.87

Table 2 water resource projects investment (in crore)

Five-year plan	Major / medium irrigation	Minor irrigation	Command area development	Food control	Total
(1951-56)	376.24 (7803.42)	65.62 (1360.99)	-	13.21 (273.98)	455.07 (9438.39)
(1956-61)	380 (6013.98)	161.58 (2557.21)	-	48.06 (760.61)	589.64 (9331.80)
(1961-66)	576 (6674.84)	443.10 (513476)	-	82.09 (551.28)	1101.19 (12760.88)
(1966-69)	429.81 (3943.90)	560.93 (5147.06)	-	41.96 (585.02)	1032.70 (9475.98)
(1969-74)	1242.30 (7976.41)	1173.34 (7532.64)	-	162.04 (1040.40)	2577.48 (16549.18)
(1974-78)	2516.18 (12519.42)	1409.58 (7013.41)	-	298.61 (1485.75)	4224.36 (21018.59)
(1978-80)	2078.58 (7949.67	981.90 (1388.16)	362.96 (1388.16)	329.96 (1261.95)	
(1980-85)	7368.83 (19625.50)	3416.82 (5100.06)	743.05 (1978.97)	786.85 (2095.63)	12315.55 (32800.16)
(1985-90)	11107.29 (21207.15)	6179.30 (11798.14)	1447.50 (2762.85)	941.58 (1797.76)	19675.67 (37566.77)
(1990-92)	5459.15 (8125.60)	3030.07 (4510.07)	619.45 (92201)	460.64 (685.63)	9569.31 (14243.32)
(1992-97)	2107.87 (31057.63)	11739.36 (17302.52)	2145.92 (3162.85)	1961.68 (2493.35)	36648.83 (54016.36)
Total	52606.25 (132389.93)	29161.60 (73388.66)	5418.88 (13385.66)	4856.67 (12222.39)	91943.40 (231386.59)

3. Methodology

Those who may be impacted by water resource project during its beginning, construction, or procedure, as well as those who may have an impact on its future path, are referred to as stakeholders. The term "stakeholder" refers to both human and non-human organisms whose quality of life is influenced by the building or operation of a water resource project. As a result of their quiet ability to elicit human response, non-living things, such as archaeological or topographical components of impacted area, might become stakeholders in project itself [15].

A project affects the quality of life for stakeholders, it may have just a small impact on economic growth or decline, or it may have far-reaching effects on the natural environment as well as the social and cultural context of those stakeholders. Table 2 shows water resource projects investment (in crore) Some of the repercussions may be obvious immediately following the start of building, while others may take a long time to show up on some of the other entities [16]. The differing perspectives of various stakeholders will have an impact on how

the relative importance of the stakes is determined. Reoccurrence inspiration may not be proportional to size of stakes since stakeholders' capacities to influence project operations in a concrete or intangible way differ.

Stakeholders in the water resource project are similar to those in a corporate company, which includes both internal and external constituents of the project organization (e.g., shareholders and board of directors, staff, etc.). Even though there are both direct and indirect action aspects in the project's external environment, stakeholders only include direct action elements. Clients, contractors, suppliers, financiers, labor unions, special interest groups, and the media, to name a few, make up the project's direct-action elements, much like they do in a corporation. Fig 1 shows Internal and External Environment of Water Resource Project In addition, the social, ecological, economic, and political aspects of water resource projects are virtually always a component of the direct-action context, and therefore stakeholders.

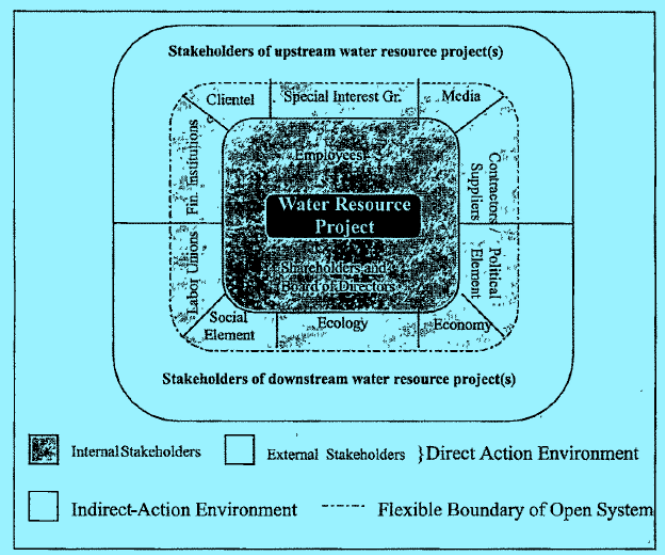

Fig 1: Internal and External Environment of Water Resource Project [3]

Water resource projects include a wide range of stakeholders, each with a unique set of features, and each with a significant impact on the project. As a result, a stakeholder model must be created to help stakeholders of all kinds better understand one another and the management system as a whole.

The "moral risks" of the market are all too apparent, despite the fact that the stakeholder model is well-developed in the setting of market economies. Though they may not always be prone to opportunism, human actors are the primary cause of this scenario. However, in free market economies, more regulation is necessary to protect the welfare of the population by reducing inequities. Clearly, the corporate stakeholder model may not provide a viable framework for comprehending stakeholder concerns of water resource projects falling under public domain because of such intrinsic limits of market economies Consequently, relying on 'contingency theory,' a management issue analysis technique that posits the impact of any managerial practice will vary depending on the circumstances in which it is performed. water resource projects necessitate an alternate stakeholder model based on their demands and circumstances

the previously mentioned stakeholder groups might be organized into an octagonal conglomerate of impacts on water resource projects. The model depicts the project's two-way communication with its stakeholders. PNB, SNB, PSB, and SSB are four of the policy's beneficiaries, while PNB, SNB, PSB, and SSB are four of the policy's detriment (i.e. PSA, SSSA, PNA, and SNA).

The cumulative effect of each hemisphere is applied in opposing directions. They tend to respond in a way that diminishes or stifles the project's scope and development. Early on in the project, they are often riled up and tend to respond in unison and make negotiations tough. Beneficiary stakeholders, on the other hand, have a significant impact on the project's scope and development**.** Fig 2 shows Octagonal congregate of stakeholder mode Activation occurs in spurts, but for the most part, they stay dormant or inactive during the building phase of the project. The interests of the stakeholders that benefit from the project sometimes conflict with each other, creating an image of a (big) fractured interest group that opposes the initiative.

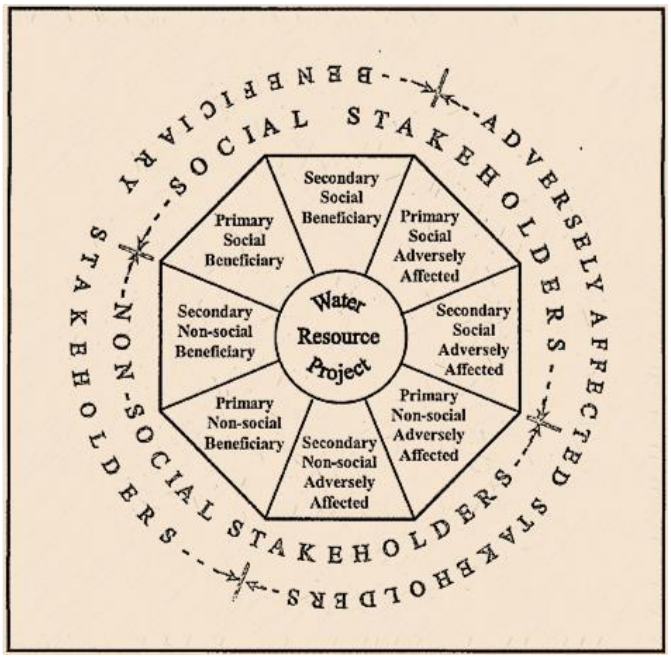

Fig 2: Octagonal congregate of stakeholder mode [8]

Ranking Approach

Relative Importance Index (RII) was used to rank and measure importance of each ESM obstacle, based on the results of a survey, as follows:

$RII = \Sigma WA \times N$ ……..(1)

Where,

W = the respondent's weighting of several characteristics (1 to 5).

A = the highest weight (in this case is 5)

N = total number of respondents

The RII Value is a number between 0 and 1. In terms of influence on ESM, the more RII value barrier has, higher its ranking and more significant its impact.

Results of RII analysis were used to rank barriers in decreasing order as shown in Table 3, which is based on the RII values obtained from respondents' assessments of obstacles (below).

Relative Importance Index (RII) values range from 0.4939 to 0.8212, as shown in Table 3.4 Stakeholders' uncooperative attitude and lack of identification as key stakeholders contribute to India's poor RII score for ESM implementation

(0.8212), which is followed by Uncooperative Attitude of Stakeholders.
those who stand in your way, respectively, the second and third most important challenges. According to the study, the RII value of 0.4939 was the 30th and final barrier to ESM in MIPs delivery in India.
The table also shows that numerous barriers were ranked the same since their RII values were close to one another. RII scores of 0.7667 and 0.7668, respectively, indicate that the Project Manager's Poor Knowledge of SM and His/her Failure to Recognize Potential Conflict Areas impede ESM in MIPs delivery. The identification of stakeholders too late and the transmission of erroneous information to stakeholders, both of which had RII values of 0.7636, were the sixth and seventh barriers to ESM, respectively. Stakeholder identification was incomplete, communication with stakeholders was infrequent, and the information needs of all stakeholders were not met, all of which ranked twelfth on the list.

4. RESULT AND DISCUSSION

The stakeholder model developed in the preceding chapter may be used to solve the complicated challenges of water resource project development and operation from the standpoint of stakeholders.
(a) Identifying and classifying major and diverse groups of stakeholders,
(b) understanding how the project affects and influences them,
(c) gauging and assessing the intensity of their return influences,
(d) understanding the manner in which such influences are brought about are all expected outcomes of the stakeholder model.
When faced with the daunting issues that stakeholders provide throughout the building or operating stages of the project, the stakeholder model may be a valuable management tool. Use the model to evaluate the project's stakeholder-awareness and connection level, as well as prior choices that went awry and the remedial steps that were taken. We'll use the Sardar Sarovar Project as an example of how to put the stakeholder model into practice.
In light of the SSP's advanced completion, many of its allusions to prior events may create the impression that they are only seen via retrospect, which is not the case. As a result, the stakeholder model is being used to re-examine the SSP challenges in order to highlight how stakeholder approach might have been used to address many of the SSP imponderables. In addition to speeding up the project's implementation, this would have also set the path for future operations in the correct direction.

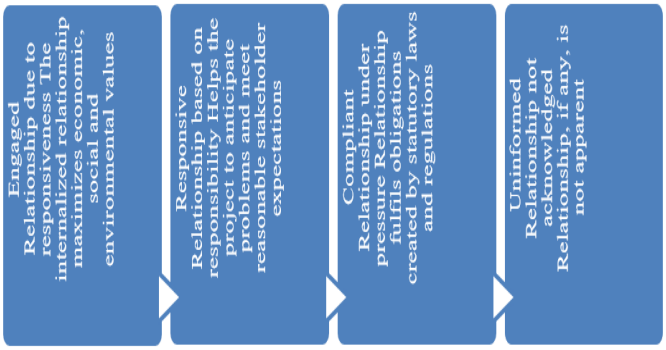

Fig 3 Changed to include four levels

Even the most fundamental grasp of the stakeholder notion is missing from this model, as shown by the phrase "uninformed" at the lowest level. Therefore, any project-stakeholder link that may exist is clearly unknown to the project management or stakeholders in such instances. Due to administrative and regulatory constraints, the project achieves the second level of stakeholder interactions known as "compliant." The 'responsive' level is the final one, and it is reached when the project is able to accept ownership of the responsibilities it has to its stakeholders. This degree of stakeholder interaction may be achieved if stakeholder responsibility is realized across the project organization, and the scope of that responsibility is aligned with recognized stakeholder demands, according to the findings of this study. To get to the fourth and highest degree of engagement, a project must be able to handle uncertainty and maximize possibilities for stakeholders to be involved in all issues. This is known as "engaged." Additionally, it's the tallest rung. At this level of stakeholder contact, the project's capacity to develop a synergy between all the relationship pieces may maximize stakeholder value**.**

4.1 The Cycle of '4S' Functions

The importance of a multi-stakeholder approach to water resource management has been stressed in the preceding debate. Even before project inceptions, the stakeholder approach provides answers to problems experienced by all parties involved in a project's execution and following operating phase. The stakeholder approach not only encompasses all aspects of water resource development, but it also adds movement to the management of these challenges. Here, the '4S' functions of 'Sensing, Scanning, Signaling, and Strategizing' are explained in detail by the stakeholder management tool.
In the first place, the approach to stakeholder management aids in identifying the impacts of projects and choices linked to projects on all potentially relevant stakeholders. As a second benefit of this management tool, it may be used to examine the intensity and direction of stakeholders' return influences.
Thirdly, it is responsible for indicating the timing and manner in which stakeholders will respond to the project. Finally, it aids in the project's ultimate administrative duty of designing its response to stakeholder influences. Appropriately built management information systems assist in all of these processes by providing timely decision support. Consequently, the stakeholder management strategy continues to be a dynamic one.
If applied to one stakeholder-entity, the cycle of "4S" continues in a loop until the combined response to that stakeholder-entity no longer has a substantial negative effect on that stakeholder-entity. Because the method is based on solving problems rather than focusing on problems, it is more likely to achieve the highest level of stakeholder engagement, i.e. "engaged." Figure 4 shows a flowchart illustrating the '4S' functions of the stakeholder management strategy.

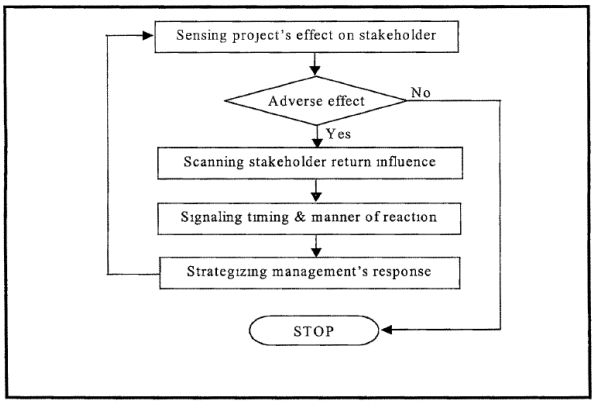

Fig 4: Stakeholder Management Approach's Cycle of '4S' Functions

It has already been stated that the "4S" tasks of stakeholder management are to be used on a continuous basis. Because of the ongoing effort and the sheer volume of data pertaining to the many stakeholders. Stakeholder data must be established, built upon from the ground up, and kept in a manner that provides the needed information in order for an effective stakeholder management method to be implemented. Because, The most essential and vital economic resource is no longer money, but rather knowledge, which is seasoned information that takes values into consideration. The work of handling stakeholder data in the above-described way may appear daunting, given the wide range of stakeholder entities and their geographical distribution. Stakeholder modelling and the use of an appropriate Management Information System (MIS) can simplify the process and encourage decentralized decision making at the same time.

5. CONCLUSION

Stakeholder issues are at the heart of many water resource projects' biggest challenges. Accordingly,
i) the stakeholder approach justifies itself as a method for finding answers in the continuum of problems.
ii) All of the issues that arise in the course of a project are directly related to the many stakeholders.
ii) A multi-stakeholder approach brings together experts from several fields.
iii) it is impossible to deal with a wide range of issues with a single technique; this can be seen in the stakeholder approach. stakeholder characteristics and the sum of their impacts are never static, iv). Stakeholders can understand the problem's pulsating pulse appropriately.

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Table 3 Barriers to the supply of MIPs in India,

Barrier (N=65)	Respondent evaluation					RII	Rank
	1	2	3	4	5		
Failure to comprehend the requirements and expectations of the stakeholders	0	2	13	22	28	0.8212	1
Uncooperative Attitude of Stakeholders	0	6	10	24	25	0.7970	
identify key stakeholders Failure	0	9	8	22	26	0.7879	2
Identify potential conflict areas Failure	5	5	4	27	24	0.7727	3
Poor SM knowledge project Manager's	5	5	15	7	33	0.7667	4
incorrect information about Issuance to stakeholders	4	6	11	17	27	0.7636	5
Late identification of stakeholders	0	5	12	34	14	0.7636	6
Conflicts between Stakeholders	4	5	18	14	24	0.7394	7
Lack of stakeholder engagement/involvement	1	2	23	19	20	0.7576	8
Misunderstanding of roles by stakeholders	2	5	12	35	11	0.7364	9
Lack of fairness and equity, for stakeholders;	0	12	15	23	15	0.7152	10
Lack of continuity in SM process all	5	6	18	16	20	0.7121	
Incomplete Stakeholder Identification	4	5	20	21	15	0.7061	11
Failure to meet information requirements of all stakeholders	1	4	25	26	9	0.7061	12
Lack of constant communication with stakeholders	0	4	29	22	10	0.7061	13
Lack of a person specifically assigned to handle SM	7	5	14	21	18	0.7061	14
Failure to understand relationship between and among stakeholders	0	8	24	26	7	0.6879	15
Lack of open and ongoing communication process	2	7	22	22	12	0.6970	16
Taking over roles from one stakeholder & assigning them to another	0	14	15	23	13	0.6970	
Interference in SM by client	1	10	16	27	11	0.7030	17
Failure to engender trust with the stakeholders;	3	12	12	26	12	0.6879	18
Lack of Periodic Stakeholder Meetings	4	7	27	13	14	0.6394	19
Nature and size of a project;	1	3	10	32	9	0.6364	20
Absence of formal SM process	2	13	27	15	8	0.6333	21
Failure to assess levels of influence of various stakeholders	1	10	25	19	10	0.6727	22
Failure to recognise adverse stakeholders	3	7	21	19	13	0.6697	
Client's uncooperative attitude	2	10	11	11	31	0.6670	23
Stakeholders' incapacity to participate in discussions	3	9	19	28	6	0.6667	24
	0	10	32	12	11	0.6636	
Failure to cooperate with adverse stakeholders	0	13	23	24	5	0.6545	25
Limited stakeholder engagement/involvement	2	11	28	13	15	0.6818	26
Inhumane attitude in relating with stakeholders	5	13	17	9	21	0.6758	27
Imposition of leadership on stakeholders	6	10	14	21	14	0.6728	28
Assignment of similar task to two stakeholders	9	10	19	17	10	0.6182	29
Issuance of the same information to all stakeholders	5	19	21	16	4	0.5758	30
Inadequate engagement with external stakeholders Project location	4	7	27	13	14	0.5758	31
Cultural differences between stakeholders	11	20	17	9	8	0.5394	32
Language barrier between stakeholders	18	14	16	11	6	0.5091	33
Involvement of numerous stakeholders	5	17	20	17	6	0.4939	34

According to RII values