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CONFLICT HANDLING IN A MULTI-STAKEHOLDER PROJECT : A
CASE OF A BUILDING CONSTRUCTION PROJECT

PROJECT WORK

BY

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“CONFLICT HANDLING IN A MULTI-STAKEHOLDER PROJECT : A CASE OF A BUILDING CONSTRUCTION PROJECT”

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**A Project Work Submitted to Addis Ababa University School of Commerce
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Degree in Project Management**

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Addis Ababa, Ethiopia

DECLARATION

I declare that the study which is being presented in this project work entitled “Conflict Handling in A Multi-Stakeholder Project: A Case of a Building Construction Project” is original work of my own. It had not been presented for a partial fulfillment of any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this project work had been accordingly acknowledged.

Bethelhem Tesfaye

Date

CERTIFICATION

This is to certify that this project work, “CONFLICT HANDLING IN A MULTI-STAKEHOLDER PROJECT: A CASE OF A BUILDING CONSTRUCTION PROJECT” which is undertaken by Bethelhem Tesfaye in partial fulfilment of the award of Master’s degree in Project Management at Addis Ababa University School of Commerce, is an original work of her own and not submitted earlier for any degree either at this University or at any other University.

Project Work Advisor

Date

ADDIS ABABA UNIVERSITY

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This is to certify that the project work entitled “CONFLICT HANDLING IN A MULTI-STAKEHOLDER PROJECT: A CASE OF A BUILDING CONSTRUCTION PROJECT” submitted to Addis Ababa University School of Commerce in partial fulfilment of the requirements for the award of Master of Arts Degree in Project Management, compiles with the regulations of the university and meets the accepted standards with respect to originality and quality.

Bethelhem Tesfaye

APPROVED BY BOARD OF EXAMINERS

Advisor : Signature:_____ Date:_____

Examiner 1 : Signature:_____ Date:_____

Examiner 2 : Signature:_____ Date:_____

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ACRONYMS

MSP: Multi stakeholder Project

NGO: Non-Governmental Organization

PMI: Project Management Institute

UNHCR: United Nations High Commissioner for Refugees

ABSTRACT

We live in a society prone to conflict, and conflict usually cannot be avoided since it is an inevitable aspect of work teams. The problem of conflict in the construction industry in general is that it will give rise to increase of project cost, project delays, reduction of productivity, loss of profit or damage in business relationships. Conflict might escalate and lead to nonproductive results, or it can be constructively resolved and lead to quality final products. Therefore, learning to manage conflict is important to any project stakeholder.

This study is aimed to assess the different conflicts that influence the effectiveness of managerial decisions in a selected building construction project with multi-stakeholders and comes up with suggested solutions. It studies the conflict management styles used in the system and identify their major problems; identifies various work-related conflicts that has been created; and determines the effective management approach in resolving work related conflicts.

The major objective of this study is to assess the different conflicts that influence the effectiveness of managerial decisions in a multi-stakeholder project and come up with suggested solutions in the case a Building Construction Project. This project also has objectives of studying the conflict management styles used in the system and identifying their major problems; identifying various work-related conflict that has been created and determining the effective management approach in resolving work related conflicts.

The study populations are stakeholders of the building construction project randomly sampled to make sure all stakeholders of the project are equally represented. The methodology of this study is project based cross-sectional research design and the data used was quantitative primary data collected from closed ended questions which help to investigate factors that affect for conflict management in the project.

The study has found out that management styles employed by management do not compare with the nature of stakeholders; most of the stakeholders choose to always employ collaborative style when in resolving work related conflicts; and that leadership conflicts have happened to have high effect on the management of the project causing communication gap between the managers and causing managers to lack in achieving the desired targets of the project in the specified time.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The way stakeholders deal with conflict can greatly affect a project's performance. In a project environment where multiple stakeholders exist, it is only natural that one side perceives that its interests are being affected by the actions of the other party. This is true especially in a multi-stakeholder project that one side usually tends to criticize the other team's actions, which later causes a potential conflict.

Schramm-Nielsen (2002) defines a conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. According to Fajana (1995), conflict can be defined as a disagreement between two or more parties who perceive that they have incompatible concerns. It exists whenever an action by one party is perceived as preventing or interfering with the goals, needs or actions of another party. Conflict can be regarded as a reality of management and organizational behaviour and can be related to power and politics. Mullins (2005) sees conflict as behaviour intended to obstruct the achievement of some other person's goals. According to this author, conflict is based on the incompatibility of goals and arises from opposing behaviours. It can be viewed at the individual, group or organizational level.

Conflicts exist whenever an action by one party is perceived as preventing or interfering with the goals, needs, or actions of another party. Conflict can arise over a multiple of organizational experiences, such as incompatible goals, differences in the interpretation of facts, negative

feelings, differences of values and philosophies, or disputes over shared resources (Mullins, 2005). As people with different backgrounds, points of view, values, needs and personalities interact; a variety of conflicts often develop between stakeholders.

According to David J. Cherrington (1989) conflicts are classified as either functional or dysfunctional. Functional conflict is a confrontation between groups that enhances and benefits the organization's performance. Those conflicts which refer to a confrontation or interaction between groups that harm the organization or hinder the achievement of organizational goals are dysfunctional conflicts. To this end, the managers of the organization are supposed to avoid those dysfunctional and motivate the functional ones.

In order to solve dysfunctional conflicts existed in an organization; Stephen Robbins, (1996) listed the conflict management tools to be applied. These tools are commonly called "conflict management styles" which incorporates, avoiding, collaborating, accommodating, competing and compromising. In addition to these, negotiations and third party's interventions are also used as potential means of resolving conflicts (Robert A. Baron & Jerald Greenberg, 1990).

Researchers have asserted that conflict is a common trait in every teamwork activity and inherent within daily interactions. Preceding studies outlined that conflict is more likely to arise and escalate when multiple stakeholders exist in a project.

This study shows a stakeholder's perception of how conflicts should be handled in a multi-stakeholder project by analyzing a case of a Building Construction Project.

1.2 Statement of the Problem

Conflict has been a common trait in projects. It can often lead to a serious rift between workers project team members, and stakeholders, which could affect the project's goals and objectives. Conflict can be a serious problem in an organization. It can create chaotic conditions that make it nearly impossible for employees to work together (Robbins 1998 p, 383). Conflict must be perceived by the parties to it; whether or not conflict exists is apperception issue. Project conflicts can arise between multiple stakeholders in a project. The reasons can be anything: opposing ideas, project stress, unforeseen requirements, budgetary constraints, lack of commitment, or personal ego clashes.

This study is done because much less work has been done to research and understand the motivations and means employed by stakeholders to manage conflict. The problem of managing a multi-stakeholder project is that management styles employed by management usually does not consider the nature of stakeholders which later on will give rise to a possible conflict. The different approaches employed by the stakeholders in resolving work related conflicts is also a problem especially in an environment where, who should manage the project is not clear due to existence of multiple project managers. This will cause managerial conflicts that will potentially stumble the effectiveness of management.

A lot of researchers have come up several lists of the most common causes of disputes: the contract conditions, the design deficiency, the construction process, the consumer reaction, and time. But the major types of multi-stakeholder conflicts in a case of a construction project are usually, contractors vs. employees, where contractors want more profit while employees want higher salaries, better benefits, and more comfortable working conditions. Cutting costs to increase profits for the contractors will make employees angry. The other common multi-

stakeholder conflicts in a case of a construction project are between clients and contractors. (Hellard, 1987).

1.3 Research Questions

- Are the management styles employed by management compare with the nature of stakeholders?
- What are the different approaches employed by the stakeholders in resolving work related conflicts?
- What conflicts so far happened that stumbled the effectiveness of management?

1.4 Research Objectives

1.4.1 General Objective

To assess the different conflicts that influence the effectiveness of managerial decisions in a multi-stakeholder project and come up with suggested solutions in the case a Building Construction Project.

1.4.2 Specific Objectives

- To study the conflict management styles used in the system and identify their major problems.
- To identify various work-related conflict that has been created
- To determine the effective management approach in resolving work related conflicts

1.5 Significance of the study

This study may provide practical management solutions to the conflict problems in a building construction project, where it can benefit all managers. This will include the knowledge and methods of conflict management in personal domain and their impact on job satisfaction in order to increase the effectiveness of the organization. The study will help in the following:

- Give an important insight for stakeholders to increase their knowledge in managing conflicts
- Develop skills of project managers to improve relations between superiors and subordinates
- Develop skills required to resolve conflicts and disputes amongst individuals and groups

1.6 Scope of the study

The study deals with the subject of conflict management from a real-life experience of a G+3 office building construction project having multiple stakeholders. The project is located at Wollo Sefer, Addis Ababa, Ethiopia and is funded by an international organization which is also the end user of the project, hereinafter referred to as ‘the Client’. The client leased a 2274.48 square meter plot from the owner of the plot, hereinafter referred to as ‘the Landlord’. By the time of the lease agreement, the plot had an existing G+3 building, a B+G building connected to the B+3 building, an annex building, an access control room, and guard rooms. The client’s highest official hand-selected the plot considering its ideal location for an office, but later on realized that it would not accommodate the whole staff and that the building has to be vertically expanded by three floors. The client and the Landlord then entered into an agreement for the client to expand and modify the existing buildings in the plot and signed a

lease contract of 8 years. The client has then signed a contract with Lucky’N Construction P.L.C., hereinafter referred to as ‘The Contractor’ for the expansion building construction project.

The study is intended to gain some knowledge about the conflict management issues, significance, and recent techniques used to resolve it effectively.

Furthermore, the study will aid to obtain essential data of existing conflict management and handling method used in that specific multi-stakeholder building construction project, which would help to implement suitable conflict management styles in similar multi-stakeholder projects.

1.7 Limitations of the study

The following are possible limitations of the study:

- Lack of experience of the researcher since this is her first exposure to research activities.
- The stakeholders being at work and busy with their schedules when data collection is conducted, and due to this reason collapse of time schedule.
- The researcher’s conducting the data collection at her workplace, which resulted in time schedule clash.
- Project stakeholders not willing to provide information as required as a result of the fact that many people do not publicize internal problems to external practice even if there is real problem in the project.

1.8 Organization of the study

The study is divided into five chapters. Chapter one of the study consists of introduction which includes the background of the study, the statement of the problem, the research questions, the research objectives, the significance of the study, the scope of the study, the imitations of the study, organization of the study, and definition of key terms.

Chapter two is the literature review which evaluates the works of other researchers on the subject, and their approaches. meaning and nature of conflict and conflict handling, importance of conflict management, scope and components of conflict management, stakeholder conflict management approaches, types of conflicts and effectiveness of a project, review of empirical studies, and conceptual framework of the study.

Chapter three consists of the research methodologies where, how the researcher systematically designs a study to ensure valid and reliable results that address the research aims and objectives are shown. It includes the research design, description of study variables, description of study area and target population, sampling technique/methods and sample size, data collection, data analysis, reliability and validity analysis, and ethical consideration.

Chapter four consists of data analysis and interpretation where meanings to the collected information and conclusions, significance, and implications of the findings are assigned, determined, analyzed, and interpreted. It is consisted of demographic information of respondents, descriptive Statistics, and correlation analysis.

Chapter five of the study consists of summary, conclusions and recommendations where the summary of findings is revealed, conclusions are listed, and recommendations are made. It consists of summary of findings, conclusion, recommendation, research limitation, and areas for further research.

1.9 Definition of key terms

Dispute: A disagreement, often short-term (John Burton, 1990)

Conflict: A state of disharmony, perhaps long-term (John Burton, 1990)

Negotiation: A process in which individuals work together to formulate agreements about the issues in dispute (Rubin and Brown, 1975)

Mediation: A process of conflict management, related to but distinct from parties' own effort, where disputants seek the assistance, or accept an offer of help, from a third party to change, affect or influence their perceptions or behaviour, without resorting to physical force or invoking the authority of the law (Bercovitch & Rubin, 1992)

Stakeholders: individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion" (Project Management Institute (PMI®), 1996)

Multi-stakeholder project: a project in which diverse actors (e.g., government agencies, producer organizations, NGOs, private actors, donors and others) collaborate to achieve a common goal (Wageningen University MSP portal)

Project: a temporary endeavour undertaken to create a unique product, service or result" (PMI, 2008a)

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this section, concepts, theories, and empirical studies relevant to conflict and conflict handling will be described and outlined.

2.1 Meaning and nature of Conflict and Conflict Handling

2.1.1 Meaning and nature of Conflict

Meaning of conflict abound beyond the Oxford dictionary's definition of fighting, quarrel, struggle, disagreement, difference of opinion, a clash between hostile or opposing elements or ideas which can vary from a mild disagreement to emotion-packed confrontations. The following are common meanings of conflict:

- “Conflicts that are strategic are essentially bargaining situations in which the ability of one participant to gain his ends is dependent on the choices or decisions that the other participant will make.” (T. Schelling, 1960)
- “Conflict is a situation in which the conditions, practices, or goals for the different participants are inherently incompatible.” (C. G. Smith, 1966)
- “Conflict is an interactive state in which the behaviors or goals of one actor are to some degree incompatible with the behaviors or goals of some other actor or actors.” (J. T. Tedeschi, B. R. Schlenker & T. V. Bonoma, 1973)
- “Conflict means perceived divergence of interest, or a belief that the parties' current aspirations cannot be achieved simultaneously.” (D. Pruitt & J. Rubin, 1986)

In the project environment, conflicts are as widespread or even more tense than any other environment. Project activities are executed by human resources in order to achieve stakeholder expectations and meeting project objectives. When two or more stakeholders have different opinions or interests, conflict can occur. Schedule priorities, scarce resources, technical reasons, and personal issues can all cause clashes. History has shown us that no matter what types of conflicts have occurred, the key message for all involved is that these conflicts must be managed.

2.1.1.1 Changing views of conflict

Conflicts were widely perceived or viewed as only a negative object. Over the years, three different views have developed about conflict in projects and organizations. These views are the traditional, the human relations and the interactions views of conflict.

A. The traditional view

The traditional view on organizational conflict is the earliest of the trio. It was first developed in the late 1930s and early 1940s G.C., with the simplest approach towards conflict. According to the traditional view, any conflict in an organization is outright bad, negative, and harmful.

Although conflicts are of different types, the traditional view only sees conflict as dysfunctional and destructive. It suggests that organizational conflict must be avoided by identifying the malfunctioning bump. Moreover, the traditional view on organizational conflict identifies poor communication, disagreement, lack of openness and trust among individuals and the failure of managers to be responsive to their employees' needs as the main causes and reasons of organizational conflict.

The traditional view treats conflict synonymously with such terms as violence, destruction, and irrationality (Robbins 1990: 414). According to Burrell and Morgan (1979: 204), such organizations regard conflict as a rare and transient phenomenon, which can be removed by

appropriate managerial action. When conflict does occur, it is usually attributed to the activities of deviants and troublemakers.

Resolving conflict by elimination as advocated by the traditionalist approach, puts pressure on managers to initiate actions to reduce or eliminate it. Conflict is assumed to be a preventable problem. Managers are expected to create a working environment to prevent it. According to Tosi *et al* (1994: 438), managers can do this by developing positive relationships, designing plans, and implementing policies and procedures, which can ensure mutual efforts towards common goals.

The traditional view of conflict fell out of favour for a long time as scholars and academics came to realize that in some circumstances a conflict was inescapable. Different critics on the traditional view from various writers gave birth to the human relations view.

B. The human relations view

The traditional view was challenged by various studies and surveys, and therefore, the human relations view on organizational conflict presented a significantly different perspective on the topic. From the late 1940s to the mid-70s G.C., the human relations view dominated the topic of organizational conflict. In that period, the fields of management and organizational behaviour were expanding.

The human relations view on organizational conflict primarily teaches us to accept conflict. It identifies conflict as an important aspect of any organization, which simply cannot be more important, unlike the traditional view, the human relations view does not discard conflict as an outright negative and destructive thing. Instead, it says that an organizational conflict may be beneficial for the individuals, groups and the organization in general.

Moreover, this perspective even suggests that organizational conflicts within groups may even lead to better group performance and outcome. The human relations view of conflict treats

conflict as a natural and inevitable phenomenon and so can not be eliminated from any organization. Here, the conflict was seen in a positive light as it was suggested that conflict may lead to an improvement in a group's performance.

According to Tosi et al (1994: 438), it would be very frustrating for a manager to try to prevent conflict when he/she knows that conflict is inevitable. Managers are thus advised to take action aimed at anticipating conflict, accept its inevitability and devise strategies that can keep conflict within the optimum limit. The human relations view was not clear about whether conflict stimulation would form part of a manager's policy in managing conflict but opened up more research on the positive nature of conflict and how it could be harnessed for organizational improvement. Another view thus came into being. This was the inter-actionist view.

C. The inter-actions view

With passing time and further studies, people started to accept conflict as an integral and somewhat positive aspect. The interactionist view on organizational conflict extends that concept.

While the human relations view accepted organizational conflict as an important part, the interactionist view takes the same concept one step further. It suggests that an ongoing, minimum level of conflict is necessary and beneficial for a group.

In the interactionist view, a group with no conflict is more likely to become static, non-responsive, inflexible and inadapttable. It states that a minimum level of conflict is beneficial for the group because it maintains a certain level of creativity, self-evaluation, and competition among the individuals.

All these things result in increased group performance, more creative solutions to problems and better outcomes. We should mind it that even the interactionist view does not claim that every type of conflict is beneficial and healthy.

It clearly states that only the functional and constructive forms of conflict help the group, while the dysfunctional or destructive forms of conflict should be avoided.

The interactionist view indicates that conflict is not only an encouraging force in a group but also an absolute necessity for a group to perform effectively.

While the human relations view accepted conflict, the interactionist view encourages conflicts because a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static apathetic and non-responsive to needs for change in innovation.

Therefore, the major contribution of the interactionist view is encouraging group leaders to sustain an ongoing minimum level of conflict enough to keep the group viable, self-critical and inspired.

2.1.1.2 Conflict in a multi-stakeholder project

Conflicts arise when the decisions are opposite to the interests of the above stakeholders. They may then attempt to use their power and political influence, to discredit the decision and eventually change it according to their interests.

An increase in the number of stakeholders adds stress to the project and influences the project's complexity level. The business or emotional investment of the stakeholder in the project and the ability of the stakeholder to influence the project outcomes or execution approach will also influence the stakeholder complexity of the project. In addition to the number of stakeholders and their level of investment, the degree to which the project stakeholders agree or disagree influences the project's complexity.

A small commercial construction project will typically have several stakeholders. All the building permitting agencies, environmental agencies, and labour and safety agencies have an

interest in the project and can influence the execution plan of the project. The neighbours will have an interest in the architectural appeal, the noise, and the purpose of the building.

Many times, project stakeholders have conflicting interests. It is usually the project manager's responsibility to understand these conflicts and try to resolve them. It is also the project manager's responsibility to manage stakeholder expectations, to be certain to identify and meet with all key stakeholders early in the project to understand all their needs and constraints.

When project stakeholders do not share a common culture, they could affect communication, which is the most visible manifestation of culture. Stakeholders encounter cultural differences in communication in language, context, and candour. Language is clearly the greatest barrier to communication. When project stakeholders do not share the same language, communication slows down and is often filtered to share only information that is deemed critical.

The barrier to communication can influence project execution where quick and accurate exchange of ideas and information is critical. The interpretation of information reflects the extent that context and candour influence cultural expressions of ideas and understanding of information. In some cultures, an affirmative answer to a question does not always mean yes. The cultural influence can create confusion on a project where project stakeholders represent more than one culture.

The other popular cause for conflict in a multi-stakeholder project is conflicting interests of stakeholders. Different stakeholders have different objectives. As a result, the interests of different stakeholder groups can conflict. Conflicts will arise between different stakeholders when a business action or decision would benefit some stakeholders, but not others.

2.1.1.3 Effects of conflict in a Project

While conflict often has a negative connotation, the effects of conflict within in a project can be positive and negative.

Some negative effects of conflict in a project are:

- **Mental Health Concerns:** Conflict within can cause members to become frustrated if they feel as if there's no solution in sight, or if they feel that their opinions go unrecognized by other group members. As a result, members become stressed, which adversely affects their professional and personal lives. Stakeholders may have problems sleeping, loss of appetite or overeating, headaches and become unapproachable. In some instances, they may avoid meetings to prevent themselves from experiencing stress and stress-related symptoms.
- **Decrease in Productivity:** When the project environment forces stakeholders to spend most of the time dealing with conflict, they take time away from focusing on the core goals they are tasked with achieving. Conflict causes stakeholders to focus less on the project at hand and more on gossiping about conflict or venting about frustrations. As a result, they can lose money, donors and access to essential resources.
- **Employee Turnover Impacts:** Organization members who are increasingly frustrated with the level of conflict within an organization may decide to end their membership. This is especially detrimental when members are a part of the executive board or heads of committees.
- **Conflict Escalation and Violence:** When conflict escalates without mediation, intense situations may arise between stakeholders. It is unfortunate, but conflicts may cause violence among members, resulting in legal problems for members and possibly the organization.

Some positive effects of conflict in a project are:

- **Inspire Creativity to Solve Problems:** Fortunately, some stakeholders view conflict as an opportunity for finding creative solutions to solve problems. Conflict can inspire them to brainstorm ideas, while examining problems from various perspectives.
- **Share and Respect Opinions:** As stakeholders work together to solve conflict, they are more willing to share their opinions with the group. Conflict can also cause them to actively listen to each other as they work to accomplish the project.
- **Improve Future Communication:** conflict can bring stakeholders together and help them learn more about each other. From learning each other's opinions on topics relevant to the project, to understanding each member's preferred communication style, conflict within can give stakeholders the tools necessary to easily solve conflicts in the future.

2.1.2 Meaning and nature of Conflict Handling

When conflict is not managed, it can be harmful for a relationship. But if it is handled in a respectful and positive way, conflict can be an opportunity for growth and development of the organization. Managing disagreements in the right way can build trust in relationships.

Conflict management can be defined as the process of dealing with incompatibilities or disagreements arising from, for example, diverging opinions, objectives, and needs. It is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a project are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them.

Conflict management is the principle that all conflicts cannot necessarily be resolved but learning how to manage conflicts can decrease the odds of non-productive escalation. The nature of conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict the project.

2.1.2.1 Conflict handling in a multi-stakeholder project

Project stakeholders have expectations. When those expectations conflict, project managers should be wary of potentially dangerous situations. They must address and resolve the conflict, or run the risk of injury to both the project and themselves.

According to Semeniuk, M. ,2010, the following are some common ways of handling conflicts in multi-stakeholder projects.

- Addressing conflicts early
- Uncovering motivations behind the stakeholders' perspectives
- Looking for relationship between issues
- Soliciting agreement to objectives and approach from divergent stakeholder groups
- Using multiple routes and forms of communication

All of these techniques are believed to aid project managers in building alignment in stakeholder expectations and reducing the prospect of injury to the project.

2.2 Importance of conflict management

- **Conflict management goes a long way in strengthening the bond among the stakeholders of a project.**

Conflict management avoids conflicts to a great extent and thus also reduces the stress and tensions of the stakeholders as they will feel motivated at work and find every single day exciting and challenging.

- **Conflict management helps to find a middle way, an alternative to any problem and successful implementation of the idea.**

Problems must be addressed at the right time to prevent conflict and its adverse effects at a later stage. Through conflict management skills, an individual explores all the possible reasons to worry which might later lead to a big problem and tries to resolve it as soon as possible.

- **Conflict Management is very important because it is always wise to prevent a conflict rather than facing its negative consequences.**

Especially in time sensitive projects like construction, managing conflicts in time is only the wise thing to do because dealing with the negative consequences is expensive.

- **Conflicts must be managed at workplaces for a healthy and a competitive environment.**

Stakeholders must ensure that precautionary measures are taken in advance to prevent conflicts at the workplace. As they are the assets of the project, and they must feel motivated and elated to perform well. Conflicts only lead to tensions and depressions and nothing productive comes out of it.

- **Building Relationships**

Personal and professional relationships can often suffer from unresolved arguments. If two or more parties struggle to resolve their conflict, these feelings may lead to explosive behaviours and resentment later on. Communication, emotional awareness and empathy are crucial elements of conflict resolution that can lead to high-functioning and more satisfying relationships in all aspects of life. Rather than simply dismissing a relationship after a rough patch or argument, conflict resolution techniques can help you strengthen these relationships and prevent these issues in the future.

- **Goal Achievement**

Ongoing conflict may stand in the way of completing goals, particularly in business relationships. When arguments arise in the workplace, productivity typically declines. It can be difficult to focus or work together on a project when underlying conflict is present. Resolving these issues at the root can lead to greater efficiency and goal achievement. In order to pass personal and professional milestones, it's important to utilize conflict resolution skills—particularly the ability to compromise, negotiate and move forward after a disagreement.

- **Enhancing Commitment**

Conflict resolution can help bring people together once an issue is put to rest. One of the most important elements in conflict resolution is choosing to tackle problems as a team, rather than attacking each other. This technique is a wise way to enhance each party's commitment to the process, and avoid greater feelings of defensiveness. While conflict can be destructive, it can also be a sign of strong commitment and emotional attachment. By working with these feelings, each party can gain a better understanding of one another's goals and lead to greater dedication and loyalty moving forward.

2.3 Scope and components of Conflict Management

The scope of conflict management is very wide because every successful project needs a conflict-free environment. For the purpose of this study, conflict management will cover the way stakeholders deal with conflict.

On a daily basis, project managers interact with various people, from team members and cross-functional teams to stakeholders and clients. In doing so, they often need to set and manage expectations, manage different ideas that come up and balance competing priorities. With so many people, opinions, ideas and tasks involved, the chance of conflict arising is relatively high.

In a multi-stakeholder project, it is debatable if conflict management styles employed by management usually consider the nature of stakeholders which later on will give rise to a possible conflict. The different approaches employed by the stakeholders in resolving work related conflicts is also a problem especially in an environment where, who should manage the project is not clear due to existence of multiple project managers. This will cause managerial conflicts that will potentially stumble the effectiveness of management.

2.4 Stakeholder conflict management approaches

Whenever stakeholders face strong differences in opinions, commonly they may use withdrawing, in order to avoid it as much as possible although it does not make it go away, or smoothing, where they may emphasize the areas of agreement and fail to address the differences of opinion, thus, kicking the can down the road. Others may use compromising to search for solutions where the stakeholders will compromise; or forcing using their given authority and power. Some stakeholders may choose problem solving to turn the

difference in opinions into a problem to be solved by the stakeholders through careful examination of the alternatives.

Of these techniques, withdrawing and smoothing are said to be the easiest and least effective. Sooner or later the stakeholders will make their opinions known. Compromising is certainly better and can bring about positive results. Forcing may move things forward quickly, but it can be risky. On the other hand, problem-solving often results in a better understanding of everyone's opinions, analysis of the solutions, and long-term buy-in and support. There's less likelihood of stakeholders undermining the decisions later.

It is important to recognize the timing of when conflict occurs, and to handle it right away. The most pertinent strategy when handling conflict is to focus on strategies that enhance communication between the stakeholders. It is also important to recognize the level of conflict, whether it be individual, interpersonal, or intergroup conflicts. The major key points in resolving conflict are through KW Thomas and RH Kilmann's, 1977, five conflict management styles namely: Avoiding, Accommodating, Compromising, Competing, and Collaborating. Through these techniques, managers can communicate effectively and create trust within the parties involved in the conflict.

2.5 Types of conflicts and effectiveness of a project

According to Jaffee, D. ,2008, there are 5 common workplace conflicts, namely: Leadership Conflicts, Work-style Conflicts, Personality Conflicts, and Task-based conflicts.

Leadership conflicts are caused as a result of managers different leadership style, and stakeholders' different reactions to those leadership styles. Some leaders are bold and charismatic, others are more laid-back, warm, and inviting. Some are highly technical and strict on rules and deadlines, and others are so hands-off they are hardly seen. To solve potential

leadership conflicts, leaders should emphasize mutual respect of differences throughout the company. Also, leaders should be aware of their own leadership styles and how they interact with the work styles and personalities of people on their team. They should be able to adjust and connect with their employees no matter their leadership preferences.

Just as there are different leadership styles, there are different work styles. Some people prefer to work in groups while others do their best work alone. Some people need no extra direction to complete a task, while others like external input and direction every step of the way. Some people get more work done under pressure, and others like to knock their tasks out early. The same idea of mutual respect and understanding applies here, as well as throughout all workplace conflicts and any interaction involving other people. Stakeholders have to learn to deal with each other's differences in order to avoid work-style conflicts.

Personality conflicts occur as a result of differences in perceptions and behaviours, culture, religion, and background. This conflict can be avoided by empathy and understanding that every stakeholder's personality is different due to the fact that no one has been created to be the same.

Task-based conflicts arise in situations when individuals in an interdependent project network must coordinate their tasks so that everyone can successfully get their part done. To avoid these conflicts, managers need to delegate tasks effectively, communicate with the stakeholders the importance of responsibility and accountability, clarify what everyone should be doing in their role, so they are all on the same page when deadlines approach.

Effectiveness is an important factor at all levels of the project. If conflict is managed effectively, this inspires creativity and productivity within the stakeholders. Moreover, it encourages the stakeholders to be open minded in listening to the perceptions of others which deepens relationships all across the project. Ultimately, this creates a healthy working

environment which boosts stakeholder engagement which then has a ripple effect on the effectiveness of the project.

As conflict is inevitable between stakeholder, and constructive management is pertinent in any project, it is vital that managers are able to understand the level of conflict and adopt strategies in order to de-escalate conflict. When conflict arises, this is a great learning opportunity for managers and employees to grow together when the right communication skills are applied. When conflict is managed correctly, this fosters a culture of teamwork, trust, innovation, and effectiveness of the whole project.

2.6 Review of Empirical Studies

Wilmot and Hocker, 2001, state that conflict is “an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources and interference from others in achieving their goals”.

At the individual level, conflict begins “when one party perceives that the other has negatively affected, or is about to negatively affect, something that he or she cares about” (Thomas, 1992). At the cultural level, conflicts occur between members of different cultures, and members of the same culture who feel that cultural rules or norms are being violated (Wilmot &Hocker, 2001).

Although the definitions of conflict are different from one researcher to another and are dependent on situational variables, conflict can be generally defined as the interaction of interdependent people who perceive opposition of goals, aims and values, and who see the other party as potentially interfering with the realization of these goals (Putnam & Poole, 1987).

The positive outcomes of conflict result from the use of appropriate conflict management skills and the negative results of conflict come from the use of inappropriate conflict management skills (Barki&Hartwick, 2001).

According to Wilmot and Hocker, 2001, conflict management styles refer to “patterned responses, or clusters of behaviour, that people use in conflict” through diverse communication tactics. It is very rare that one conflict management style will apply to all situations, but instead, many people adopt the Thomas-Kilmann Conflict Mode Instrument of 5 conflict management styles.

KW Thomas and RH Kilmann, 1977, created a model for conflict management styles based on two dimensions: assertiveness and cooperativeness. The 5 different styles take these into consideration, with compromise being in the middle.

A. Avoiding

This is when parties completely ignore the issue. They are not trying to pursue any of their own goals, nor are they helping the other party achieve theirs. They may be completely pretending the issue does not exist, or they may postpone dealing with the problem all the time and hope it goes away.

This is common if one party thinks the issue is too trivial to bother dealing with or they need a bit more time to think. Alternatively, the avoiding party may realise they have no chance of winning or it could become rather costly to do so, so they just avoid the issue.

B. Accommodating

When parties cooperate to a high degree, often at their own expense and putting the concerns of others before their own, this is known as accommodating or giving in. While this looks as though they are letting the other party “win”, it can prove very useful in maintaining a good

future relationship. However, it can also lead to feelings of resentment from the accommodating party if they feel like they were forced to give in.

C. Competing

This would be the most aggressive conflict style and creates a “win-lose” situation. The competing party just stands their ground and refuses to see the viewpoint of the other party. They would continually reject resolution ideas until they get their way.

This is a sure-fire way of alienating the other party and should only be used in emergencies when a decision has to be made very quickly, and when the party needs to stand their ground to get other people on board. While it may have short-term rewards, the party is likely to ruin business relationships in this manner.

D. Collaborating

Collaborating is much more “win-win” situation where all parties involved to hear each other out and work together to try and achieve their goals. This can prove quite difficult as they would need to make room for everybody’s ideas, and there would need to be a large element of trust involved between the parties.

This is an ideal solution for situations where it is important that the parties involved maintain a good relationship. Usually, those who are collaborators are well-respected people who are admired by many.

E. Compromising

It is the “middle ground” solution. Very often, people assume that the compromise is the way forward, but it is actually a “lose-lose” situation. All parties must give up something to try and meet in the middle, so there is potential for everyone to be unhappy.

Better would be to find a collaborating solution, but this is not always possible. A compromise often leads to a resolution much quicker, so it is ideal for temporary solutions.

2.7 Conceptual Framework of the Study

The conceptual framework illustrates what the researcher expects to find through this study. It defines the relevant variables for the study and maps out how they might relate to each other.

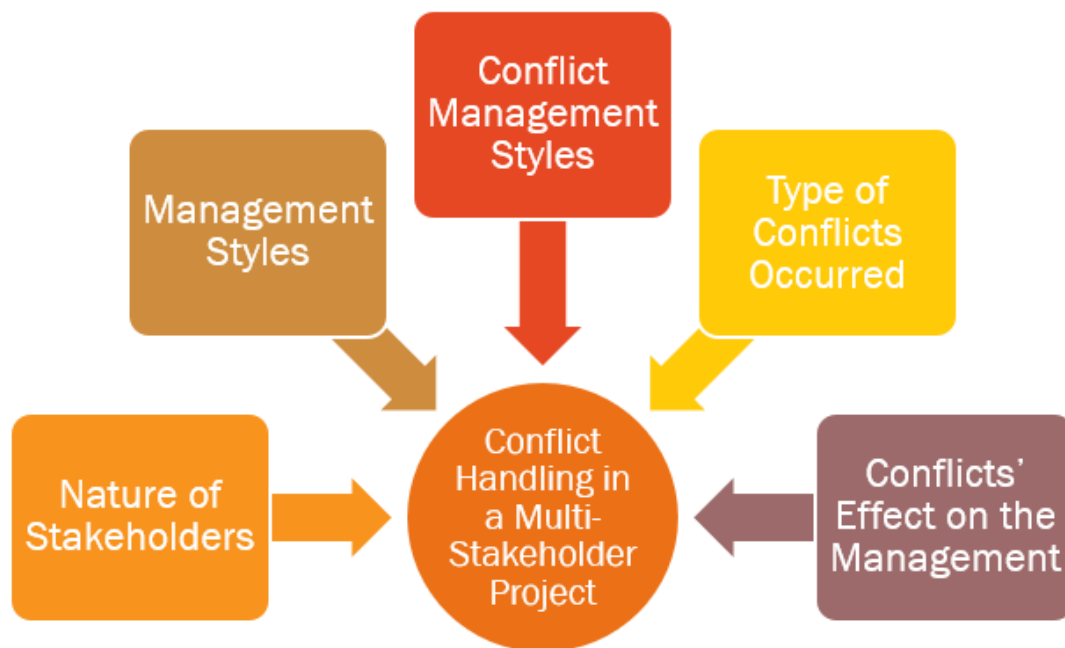
The study used four types of questionnaires to analyses responses, hoping the data analyses yield answers to the three important research questions. The first type of questionnaire (Type 1) was a common demographic question of the respondents used to extract information on the education level of the respondents, which can represent the nature of the stakeholders. Determining the nature of the stakeholders can formulate the answer to the first research question “Are the management styles employed by management compare with the nature of stakeholders?”. In order to answer this question, Type 2 questionnaire was prepared on the management styles employed by the management.

The third type of questionnaire was prepared targeting the second research question “What are the different approaches employed by the stakeholders in resolving work related conflicts?”. In order to answer this question, the conflict management styles of the stakeholders should be known. The last questionnaire was prepared targeting the third research question “What conflicts so far happened that stumbled the effectiveness of management?”. In order to answer this question, the type of conflicts occurred and their effect on the management should be known.

All the above-described questionnaires and relationships between the variables, will help find the possible answer for last and important research question: “How to manage a project with multiple stakeholders in order to avoid conflict of interests between stakeholders”.

The conceptual framework was developed based on the literature review of existing studies about conflict management and the studies research questions. It was constructed before collecting data and represented in a visual format in Figure 1.

(Figure 1): Conceptual Model of the Study



CHAPTER 3

RESEARCH METHODOLOGIES

3.1 Research design

Project based cross-sectional research design was conducted in this study. The data used in this research is quantitative primary data collected from closed ended questions which help to investigate factors that affect for conflict management in the project.

The reason why the researcher used quantitative study is that quantitative study research can be used to test hypotheses in experiments because of its ability to measure data using statistics such as frequency count and percentage. Because of its observational study design, it will help the researcher to measure the outcome and the exposures in the study participants at the same time.

3.2 Description of study variables

The study variables were categorical variables that were used to represent groupings, sometimes recorded as numbers, but the numbers represented categories rather than actual amounts of things.

The researcher used both Nominal and Ordinal variables in the study, for groups with no rank or order between them, and for rating scale responses, respectively.

3.3 Description of study area and target population

This study is based on a G+3 office building construction project located at Wollo Sefer, Addis Ababa, Ethiopia. The project has multiple stakeholders where each stakeholder has different levels of interest and influence on the project.

The target population of this study is the multiple stakeholders of this project namely: the client, the landlord, the contractor, the sub-contractors, the consultants/designers, the client's employees, the contractor's employees, the client's project manager, the contractor's project manager, suppliers, government authorities, and local residents.

3.4 Sampling technique/methods and sample size

The study populations were all the stakeholders of the building construction project. Random sampling technique was employed proportionally to the stakeholders to make sure all stakeholders of the project are equally represented. The study participants were selected using random sampling technique method on sample size allocated to reach 25% of total stakeholder population. Selected study subjects who refuse to participate in the study was considered as non-respondent and the number was adjusted.

3.5 Data collection

The data for this study was collected from the population of sampled project's multi-stakeholders. A structured questionnaire surveys were adapted to fit with the local situation and the objectives of study and variables of interest. The questionnaires contained close-ended questions including information on the conflict management issues of the project and relating factors of the respondents.

The researcher prepared four types of questionnaires to analyze responses, hoping each of the questionnaires analyses yield answers to the three important research questions. The first type of questionnaire (Type 1) consisted of general demographic questions and distributed to all sampled stakeholders both in English and Amharic languages.

The second type of questionnaire (Type 2) consisted of management styles questions and was distributed to stakeholders at management levels in English language. This questionnaire was prepared in case-study type questions where managers were given a scenario in a particular context. This is so because the researcher believes that this type of questions allows her to analyze actual management styles used by management based on their response to the scenarios. Type 1 and Type 2 questionnaires targeted to answer the first research question “Are the management styles employed by management compare with the nature of stakeholders?” by assessing the mature of stakeholders and the management styles employed by management.

The third type of questionnaire (Type 3) consisted of conflict management styles questions and was distributed to all sampled stakeholders both in English and Amharic languages. This questionnaire was prepared targeting the second research question “What are the different approaches employed by the stakeholders in resolving work related conflicts?”.

The fourth type of questionnaire (Type 4) consisted of questions that assess types of conflict occurred in the project and their effect on management. It was prepared targeting the third research question “What managerial conflicts so far happened that stumbled the effectiveness of management?”.

The survey data was collected from the sample respondents of the project stakeholders in March and April 2022 G.C.

3.6 Data analysis

Descriptive method was used to analyse responses from stakeholders as this is a fact-finding procedure and includes analysis and interpretation of data. The researcher used this design because descriptive design is useful to describe answers to questions of who, what, where, and how (Burns, Alvin, & Bush, 2009).

The responses from quantitative data were systematically tabulated and analysed using percentages, tables and verbal explanations together depending on the nature of questions by using a calculator for analysing the data. Finally, the findings of the study were summarized and discussed based on the nature of questions. The responses from respondents and observation were complied accordingly by looking their similarity and the key words they rely on is fully interpreted and grouped at idea level.

Corelative research design was also used to analyze the association or relationship between two variables. The variables under this study were not in the control of the researcher, the researcher simply tried to establish whether or not a relationship between two variables exists without causation.

3.7 Reliability and validity analysis

This study's reliability and validity depends on its strong research design, choice of appropriate methods and samples, and careful and consistent research process.

3.7.1 Ensuring validity

Validity was considered in the very earliest stages of this study, when the researcher decided the sampling and data collection methods. It is the degree to which the data collection process

correctly calculates what it is supposed to quantify (Saunders, 2010). The following are features of the study procedures that ensure its validity:

- The method and measurement technique are appropriate and targeted to measure exactly what the researcher wants to know. This was based on existing knowledge and the questions were carefully and precisely worded.
- To produce valid generalizable results, appropriate sampling methods were used to select the subjects and clearly define the population that the study is targeting. The researcher ensured that there are enough participants to represent the population.

3.7.2 Ensuring reliability

Reliability was considered throughout the data collection process. The techniques used to collect data are precise, stable and reproducible. The following are features of the study procedures that ensure its reliability:

- The methods were planned and applied consistently and carefully to make sure that the same steps in the same way for each measurement were carried out.
- The condition of the study is standardized under the given project condition that all participants were given the same information and tested under the same conditions. When collecting the data, the researcher tried to keep the circumstances as consistent as possible to reduce the situations that might create variation in the results.

Cronbach's alpha (α) was used to measure internal consistency of how closely related a set of sample items are as a group. According to Hair (2010), if α is greater than 0.7, it means that it has high reliability, 0.5 is sufficient, and if α is smaller than 0.3, then it implies that there is low reliability.

(Table 1) Reliability Test

Variables	N value	Cronbach's alpha (α)
Nature of stakeholders	6	0.753
Management styles	6	0.870
Conflict management styles	5	0.882
Type of conflicts occurred	5	0.740
Conflicts' effect on the management	5	0.818

Source: own survey & SPSS output (2021)

In order to achieve internal reliability, various authors accept different values from this test, but the most widely accepted value is 0.70, as it should be equal to or greater than internal reliability (Hair et al., 2003). The Cronbach Alpha values for each area in the questionnaire are shown in Table 1 above. As it can be seen from the table, Cronbach's Alpha is in the range of 0.753-0.882 for each field value. This ensures that each questionnaire is reliable.

3.8 Ethical Consideration

In order to address ethical considerations aspect of the study in an effective manner, the set of principles that guide the study designs and practices are:

1. Respect for the dignity of research participants should be prioritised.
2. The use of offensive, discriminatory, or other unacceptable language needs to be avoided in the formulation of Questionnaire/Interview/Focus group questions. Any type of communication in relation to the research should be done with honesty and transparency.
3. Any type of misleading information, as well as representation of primary data findings in a biased way must be avoided.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Demographic information of respondents

The first questionnaire of demographic questions was prepared to analyze the nature of stakeholders. The researcher used percentage table to provide basic information about variables in a dataset as this questionnaire is composed of categorical questions.

The distribution of the respondents is presented in (Table 2).

(Table 2) Distribution of socio demographic information of respondents

No.	Questions	Response	Number of Respondents	Percentage
1	Sex	a. Female	3	17.65%
		b. Male	14	82.35%
2	Age	a. 18-24	0	0.00%
		b. 25-35	4	23.53%
		c. 36-45	9	52.94%
		d. 46-55	3	17.65%
		e. Over 55	1	5.88%
3	Marital Status	a. Single	4	23.53%
		b. Married	13	76.47%
4	Education Level	a. Below grade 12	0	0.00%
		b. High school graduate	0	0.00%
		c. Certificate from technical and vocational Institution	4	23.53%
		d. Diploma	3	17.65%
		e. Degree	5	29.41%
		f. Master's degree	5	29.41%
		g. PhD	0	0.00%
5	How are you related to this project?	a. I am the client	1	5.88%
		b. I am the client's Project manager	1	5.88%

		c. I am the client's employee	3	17.65%
		d. I am the landlord	1	5.88%
		e. I am the contractor	1	5.88%
		f. I am the contractor's Project manager	1	5.88%
		g. I am the subcontractor	4	23.53%
		h. I am the consultant	3	17.65%
		i. I am from the responsible Government Authority	0	0.00%
		j. I am the materials supplier	0	0.00%
		k. I am a local resident around the project site	2	11.77%
6.	How long have you been working/involved in similar projects?	a. Less than 5 years	6	35.30%
		b. 5-10 years	6	35.30%
		c. 10-15 years	3	17.65%
		d. 15-20 years	1	5.88%
		e. more than 20 years	1	5.88%

According to Table 2, 82.35% of the respondents are male and 17.65% of the respondents are female. From this data, we can easily observe that majority of the stakeholders in the given project are male.

Out of the total respondents, 23.53% of them are aged between 25-35 years; 52.94% of them are aged between 36-45 years; 17.65% of them are aged between 46-55 years, and the rest 5.88% of the respondents are aged above 55 years.

From this investigation, we can conclude that most of the respondents are in the 36-45 years age range which shows that most stakeholders of the project are early middle-aged adults.

From Table 1, we can also see that none of the respondents are below grade 12, high school graduate, or have PhD. While 23.53% of the respondents have certificate from technical and vocational Institution, 17.65% have Diploma, 29.41% have Degree, and 29.41% have master's degree. From this analysis, we can see that most of the respondents have Degrees and Master's Degrees making most of the respondents more educated. These stakeholders need meaningful task to be delegated to them and to be granted authority and resources required to get the job done and being held responsible for doing it.

4.2 Descriptive Statistics

4.2.1 Distributions of respondent's Management styles data

The second questionnaire consisted of management styles questions and distributed to five sampled stakeholders of the project at management levels. The respondent codes that this questionnaire was distributed to are C, CN, CT, CPM, and CNPM.

According to Kurt Lewin (1939), Autocratic management follows a top-down approach, with one-way communication from bosses to employees. This is the most controlling of the different management styles, with the management making all workplace decisions and holding all of the power. Whereas in democratic management, communication goes both ways, top-down and bottom-up, and team cohesiveness is increased. This process allows for diverse opinions, skills, and ideas to inform decisions. The other management style is laissez-faire, where management is present at the delegation and delivery stages of work, but otherwise steps back and gives staff the freedom to control their workflow and outcomes. Further points on these

management styles will be discussed in the next chapter in relation to the respondents' responses.

This questionnaire consists of case-study questions where the choices to these questions are structured according to Lewin's 3 broad categories of management styles: Autocratic, Democratic, and Laissez-faire.

Responses of the respondents is presented in (Table 3).

(Table 3) Management styles data of respondents

No.	Variables	Response	Number of Respondents	Percentage
1	A crisis is quickly unfolding, and you and your team need to act now to handle it. What do you do?	a. Handle it myself. I plan a strategy and delegate what needs to be done to my team, with strict instructions for them to follow up with me the moment they are done with their tasks.	2	40%
		b. Gather my team for a planning session. I'll listen to everyone's opinion, work with the team to plan the best response, then we will all get to work handling the crisis.	2	40%
		c. I leave it to my team to handle this. They are professionals and know what needs to be done. I'll check in with them after to review how it was handled and give feedback.	1	20%

2	There is an important project that you need to plan. How do you go about doing that?	a. I will gather my team, give them all the information they need, and let them get to work.	2	40%
		b. I inform staff of the new project, and assign all roles, milestones, objectives, and timelines. Everyone will know what they need to complete, and I will continually check-in to make sure they are successful.	2	40%
		c. I'll meet with key employees, work with them to outline various plans for the project, then present the plans to the team.	1	20%
3	Your team is going to miss an important deadline. How do you handle this situation?	a. I'll work alongside my team to create and implement a solution to avoid a similar situation in the future.	2	40%
		b. I leave them to it. They are skilled, imaginative people and I trust that they'll figure it out.	1	20%
		c. I will make sure that teams have the resources they need to meet the deadline. Afterward, I will review the process, find problem areas, and improve the process.	2	40%
4		a. Diligence	2	40%
		b. Innovative	1	20%

	Which of the following qualities is most important for your team to have?	c. Cooperative	2	40%
5	What qualities do you not want your team members to have?	a. Unskilled	2	40%
		b. Undisciplined	2	40%
		c. Not a team player	1	20%
6	How would you like your team to feel about their jobs?	a. They have structure and support, their tasks and goals have been explained thoroughly, they know the exact steps to success.	1	20%
		b. They are allowed to innovate and create; they are trusted to perform, and they enjoy rising to the occasion.	2	40%
		c. They are heard and valued. Their skills contribute to the success of the project, and they are an important team member.	2	40%

In the 1st question, choice (a) was Autocratic, choice (b) was Democratic, and choice (c) was Laissez-faire. Thus, 40% of the respondents will handle the case in question 1 in autocratic style, 40% will handle it in democratic style, and the remaining 20% will handle it in laissez-faire style.

In the 2nd question, choice (a) was Laissez-faire, choice (b) was Autocratic, and choice (c) was Democratic. Thus, 40% of the respondents will handle the case in question 2 in laissez-faire

style, 40% will handle it in autocratic style, and the remaining 20% will handle it in democratic style.

In the 3rd question, choice (a) was Democratic, choice (b) was Laissez-faire, and choice (c) was Autocratic. Thus, 40% of the respondents will handle the case in question 2 in democratic style, 20% will handle it in laissez-faire style, and the remaining 40% will handle it in autocratic style.

In the 4th question, choice (a) was Autocratic, choice (b) was Laissez-faire, and choice (c) was Democratic. Thus, 40% of the respondents will handle the case in question 2 in autocratic style, 20% will handle it in laissez-faire style, and the remaining 40% will handle it in democratic style.

In the 5th question, choice (a) was Laissez-faire, choice (b) was Autocratic, and choice (c) was Democratic. Thus, 40% of the respondents will handle the case in question 2 in laissez-faire style, 40% will handle it in autocratic style, and the remaining 20% will handle it in democratic style.

In the 6th question, choice (a) was Autocratic, choice (b) was Laissez-faire, and choice (c) was Democratic. Thus, 20% of the respondents will handle the case in question 2 in autocratic style, 40% will handle it in laissez-faire style, and the remaining 40% will handle it in democratic style.

The above analysis can be tabulated in (Table 4) and categorized into the 3 management styles, so that the average percentage of each management styles can be evaluated and determined.

(Table 4) Respondents' management styles evaluation

Question No.	Autocratic	Democratic	Laissez-faire
1	40%	40%	20%
2	40%	20%	40%
3	40%	40%	20%
4	40%	40%	20%
5	40%	20%	40%
6	20%	40%	40%
Average	36.67%	33.33%	30%

In order to compare the respondent's feedback to management styles, descriptive statistics of mean and standard deviation is used. The mean indicates to what extent the sample group averagely agrees or disagrees with the different statements. The higher the mean the more the respondents agree with the statement while the lower the mean the more the respondents disagree with the statement. In addition, standard deviation shows the variability of an observed response. Below, the results is discussed.

(Table 5) Mean and Standard Deviation of Management Styles variables

	Mean	Standard Deviation
Autocratic Management Style	1.83	0.372677996
Democratic Management Style	1.66	0.471404521
Laissez-faire Management Style	1.50	0.5

From this investigation, we can conclude that most of the respondents are using Autocratic management style. This tells that management is making all workplace decisions and holds all of the power. Stakeholders are not encouraged to ask questions, submit ideas, or share their thoughts on improving processes, and are in some cases actively discouraged from doing so.

4.2.2 Distributions of respondent's Conflict management styles data

The researcher prepared a 5 Point Likert scale questionnaire for to analyze conflict management data. This type is chosen here because respondents can easily answer questions in this format without wasting too much of their time.

These 5-point likert type questions are made up of a 5-point rating scale ranging from one end to another with a neutral point in the middle (LEE-kurt, 1932). In this questionnaire, different conflict management assessment questions were prepared to give a holistic view of the respondent's conflict management skills by enquiring the stakeholders to rate on a scale of 1 to 5 how often they would do a specific action. Using this information, the researcher can analyze the conflict management skills of the respondents.

The questions are structured in 5 conflict management styles, namely: Avoiding, Accommodating, Compromising, Competing, and Collaborating, (KW Thomas and RH Kilmann's, 1977).

According to KW Thomas and RH Kilmann , avoiding style aims to reduce conflict by ignoring it, removing the conflicted parties, or evading it in some manner; while accommodating style is about simply putting the other parties needs before one's own; and compromising style seeks to find the middle ground. On the other hand, competing style rejects compromise and involves not giving in to other's viewpoints or wants, whereas in collaborating style, each party's needs and wants are considered, and a win-win solution is found so that everyone leaves satisfied.

This questionnaire is structured in such a way that questions 1 to 3 illustrate an avoidant style, questions 4 to 6 illustrate an accommodating style, questions 7 to 9 illustrate a compromising style, questions 10 to 12 illustrate a competing style, and questions 13 to 15 illustrate a collaborative style.

The response of the respondents is presented in (Table 6)

(Table 6) Respondents' conflict management styles percentage distributions

No.	Question	Response (numerical values)	Number of Respondents	Percentage
	Rate how often you use the following types of actions on a scale of 1 to 5, where: 1 = Never, 2 = Rarely, 3 = Neutral, 4 = Often, and 5 = Always.			
1	When there is an argument, I will leave the situation as quickly as possible	1	3	17.65%
		2	5	29.41%
		3	5	29.41%
		4	4	23.53%
		5	0	0.00%
2	I will keep disagreements to myself, rather than bring them up	1	3	17.65%
		2	7	41.18%
		3	4	23.53%
		4	1	5.88%
		5	2	11.76%
3	Disagreements make me anxious, and I will work to minimize them	1	1	5.88%
		2	4	23.53%
		3	4	23.53%
		4	4	23.53%
		5	4	23.53%
4	I prefer to keep the peace, rather than argue to get my way	1	3	17.65%
		2	7	41.18%
		3	4	23.53%
		4	1	5.88%
		5	2	11.76%
5	It is important to me to recognize and meet the expectations of others	1	1	5.88%
		2	3	17.65%
		3	3	17.65%
		4	5	29.41%
		5	5	29.41%
6	I don't feel the need to argue my point of view, it is less stressful to agree with others	1	3	17.65%
		2	5	29.41%
		3	5	29.41%
		4	4	23.53%
		5	0	0.00%

7	I use negotiation often to try and find a middle ground between the conflicted parties	1	0	0.00%
		2	3	17.65%
		3	2	11.76%
		4	5	29.41%
		5	7	41.18%
8	I am happy to meet people halfway	1	2	11.76%
		2	3	17.65%
		3	2	11.76%
		4	7	41.18%
		5	3	17.65%
9	Conflict does not engage me; I prefer to fix the problem and move on to other work	1	0	0.00%
		2	6	35.29%
		3	3	17.65%
		4	5	29.41%
		5	3	17.65%
10	I know the best path to take and will argue it until others see that I am correct	1	0	0.00%
		2	3	17.65%
		3	7	41.18%
		4	4	23.53%
		5	3	17.65%
11	I enjoy disagreements and find satisfaction in winning them	1	4	23.53%
		2	5	29.41%
		3	5	29.41%
		4	1	5.88%
		5	2	11.76%
12	I enjoy arguing my case until the other side concedes that I am correct	1	0	0.00%
		2	5	29.41%
		3	7	41.18%
		4	5	29.41%
		5	0	0.00%
13	In conflicts, I discuss the situation with all parties to try and find the best solution	1	0	0.00%
		2	0	0.00%
		3	2	11.76%
		4	5	29.41%
		5	10	58.82%
14	I find it best to keep communication active when there is a disagreement, so I can find a solution that works for everyone	1	0	0.00%
		2	0	0.00%
		3	5	29.41%
		4	6	35.29%
		5	6	35.29%
15	I pride myself on seeing all sides of a conflict and understanding all of the issues involved	1	0	0.00%
		2	0	0.00%
		3	2	11.76%
		4	5	29.41%
		5	10	58.82%

The above data is to show the percentage distributions of respondents' data per each scale. It can be seen that majority of the respondents (58.82%) chose to always use collaborative conflict management style.

To further analyze and interpret this data, mean and standard deviation is used according to the question types as part of descriptive analysis. (See Table 7 below).

(Table 7) Mean and standard deviation of conflict management styles

Question type	Always	Often	Neutral	Rarely	Never	Total	Mean	Standard Deviation
Avoidant style questions (questions 1 to 3)	0	4	5	5	3	17	2.588235294	2.275185836
Accommodating style questions (questions 4 to 6)	2	1	4	7	3	17	2.529411765	2.300894967
Compromising style questions (questions 7 to 9)	7	5	2	3	0	17	3.941176471	3.580995589
Competing style questions (questions 10 to 12)	3	4	7	3	0	17	3.411764706	3.029268986
Collaborative style questions (questions 13 to 15)	10	5	2	0	0	17	4.470588235	4

In order to compare the respondent's feedback to conflict management styles, descriptive statistics of mean and standard deviation is used. The mean indicates to what extent the sample group averagely agrees or disagrees with the different statements. The higher the mean the more the respondents agree with the statement while the lower the mean the more the respondents disagree with the statement. The scale is set in such a way that respondents chose

“Never” if the mean scored value is in the range of 1.00 – 1.80; “Rarely” within 1.81 – 2.60; “Neutral” within 2.81 - 3.40; “Often” if it is in the range of 3.41 – 4.20; and chose “Always” when it falls within 4.21 – 5.00. In addition, standard deviation shows the variability of an observed response.

From the above information, it can be seen that respondents always use collaborative conflict management style.

This can be interpreted that most stakeholders consider each party’s needs and wants and try to find a win-win solution so that everyone leaves satisfied. This style of conflict management is also time-consuming that deadlines may have to be delayed while solutions are found, which might take a long time, depending on the parties involved and can lead to losses.

4.2.3 Distributions of respondent’s conflict data

The fourth of questionnaire was consisted of 5 questions where the first question enquired if the respondents have witnessed or experienced conflicts while working in this project. The respondents that answered this question “Yes” went ahead and responded to the next four questions because the next four questions depend on answer of the first questions. Out of the 17 respondents, 10 respondents answered the first question “Yes” therefore went ahead to give responses to the next questions. However, 5 respondents answered “No”, and 2 respondents answered “I don’t remember” which resulted 7 non-respondents of the next 4 questions. Hence, the percentage data for question 2 to 4 have been adjusted accordingly.

Questions 2 was structured to give overlapping data as for the respondents chose multiple responses based on the type of conflict they have witnessed or experienced in the project. Based on the narratives of the choices, choice (a) illustrated leadership conflicts, choice (b) illustrated work style conflicts, choice (c) illustrated personality conflicts, choice (d) illustrated task-based

conflicts, and choice (e) was there for respondents that do not know the causes/types of managerial conflicts that have happened in this project.

(Table 8) Types and Effect of Conflicts data of respondents

No.	Question	Response	Number of Respondents	Percentage
1	Have you ever witnessed/experienced managerial conflicts while working in this project?	a. Yes	10	58.82%
		b. No	5	29.41%
		c. I don't remember	2	11.77%
Continue to the rest of the questions only if your response to the above question is (a) Yes.				
2	Choose all that applies regarding the causes/types of conflicts that have happened in this project.	a. Conflicts have happened as a result of different leadership styles.	6	60%
		b. Conflicts have happened as a result of difference in work methodologies.	3	30%
		c. Differences in perception, culture, religion, and background have caused conflicts.	2	20%
		d. Conflicts have happened due to lack of coordination between stakeholders while working together.	2	20%
		e. I don't know what caused the conflicts.	2	20%
3	How intense were the conflicts?	a. They are usually not intense as they were often solved quickly.	0	0.00%
		b. They are usually intense as the managers could not solve them for weeks.	4	40%

		c. They are usually very intense that they would stay unsolved for months.	6	60%
4	How impactful were the conflicts on the project?	a. They did not have an impact on the project.	0	0.00%
		b. They usually had low impact on the project as these conflicts occurred only for a short time and solved quickly.	2	20%
		c. They had high impact on the project causing delays of important decisions, which later on caused project time delay, scope variances, and poor performance.	5	50%
		d. I am not sure about what impact they had on the project.	3	30%
5	Choose one that applies regarding the conflicts' impact on effectiveness of management in this project.	a. The conflicts occurred have not affected the effectiveness of management in this project.	0	0.00%
		b. The conflicts occurred had little effect on management in this project as they were solved quickly, and the effectiveness of management got back in track immediately.	2	20%
		c. The conflicts occurred have medium effect on the effectiveness of management in this project only for limited period of time and only regarding few management functions.	3	30%

		d. The conflicts occurred have greatly affected the effectiveness of management in this project as they caused communication gap between the managers, causing managers to lack in achieving the desired targets of the project in the specified time.	4	40%
		e. I don't know if they have or have not affected the effectiveness of management in this project.	1	10%

From the above respondents' data (see Table 8) , 58.82% of the respondents have witnessed or experienced conflicts while working in this project. On the other hand, 29.41% have never witnessed or experienced conflicts, and the rest 11.77% of the respondents do not remember if they have witnessed or experienced conflicts while working in this project.

In question 2, choice (a) illustrated leadership conflicts, choice (b) illustrated work style conflicts, choice (c) illustrated personality conflicts, choice (d) illustrated task-based conflicts, and choice (e) was there for respondents that did not know the causes/types of conflicts. Here, 50% of the respondents chose leadership conflicts, 30% chose work style conflicts, 20% chose personality conflicts, 20% chose task-based conflicts, and 20% did not know the causes/types of conflicts that have happened in this project. This shows that majority of the respondents experienced Leadership conflicts.

Regarding the intensity of the conflicts, none of the respondents did not think the conflicts were not intense, 40% thought the conflicts were usually intense as the managers could not solve them for weeks, and the rest 60% thought that the conflicts were usually very intense that they

would stay unsolved for months. This shows that majority of the stakeholders thought that the conflicts were usually very intense.

The fourth question was prepared to determine the impact the conflicts had on the project. Hence, none of the respondents thought that the conflicts did not have an impact on the project, 20% of the respondents thought the conflicts usually had low impact on the project, and 50% of the respondents thought that the conflicts had high impact on the project causing delays of important decisions, which later on caused project time delay, scope variances, and poor performance. The rest 30% of the respondents were not sure about what impact the conflicts had on the project. This analysis shows that majority of the stakeholders thought that the conflicts had high impact on the project.

The last question was regarding the conflicts' effect on effectiveness of management in this project. Here, none of the respondents thought that the managerial conflicts occurred have no effect on the management in this project. While 20% of the respondents thought that the managerial conflicts occurred had little effect on management, 30% of the respondents thought that the managerial conflicts occurred have medium effect on management in this project, and 40% of the respondents thought that the managerial conflicts occurred have high effect on the effectiveness of management in this project. The rest 10% of the respondents did not know if the conflicts occurred have or have not affected the effectiveness of management in this project. It can be seen from this analysis that, majority of the stakeholders thought that the conflicts occurred have greatly affected the effectiveness of management in this project.

To further analyze and interpret this data, mean and standard deviation is used according to the question types as part of descriptive analysis. (See Table 9 below).

(Table 9) Mean and standard deviation of conflict types

	Mean	Standard Deviation
Leadership Conflicts	1.5	4.5
Works Style Conflicts	0.75	2.25
Personality Conflicts	0.5	1.5
Task Based Conflicts	0.5	1.5
No effect of conflict on the Project	0	0
Little effect of conflict on the Project	0.5	1.5
Medium effect of conflict on the Project	0.75	2.25
High effect of conflict on the Project	1	3

The mean and standard deviation in Table 9 shows that the Leadership conflicts have higher number which shows that majority of the respondents have experienced Leadership conflicts.

In the same manner, the effects of conflicts on the project also shows higher mean and standard deviation numbers, which mean that the conflicts occurred have happen to have high effect on the project.

4.3 Correlation Analysis

Correlation analysis tests are useful to measure degree of a relationship between two variables. Hence, the researcher used cross-tabulation correlation analysis in order to examine the relationship within the data and the connection between the questions asked in the study. Since the questionnaires were prepared using nominal variables where the data involves values that are mutually exclusive to each other, the researcher used cross-tabulation correlation analysis method as this is the best statistical tool for categorical data.

4.3.1 Correlation analysis of respondents' Education Level with corresponding managers' Management Styles

Analyzing the correlation of respondents' education level with the corresponding managers' management styles is necessary in answering the first research question, "Are the management styles employed by management compare with the nature of stakeholders?". Here, the researcher delegates "nature of stakeholders" with the education level variable (see Table 1, question 4). The data in the demographic information of respondents can give information on the nature of stakeholders, while the data in management styles questions (see Table 2) can give information on the management styles of the respondents in management level.

The respondents' management styles data of the second questionnaire can be further elaborated and summarized as follows (see Table 10).

(Table 10) Summary of respondents' Management Styles

	Respondents' data on management styles		
Respondents' codes	Autocratic	Democratic	Laissez-faire
C	4	1	1
CN	1	1	4
CT	3	1	2
CPM	1	3	2
CNPM	2	4	0

From Table 8, we can see that Respondent C is more inclined to have an Autocratic management style, respondent CN - Laissez-faire management style, respondent CT - Autocratic management style, respondent CPM – Democratic management style, and respondent CNPM - is more inclined to have a Democratic management style.

The following Table 8 shows education level of the stakeholders, corresponding managers of the stakeholders, and management styles of the managers. This way, it is easier to see which stakeholder is imposed to which management style based on the corresponding managers data of management styles.

(Table 11) Respondents' education levels, corresponding managers, and managers' management Styles

Respondents' codes	Education Level	Corresponding Managers	Corresponding managers' management style
C	Masters' Degree	-	-
CN	Diploma	-	-
SC1	Degree	CNPM	Democratic
SC2	Certificate from technical and vocational Institution	CNPM	Democratic
SC3	Certificate from technical and vocational Institution	CNPM	Democratic
SC4	Masters' Degree	CNPM	Democratic
CT	Masters' Degree	C	Autocratic
CT2	Masters' Degree	CT	Autocratic
CT3	Degree	CT	Autocratic
CL1	Certificate from technical and vocational Institution	CPM	Laissez-faire
CL2	Masters' Degree	CPM	Laissez-faire
CL3	Degree	CPM	Laissez-faire
CPM	Degree	C	Autocratic

CNPM	Diploma	CN	Autocratic
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Based on table 8 above, we can come to a cross-tabulation correlation that relates the nature of the respondents with the management styles employed by the management.

(Table 12) Cross-tabulation correlation between nature of stakeholders and management styles employed by management

	Autocratic	Democratic	Laissez-faire
Below grade 12	0	0	0
High school graduate	0	0	0
Certificate from technical and vocational Institution	0	2	1
Diploma	1	0	0
Degree	2	1	1
Master's Degree	2	1	1
PhD	0	0	0

The above cross-tabulation (see Table 10) shows that stakeholders who have certificate from technical and vocational Institution are imposed to Democratic and Laissez-faire management styles. This shows that the with the less educated stakeholders, communication is open that workplace conflicts are often solved before real issues arise. This is also true for some of the more educated stakeholders who have Degrees and Master's Degrees.

On the other hand, this correlation shows that few stakeholders who have Diploma are imposed to Autocratic management styles, and most stakeholders with Degrees and Master's Degrees are imposed to Autocratic management styles. Autocratic management style being imposed to

the more educated stakeholders of the project is a big risk to the project as it may create increase in the dissatisfaction and resentment, which later on may create a potential conflict between the stakeholders and management forming an ‘us’ versus ‘them’ mentality.

4.3.2 Correlation analysis of types of conflicts occurred and their effect on the management

In this section, the relationship between of respondents’ observed conflicts and their effect on the management is going to be analyzed. This correlation is necessary in answering the third research question, “What conflicts so far happened that stumbled the effectiveness of management?”. Here, the researcher correlates question 2 of the third questionnaire (types of conflicts occurred in the project) with question 5 of the same questionnaire (effect of conflicts on the management of the project). The types of conflicts occurred and the effect on the management in Table 6 are further elaborated in simplified choices corresponding to each of the respondents. These are tabulated in table 11 below.

(Table 13) Respondents’ data on types of conflicts and their effect on management

Respondents’ codes	Types of conflicts occurred	Conflicts’ effect on management
C	Leadership Conflicts, Personality Conflicts, Task Based Conflicts	Medium effect
L	Null	Null
CN	Workstyle Conflicts	Little effect
SC1	Leadership Conflicts	High effect
SC4	Personality Conflicts	Medium effect
CT1	Leadership Conflicts	High effect
CL1	Workstyle Conflicts, Task Based Conflicts	Medium effect
CL2	Leadership Conflicts	High effect
CLPM	Leadership Conflicts, Workstyle Conflicts	High effect

CNPM	Leadership Conflicts, Personality Conflicts	Little effect
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The above table 13 can be made in to cross-tabulation as shown in table 14.

(Table 14) Cross tabulation of respondents' data on types of conflicts and their effect on management

	No effect	Little effect	Medium effect	High effect
Leadership Conflicts	0	1	1	4
Workstyle Conflicts	0	1	1	1
Personality Conflicts	0	1	2	0
Task Based Conflicts	0	0	2	0

According to the above cross-tabulation (see Table 14), one respondent thought leadership conflicts have little effect, one respondent thought leadership conflicts have medium effect, and four respondents thought that leadership conflicts have high effect. Accordingly, one respondent thought work style conflicts have little effect, one respondent thought they have medium effect, and also one respondent thought work style conflicts have high effect. Regarding the personality conflicts, one respondent thought they have little effect, and two respondents thought that it has medium effect. Also, for task-based conflicts, two respondents thought that they have medium effect. This shows that the correlation between Leadership conflicts and their high effect on the management is greater than other correlations.

From this correlation of types of conflicts and their effect on management, it can be seen that most Leadership conflicts have high effect on the management of the project as they caused communication gap between the managers, causing managers to lack in achieving the desired targets of the project in the specified time.

CHAPTER 5

SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Summary of Findings

Project conflicts arising between multiple stakeholders can stem from opposing ideas, project stress, unforeseen requirements, budgetary constraints, lack of commitment, personal ego clashes, and the like. Understanding the conflict and deciding what conflict handling style to use are tasks that many managers do not find simple. This is made more difficult when it comes to projects with multiple stakeholders.

Since the underlying source of the conflicts is not always evident, this study tried to investigate observations of most project conflicts in the first three essential research questions.

1. Are the management styles employed by management compare with the nature of stakeholders?

The demographics data shows that 23.53% of the stakeholders have certificate from technical and vocational Institution, 17.65% have Diploma, 29.41% have Degree, and also 29.41% have master's degree. This reveals that majority of the stakeholders are more educated than the rest of the stakeholders.

Regarding the management styles employed by management, the data exhibited 36.67% Autocratic management style, 33.33% Democratic management style, and 30% Laissez-faire management style. This shows that most of the stakeholders at management level are using Autocratic management style.

The Cross-tabulation correlation between nature of stakeholders and management styles employed by management revealed that Laissez-faire management style is employed to the less

educated stakeholders and Autocratic management style is being imposed to the more educated stakeholders of the project.

2. What are the different approaches employed by the stakeholders in resolving work related conflicts?

Stakeholders' data on conflict management styles (see Table 4 and Table 6) revealed that most of the stakeholders always use collaborative style when conflicts arise.

3. What conflicts so far happened that stumbled the effectiveness of management?

The stakeholders were asked if they have witnessed or experienced managerial conflicts while working in this project. Consequently, the data in Table 7 shows that majority of the stakeholders (58.82%) have witnessed/experienced conflicts in this project. It can also be seen from the data that majority of the stakeholders (50%) have experienced Leadership conflicts. The data in Table 7 also shows that majority of the stakeholders think the conflicts were usually very intense and that the conflicts had high impact on the project. The data analysis also discovered that majority of the stakeholders think that the conflicts occurred have greatly affected the effectiveness of management in this project.

The cross-tabulation between types of conflicts and their effect on management revealed that most Task based conflicts and most Personality conflicts have medium effects, and the Work style conflicts have little to high effects on the management of the project. On the other hand, Leadership conflicts have high effect on the management of the project.

5.2 Conclusion

Based on the indicated findings, the following conclusions were drawn:

1. Laissez-faire management style is employed to the less educated stakeholders of the project and Autocratic management style is being imposed to the more educated stakeholders of the project. This shows that the management styles employed by management do not compare with the nature of stakeholders, as less educated staff are left to control their decision making on their own when they are supposed to be guided; and the more educated staff are not encouraged to submit ideas or share their thoughts when they should be trusted enough to do their work without supervision.
2. Regarding the approaches employed by the stakeholders in resolving work related conflicts, stakeholders are neutral about employing avoidant, accommodating, compromising, and competing styles of conflict management. Whereas most of the stakeholders choose to always employ collaborative style when in resolving work related conflicts.
3. Most task-based conflicts and most personality conflicts have medium effect on the effectiveness of management only for a limited period of time and only regarding few management functions, while work style conflicts have little to high effects on the management of the project. On the other hand, leadership conflicts have high effect on the management of the project causing communication gap between the managers and causing managers to lack in achieving the desired targets of the project in the specified time. Thus, most leadership conflicts and few work style conflicts have stumbled the effectiveness of the management of the project.

5.3 Recommendation

This study revealed how to handle conflicts in a multi-stakeholder project by analyzing a case of a Building Construction Project. Thus, the following recommendations are hereby presented:

1. Managers should adjust their management styles according to the nature of stakeholders in order to avoid future work-related conflicts. Managers should guide the less educated stakeholders and deliver their expectations clearly, while delegating work to more educated stakeholders trusting that they have the required resources to be successful to make them feel empowered and be effective.
2. Stakeholders should balance between collaborative conflict management style and compromising conflict management style as both are the best strategies for handling conflicts over important issues. They should continue to collaborate to get the best long-term results, and sometimes they should also compromise to get quick solutions and avoid delays specially in time sensitive projects like construction.
3. Since most leadership conflicts have stumbled the effectiveness of the management of the project, managers need to establish and strengthen mutual respect within themselves and adjust their leadership styles accordingly in order to avoid communication gap and lack in achieving the desired targets of the project in the specified time. Stakeholders should also be aware that everybody has a different working style, and thus deal with the differences and be cooperative in order to avoid work style conflicts.
4. In order to avoid conflict of interests between stakeholders, managers should: consider the nature of the stakeholders and adjust their management styles accordingly; employ collaborative and compromising conflict management styles; establish and strengthen mutual respect within themselves and adjust their leadership styles accordingly; and understand the different working styles of the stakeholders.

5.4 Research Limitation and Areas of Further Research

5.4.1. Limitation of the study

This study has the following 4 limitations:

- **Applicability of recommendations to other cases:-** this research has a limited scope as it focuses only on a selected case of a building construction project. Thus, the results and recommendations may not be applicable to other types of projects.
- **Transparency of respondents:-** the project stakeholders were hesitant to provide genuine information for the reason that many people do not publicize internal problems to external practice even if there is real problem in the project.
- **Data collection procedures:-** the data collection procedures used were only closed-ended nominal survey & Likert-scale questions for the reason that the stakeholders were at work when data collection is conducted and would not respond to time-consuming open-ended questions. This made the analysis only restricted to the given choices and inhibited the study to get a much deeper analysis.

5.4.2. Suggestion for future research

In relevance with the limitation of the study, which is presented above, suggestions for future research include the following points:

- Since the scope of this research is limited, future studies can conduct analyses for a broad scope and so as to increase their applicability.
- Since the data collection procedures were limited to closed ended questions, future studies can as well use open ended questions that will enable them to conduct a much deeper analysis.

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ANNEX

QUESTIONNAIRE

Title: CONFLICT HANDLING IN A MULTI-STAKEHOLDER PROJECT: A CASE OF A BUILDING CONSTRUCTION PROJECT

This is a survey questionnaire form for a project work in Conflict Management to be used for M.A degree in Project Management at Addis Ababa University - College of Business and Economics (School of Commerce). Stakeholders of the B+G+3 construction project are kindly requested to fill the form and submit.

N.B: As this study will be purely for academic purposes, please note that all information provided by you will remain confidential and anonymous. Should you have any queries regarding the research work, please do not hesitate to contact the researcher with the following address.

- Tel: +251 912 027021

- Email: betty22tes@gmail.com

General Instruction:

- I. You are not expected to write your Name
- II. Please put circle the letter(s) of your choice for the multiple-choice questions that best describes your responses to the questions.

መጠይቅ
የቅራኔ አመራር ዘዴ

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ጠቅላላ መመሪያ

፩ ስምዎትን መግለፅ አይጠበቅብዎትም፡፡

፪ መጠየቁ ላይ ትክክል ነው ብለው ያሰቡትን መልስ በማክበብ የሚሰማዎትን መልስ መስጠት ይችላሉ፡፡

Type 1: Demographic questions

Date: ____/____/2022		
No.	Question	Response
1	Sex	a. Female b. Male
2	Age	a. 18-24 b. 25-35 c. 36-45 d. 46-55 e. Over 55
3	Marital Status	a. Single b. Married
4	Education Level	a. Below grade 12 b. High school graduate c. Certificate from technical and vocational Institution d. Diploma e. Degree f. Master's Degree g. PhD
5	How are you related to this project?	a. I am the client b. I am the client's Project manager

		c. I am the client's employee d. I am the landlord e. I am the contractor f. I am the contractor's Project manager g. I am the contractor's employee h. I am the subcontractor i. I am the consultant j. I am from the responsible Government Authority K. I am the material supplier L. I am a local resident around the project site
6.	How long have you been working/involved in similar projects?	a. Less than 5 years b. 5-10 years c. 10-15 years d. 15-20 years e. more than 20 years

መጠይቅ 1: ስነ-ህዝብ ጥያቄዎች

ቀን:-----/-----/ 2014		
ቁጥር	ጥያቄ	መልስ
1	ጾታ	ሀ. ሴት ለ. ወንድ
2	እድሜ	ሀ. 18-24 ለ. 25-35 ሐ. 36-45 መ. 46-55 ሠ. ከ55 በላይ
3	የጋብቻ ሁኔታ	ሀ. ያላገባ/ች ለ. ያገባ/ች
4	የትምህርት ደረጃ	ሀ. ከ12ኛ ክፍል በታች ለ. የሁለተኛ ደረጃ ትምህርት የጨረሰ/ች ሐ. የቴክኒክና ሙያ ትምህርት ተቋም ሰርቲፊኬት መ. ዲፕሎማ ሰ. ዲግሪ ረ. ማስተርስ ዲግሪ ሠ. ፒኤችዲ ዲግሪ
5	በዚህ ፕሮጀክት ላይ ያለዎት ድርሻ ምንድን ነው?	ሀ. የፕሮጀክቱ ባለቤት ለ. የፕሮጀክቱ ባለቤት የፕሮጀክት ስራ አስኪያጅ

		ሐ. የፕሮጀክቱ ባለቤት ሰራተኛ መ. የቦታው አከራይ ሠ. የፕሮጀክቱ ስራ ተቆራጭ ረ. የፕሮጀክቱ ስራ ተቆራጭ የፕሮጀክት ስራ አስኪያጅ ሰ. የፕሮጀክቱ ስራ ተቆራጭ ሰራተኛ ሸ. የፕሮጀክቱ ንዑስ ስራ ተቆራጭ ቀ. የፕሮጀክቱ አማካሪ በ. ከሚመለከተው የመንግስት ተቋም ተ. የፕሮጀክቱ ዕቃ አቅራቢ ቸ. ፕሮጀክቱ ያለበት አካባቢ ነዋሪ
6	ይሄንን በመሰሉ ፕሮጀክቶች ውስጥ ለምን ያህል ጊዜ ሰርተው/ተሳትፈው ያውቃሉ?	ሀ. ከ5 ዓመት በታች ለ. ከ5-10 ዓመት ሐ. ከ10-15 ዓመት መ. ከ15-20 ዓመት ሠ. ከ20 ዓመት በላይ

Type 2: Management styles Questions

Date: ____/____/2022		
No.	Question	Response
1	A crisis is quickly unfolding, and you and your team need to act now to handle it. What do you do?	a. Handle it myself. I plan a strategy and delegate what needs to be done to my team, with strict instructions for them to follow up with me the moment they are done with their tasks. b. Gather my team for a planning session. I'll listen to everyone's opinion, work with the team to plan the best response, then we will all get to work handling the crisis. c. I leave it to my team to handle this. They are professionals and know what needs to be done. I'll check in with them after to review how it was handled and give feedback.
2	There is an important project that you need to plan. How do you go about doing that?	a. I will gather my team, give them all the information they need, and let them get to work. b. I inform staff of the new project, and assign all roles, milestones, objectives, and timelines. Everyone will know what they need to complete, and I will continually check-in to make sure they are successful. c. I'll meet with key employees, work with them to outline various plans for the project, then present the plans to the team.

3	Your team is going to miss an important deadline. How do you handle this situation?	a. I'll work alongside my team to create and implement a solution to avoid a similar situation in the future. b. I leave them to it. They are skilled, imaginative people and I trust that they'll figure it out. c. I will make sure that teams have the resources they need to meet the deadline. Afterward, I will review the process, find problem areas, and improve the process.
4	Which of the following qualities is most important for your team to have?	a. Diligence b. Innovative c. Cooperative
5	What qualities do you not want your team members to have?	a. Unskilled b. Undisciplined c. Not a team player
6	How would you like your team to feel about their jobs?	a. They have structure and support, their tasks and goals have been explained thoroughly, they know the exact steps to success. b. They are allowed to innovate and create; they are trusted to perform, and they enjoy rising to the occasion. c. They are heard and valued. Their skills contribute to the success of the project, and they are an important team member.

Type 3 – Conflict management styles questions

Date: ____/____/2022		
No.	Question	Response
	Rate how often you use the following types of actions on a scale of 1 to 5, where 1 is Rarely and 5 is Always.	
1	When there is an argument, I will leave the situation as quickly as possible	
2	In conflicts, I discuss the situation with all parties to try and find the best solution	
3	I use negotiation often to try and find a middle ground between the conflicted parties	
4	I know the best path to take and will argue it until others see that I am correct	
5	I prefer to keep the peace, rather than argue to get my way	
6	I will keep disagreements to myself, rather than bring them up	
7	I find it best to keep communication active when there is a disagreement, so I can find a solution that works for everyone	
8	I enjoy disagreements and find satisfaction in winning them	
9	Disagreements make me anxious, and I will work to minimize them	
10	I am happy to meet people halfway	
11	It is important to me to recognize and meet the expectations of others	
12	I pride myself on seeing all sides of a conflict and understanding all of the issues involved	
13	I enjoy arguing my case until the other side concedes that I am correct	
14	Conflict does not engage me; I prefer to fix the problem and move on to other work	
15	I don't feel the need to argue my point of view, it is less stressful to agree with others	

መጠይቅ 3: የግጭት አመራር ዘዴዎች ጥያቄዎች

ቀን:-----/-----/ 2014		
ቁጥር	ጥያቄ	መልስ
1	ክርክር ሲኖር በተቻለኝ ፍጥነት ሁኔታውን ትቼ እሄዳለሁ	
2	ግጭቶች ሲኖሩ ከሁሉም አካላት ጋር በመነጋገር መፍትሄ ለመፈለግ እሞክራለሁ	
3	በተጋጨት አካላት መካከል የጋራ መፍትሄ ለማግኘት አብዛኛውን ጊዜ ድርድርን እጠቀማለሁ	
4	ምርጡን መንገድ እኔ አውቃለሁ፤ በመሆኑም ሌሎች እኔ ትክክል እንደሆንኩ እስኪያውቁ ድረስ እከራከራለሁ	
5	ተከራከሬ ከመርታት ይልቅ ሰላሜን እንደያዝኩ ብቆይ እመርጣለሁ	
6	አለመግባባቶችን ከማንሳት ይልቅ፤ ለራሴ እይዛቸዋለሁ	
7	አለመግባባቶች በተፈጠሩ ጊዜ ለሁሉም የሚሰራ መፍትሄ ቶሎ ለማግኘት መነጋገር የተመረጠ መንገድ ሆኖ አገኘዋለሁ	
8	አለመግባባቶች ያዝናኑኛል፤ እናም ሳሸንፍ ሐሴት አደርጋለሁ	
9	አለመግባባቶች ያስጨንቁኛል፤ እናም ለመቀነስ እጥራለሁ	
10	ለሰዎች ግማሽ መንገድ ድረስ መሄድ ያስደስተኛል	
11	የሌሎችን ግምት መሟላት ለእኔ በጣም አስፈላጊ ነው	
12	በግጭት ውስጥ ሁሉንም ጎኖች በማየቴና በመረዳቴ እኮራለሁ	
13	ተከራካሪዬ እኔ ትክክል እንደሆንኩ እስኪያምን ድረስ መከራከር ያስደስተኛል	
14	ግጭት አይገዛኝም፤ ችግሩን ፈትቼ ወደ ሌላ ስራ መሄድን እመርጣለሁ	
15	የእኔን አመለካከት ተከራክሮ ማሳየት አስፈላጊነቱ አይታኝም፤ ከሌሎች ጋር መስማማት ብዙ ጫና የለውም	

Type 4 : Conflict causes/types questions

Date: ____/____/2022		
No.	Question	Response
1	Have you ever witnessed/experienced conflicts while working in this project?	a. Yes b. No c. I don't remember
Continue to the rest of the questions only if your response to the above question is (a) Yes.		
2	Choose all that applies regarding the causes/types of conflicts that have happened in this project.	a. Conflicts have happened as a result of different leadership styles. b. Conflicts have happened as a result of difference in work methodologies. c. Differences in perception, culture, religion, and background have caused conflicts. d. Conflicts have happened due to lack of coordination between stakeholders while working together. e. I don't know what caused the conflict.
3	How intense were the conflicts?	a. They are usually not intense as they were often solved quickly. b. They are usually intense as the managers could not solve them for weeks. c. They are usually very intense that they would stay unsolved for months.
4	How impactful were the conflicts on the project?	a. They did not have an impact on the project. b. They usually had low impact on the project as these conflicts occurred only for a short time and solved quickly. c. They had high impact on the project causing delays of important decisions, which later on caused project time delay, scope variances, and poor performance. d. I am not sure about what impact they had on the project.

5	Choose one that applies regarding the conflicts' impact on effectiveness of management in this project.	a. The conflicts occurred have not affected the effectiveness of management in this project. b. The conflicts occurred had little effect on management in this project as they were solved quickly, and the effectiveness of management got back in track immediately. c. The conflicts occurred have affected the effectiveness of management in this project only for limited period of time and only regarding few management functions. d. The conflicts occurred have greatly affected the effectiveness of management in this project as they caused communication gap between the managers, causing managers to lack in achieving the desired targets of the project in the specified time. e. I don't know if they have or have not affected the effectiveness of management in this project.
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መጠይቅ 4: የግጭት አይነቶች ጥያቄዎች

ቀን:-----/-----/ 2014		
ቁጥር	ጥያቄ	መልስ
1	እዚህ ፕሮጀክት ላይ ሲሰሩ፤ አስተዳደራዊ ግጭቶችን አይተው ወይም አስተናግደው ያውቃሉ?	ሀ. አዎ ለ. አላውቅም ሐ. አላስታውስም
2	አስተዳደራዊ ግጭቶችን በተመለከተ ከተቀመጡት ምርጫዎች ውስጥ ያስተዋሉትን/ያጋጠመዎትን በሙሉ ይምረጡ	ሀ. በአብዛኛው የተፈጠሩት ግጭቶች በአለቆች የተለያዩ የአመራር አይነቶች ምክንያት ነው ለ. በአብዛኛው የተፈጠሩት ግጭቶች በአለቆች የተለያዩ የስራ አሰራር አይነቶች ምክንያት ነው ሐ. የአለቆች የተለያዩ እይታ፣ባህል፣ሀይማኖት፣እና የጀርባ ታሪክ ለግጭቶች መንስኤ ሆኗል መ. ግጭቶች የተፈጠሩት አለቆች አብረው በሚሰሩበት ጊዜ ተቀናጅተው ለመስራት ባለመቻላቸው ነው ሠ. አስተዳደራዊ ግጭቶች በምን ምክንያት እንደተፈጠሩ አላውቅም
3	ግጭቶች ምን ያህል የበረቱ ነበሩ?	ሀ. አብዛኛውን ጊዜ በቶሎ መፍትሄ ስለሚገኝላቸው የበረቱ አልነበሩም ለ. አብዛኛውን ጊዜ የበረቱ ነበሩ፤ በመሆናቸው አለቆች

		መፍትሄ ሳያገኙላቸው ለቀናት ይቆዩ ነበር ሐ. አብዛኛውን ጊዜ የበረቱ ነበሩ፤ በመሆኑም መፍትሄ ሳያገኙላቸው ለወራት ይቆዩ ነበር
4	አስተዳደራዊ ግጭቶች እዚህ ፕሮጀክት ላይ ምን ያህል ተፅዕኖ ፈጣሪ ነበሩ?	ሀ. እዚህ ፕሮጀክት ላይ ምንም ያህል ተፅዕኖ አልነበራቸውም ለ. እነዚህ ግጭቶች በአስተዳደር ደረጃ የተፈጠሩ በመሆናቸውና ቶሎ መፍትሄ ስለተገኘላቸው በጣም ትንሽ ተፅዕኖ ነበራቸው ሐ. ትልቅ ተፅዕኖ ነበራቸው፤ በመሆኑም ጠቃሚ ውሳኔዎች ቶሎ እንዳይወሰኑ በማድረጋቸው የተነሳ የፕሮጀክቱ ጊዜ መዘግየትን፣የስራ መጠን መለየትንና፣ደካማ የስራ አፈፃፀምን አስከትለዋል መ. እዚህ ፕሮጀክት ላይ ምን ያህል ተፅዕኖ ፈጣሪ እንደነበሩ እርግጠኛ አይደለሁም
5	አስተዳደራዊ ግጭቶች ውጤታማ አስተዳደር ላይ ያላቸውን ተፅዕኖ በተመለከተ ከተቀመጡት ምርጫዎች ውስጥ ያስተዋሉትን/ያጋጠመዎትን በሙሉ ይምረጡ	ሀ. የተፈጠሩት አስተዳደራዊ ግጭቶች ውጤታማ አስተዳደር ላይ ምንም ተፅዕኖ አልነበራቸውም ለ. የተፈጠሩት አስተዳደራዊ ግጭቶች ውጤታማ አስተዳደር ላይ ትንሽ ጉዳት ቢኖራቸውም በቶሎ መፍትሄ ተገኝቶላቸዋል፤ በመሆኑም አስተዳደሩ ተመልሶ ውጤታማ ሆኗል ሐ. የተፈጠሩት አስተዳደራዊ ግጭቶች ውጤታማ አስተዳደር

		ላይ ተፅዕኖ የነበራቸው ለትንሽ ጊዜና ለተወሰኑ የአስተዳደር ክፍሎች ብቻ ነበር መ. የተፈጠሩት አስተዳደራዊ ግጭቶች፤ ውጤታማ አስተዳደሩ ላይ ከፍተኛ ተፅዕኖ ነበራቸው፤ በመሆኑም በአለቆች መካከል የንግግር ክፍተት እንዲፈጠር ከማድረጋቸው የተነሳ፤ ፕሮጀክቱ የታሰበለትን ጊዜና የታለመለትን አላማ እንዳያሳካ አድርገዋል ሠ. የተፈጠሩት አስተዳደራዊ ግጭቶች፤ ውጤታማ አስተዳደር ላይ ተፅዕኖ ይኑራቸው ወይም አይኑራቸው አላውቅም
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