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**ADDIS ABABA UNIVERSITY, COLLEGE OF BUSINESS AND
ECONOMICS SCHOOL OF COMMERCE, PROJECT MANAGEMENT
DEPARTMENT**

**CONFLICTS IN BUILDING PROJECTS IN ADDIS ABABA:
ANALYSIS OF CAUSES AND MANAGEMENT
APPROACHES**

**By
SEIFU MELESE**

**FEBRUARY 27, 2019
ADDIS ABABA, ETHIOPIA**



**CONFLICTS IN BUILDING PROJECTS IN ADDIS ABABA:
ANALYSIS OF CAUSES AND MANAGEMENT APPROACHES**

**A Project Work Submitted for the Partial Fulfillment of
Master of Art Degree in Project management (MA)**

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**FEBRUARY 27, 2019
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SEIFU MELESE**

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DECLARATION

I, the undersigned, declare that the project work entitled “*Conflicts in Building Projects in Addis Ababa: Analysis of Causes and Management Approaches*” is the result of my own effort and study that all sources of materials used for the study have been acknowledged. I have conducted the study independently with the guidance and comments of the project advisor.

This study has not been submitted for any degree in any university. It is conducted for the partial fulfillment of the Master of Arts Degree in Project Management.

Seifu Melese

Date

LETTER OF CERTIFICATION

This is to certify that Seifu Melese has conducted this project work entitled “*Conflicts in Building Projects in Addis Ababa: Analysis of Causes and Management Approaches*” is under my supervision.

This project work is original and suitable for the submission in partial fulfillment of the requirement for the award of Master of Arts Degree in Project Management.

Abraraw Chanie (PhD)

Date

Signature

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Abstract

Conflict is inevitable among humans, especially in construction projects where there is a day today interaction, multidisciplinary team, resource and time constraints, uncertainty and multi-organizational structure. Projects in conflict are not only causing losses, problems and bad reputation for the parties involved but they can also have negative impacts on the economy of the project country. The aim of this research is to study conflicts in building projects in Addis Ababa, specifically their causes and management practice. The study used questionnaire and interviews in the related construction-based companies. The research is conducted in Adiss Ketema sub-city. Type of the study is mixed method study and the Likert-Scale are used in the survey questionnaire. For questionnaire apart from printed hard copies, a *mobile application* was also developed with the use of **CSPRO** software; where some the respondents were asked on site to fill the questionnaire. Moreover, window version of the application made the data entry on **SPSS** smooth. Findings from the study on the major sources of conflict identified, unrealistic client expectation and determination; blaming others when problems occur; disputes over payment; error and incomplete technical specification; excessive change orders with a mean score of 3 or more. The predominant source of conflict found is technical. The result also indicate that most frequently implemented conflict management approach were collaborating followed by compromise. For future studies it will be very interesting to investigate what kind of conflict are common with respect to task and relationship conflict as the response from effect of conflict on performance is inconclusive.

Key word: conflict, construction, conflict management, CSPRO, technical, contractual, behavioral

Chapter 1

Introduction

1.1. Background

In the process of project execution, project teams and their team members interact with each other within the project organization as a unit and as individuals or sub units. The units outside the project team may include government authorities, public institutions, financial institutions, community or communities in which the project is executed, and other project stakeholders.

The concept of conflict can be understood as an outcome of behaviors. It is an integral part of human life. Whenever there is interaction there is conflict. As long as organizations continue to use work teams, conflict cannot be avoided since it is an inevitable aspect of work teams. Conflict means expression of hostility, negative attitudes, antagonism, aggression, rivalry, and misunderstanding. It is also associated with situations that involve contradictory interest between two opposing groups. It can be defined as a disagreement between two or more individuals or groups with each individual or group trying to gain acceptance of its view over others (Thakore, 2013).

Conflict refers to some form of friction, disagreement, or discord arising within a group when the beliefs or actions of one of more members of the group are either resisted by or unacceptable to one or more members of another group (Thamhain, 2014). Conflict is inevitable among humans. When two or more social entities (i.e., individuals, groups, organizations, and nations) come in contact with one another in attaining their objectives, their relationships may become incompatible or inconsistent. Relationships among such entities may become inconsistent when two or more of them desire a similar resource that is in short supply; when they have partially exclusive behavioral preferences regarding their joint action; or when they have different attitudes, values, beliefs, and skills (Rahim, 2001).

The construction sector is a vital part of any economy because of its size and the potential role it can play in the developmental efforts of the economy. Construction is often used as an indicator of socio-economic development of a nation and therefore it is indispensable in

the process of development (Narh *et al.*, 2015). Moreover, Construction industries around the world play a large part in national economies. In developed nations construction output on a value-added basis often exceeds 10% of Gross Domestic Product. The received wisdoms claim that construction contracts are bedeviled by disputes, that the frequency of disputes has risen in recent memory and that the frequency continues to rise. The industry is often claimed to perform badly when compared to other industries (Fenn *et. al.*, 2005).

Therefore, cooperation and collaboration of the participants in coordination of resources, time and communication is essential if the project is to be successful, that is, if it is to be completed within the expected time, cost and quality.

In all fairness, conflicts between the parties are not the only reason for unsuccessful projects. The other reasons seem to be a lack of experience, not enough competence and insufficient preparation of the acting people. Such reasons are also bound to lead to unsuccessful projects and can also be the causes of conflicts during project execution (Wolfgang and Finn, 2008).

Conflicts create adverse environment in a project, foster distrust, undermines the cooperative nature of the building process, degeneration of working relationships, mistrust between participants, lack of teamwork and resultant poor standards of workmanship are some of indirect or consequential costs; while direct costs found include the costs for lawyers, claims consultants, management time and delays in project completion; these factors undermine project success.

Conflicts and disputes always affect the productivity and performance of a project. The history of construction points out that almost all projects face variation or poor performance with many projects failing to exceed to the expectation of the client thus, affecting time, cost and quality of the projects. Direct costs associated with disputes range from 0.5 to 5% of the projects contract value. The indirect costs, on the other hand, resulting from lost productivity, stress, fatigue, loss of future work, the cost of strained business relationships among the various parties and tarnished reputation may cause even more damages to the parties involved (Aryal and Dahal, 2018).

In a project environment, conflict is an inevitable byproduct of the organizational activities. Specifically, in a construction project participants tend to develop multiple objectives, which could be in conflict with the objectives of the project. Moreover, temporary nature of construction projects and their multi-organizational structure make them prone to conflicts.

Certain types of conflicts may be meaningful and may produce beneficial results to the project. These meaningful or what is termed as functional conflicts give opportunities to organizational learning and creativity. Therefore, such functional conflicts should be permitted to continue as long as project constraints are not violated and beneficial results are being received. However, conflicts that have negative effect to the project, the dysfunctional conflicts should be prevented.

The management of organizational conflict involves the diagnosis of and intervention in conflict. A diagnosis is needed to determine whether and to what extent an intervention is needed to in order to minimize affective conflict; Attain and maintain a moderate amount of substantive conflict (Rahim, 2001).

1.2. Statement of the Problem

Often times, the construction project brings together individuals or organizations that are separate and desperate to form what has been termed a temporary project coalition (Narh *et al.*, 2015). Conflict of construction projects are becoming more complex in nature. "The complex and long-term design and construction process makes construction a process in which conflicts are effectively guaranteed" (McManamy, 1994 cited in Alazemi and Mohiuddin, 2019). Moreover, the involvement of disciplines in the construction project into disputes between the parties. It seems that conflict is inevitable for the construction industry especially when construction projects face a lot of uncertainty (Alazemi and Mohiuddin, 2019; Jaffar *et al.*, 2011).

Disagreements in big projects start between client and contractor, and may develop into major conflicts causing delays, overruns and inadequate quality of project execution (Wolfgang and Finn, 2008).

In order for projects to attain their profit or social goal it has to have effectively a manage the triple constraints in projects, i.e, cost, time and quality. However, conflicts in projects would result in affecting the project negatively if they are not properly managed and resolved and promoted when appropriate.

Managing conflict is a commonly challenge in projects. In terms of construction projects, conflicts lead to problems such as increase in project costs, project delays, reduced productivity, loss of profit or damage in business relationships and internal/ external disputes (Alazemi and Mohiuddin, 2019). Narh *et al.*, (2015) referring to others work to conclude that the harshness, pressures and toughness of the construction industry amount to conflicts and disputes. A research conducted by Kassab *et al.*, (2010) indicated, conflicts remain a challenge in the construction industry with the potential to lead to project failures.

The study by Aryal and Dahal (2018) found that disputes are increasing in the construction industries due to its uncertainty, complexity, and involvement of different categories of project participants. The lack of information in the construction industries leads to many disputes during the construction process. Disputes predominantly arise from complexity and magnitude of works, multiple prime contracting parties, poorly prepared contract documents, inadequate planning, financial issues and communicating problem. If disputes are not resolved promptly, then it tends to drag on, escalate and can cause project delays, lead to claims, require litigation proceedings for resolution and ultimately destroy business relationships and may degrade the quality of the work altogether.

Projects in conflict are not only causing losses, problems and bad reputation for the parties involved i.e. clients, consultants, suppliers and contractors but they can also have negative impacts on the economy of the project country. The economic consequences of major projects in conflict are sometimes disastrous, a company might go into bankruptcy or might require major fresh capital invested. In the case of smaller countries or countries in development the failure of big projects might even have a negative impact on their economic and industrial development and their growth (Wolfgang and Finn, 2008).

In a project environment there is a need to acknowledge and plan ahead for conflicts and limit and control any subsequent changes arising from them. However, planning and

control of conflicts in projects demand a comprehensive understanding of conflicts and their causes. This is important in order to devise strategies and mechanisms for their prevention, management and resolution timely and cost effectively.

In Ethiopia more specifically in Addis Ababa where most of the construction boom is taking place projects are over budget, delayed and under the desired quality (Abera, 2005). These problems are caused by a number of factors. Lack of proper awareness in conflict management and resolution is one such factor. If project objectives are to be met effectively, it demands a comprehensive understanding of common causes of conflicts & their management and resolution practice.

It is inevitable in most construction projects given their unique and complex nature and the presence of different parties and multifunctional teams. The construction project environment, therefore, is an appropriate environment for conflict exploration and management. Here, therefore the aim of this research is to explore conflicts in building projects in Addis Ababa, specifically their causes and management practice.

1.3. Research Questions

The main research questions are:

- i. On what issues are conflicts prominent in building projects?
- ii. What factors cause conflicts in those issues?
- iii. Among which members in a project team do most conflicts occur?
- iv. What approaches are used in resolving conflicts in building projects?

1.4. Objectives of the Study

The general objective of the study is to analyze cause of conflicts in building projects, and how conflicts are managed.

Specific objectives of the study are:

- i. To identify common causes of conflicts in the selected building projects;
- ii. To identify predominant source of conflict in the selected building projects;

- iii. To determine the type conflict management techniques employed in the selected building projects; and
- iv. To determine possible area for future research in conflict management practices in the selected building projects.

1.5. Significance of the Study

Findings of study will help to identify problems that cause conflict to occurs among the stakeholders in construction industry. Moreover, it helps to determine the predominant approaches used in management of conflicts. The information obtained through this study can help in improving the management of conflicts as well as resolve or reduces the occurrence of conflict in construction industry.

Proper management of project conflicts also help to continue working with better qualified project people and improve project companies resume which will help be attractive for future projects. This will further improve the execution of the projects

1.6. Research Scope

The scope of this research is to assess the causes and management of conflicts in construction industry in Addis Ababa, Adiss Ketema sub-city. Research respondent involves the contractor, consultant and project managers in the construction industry. Active construction companies in the locality were targeted for the research. The study used questionnaire and interviews (when appropriate) in the related construction-based companies. The research is conducted in Adiss Ketema sub-city. Type of the study is mixed method study and the Likert-Scale are used in the survey questionnaire. The study, focuses on conflict that encountered with the primary stakeholder of the construction project, such as project managers, contractors and consultants.

1.7. Definition of Terms

(Source: Wolfgang and Finn, 2008)

Claim. A legal or contractual written request for compensation of an event to the party causing the event.

Conflict. A fight or struggle and is defined by a variety of factors, such as individual differences in goals, expectations, and values.

Contractor. The company carrying out the work required in the contract

Delay. Actual delivery takes place at a later time than agreed in the contract or a confirmed order. The difference in time between the actual time and the agreed time is the total delay for which responsibility has to be distributed between the parties.

Negotiations. Direct discussions between the parties involved in a disagreement with the aim of reaching a commercial compromise satisfying both parties and characterized by the “give and take” attitude.

Owner. The owner of the plant or infrastructure, which is being built or extended through the project.

Parties (to the contract). The parties, client and contractor, which have agreed to work together and have consequently signed a contract for execution of the contract and payment of the related works.

Prevention of conflict. Efforts by one or more parties to avoid that disagreements evolve into a conflict by solving the disagreements.

Project conflict. The result of serious and protracted disagreement(s) threatening the cooperation between the project parties.

Project Manager. The manager responsible for the project implementation in all aspects.

Project. A combined set of activities aiming at the same objective with a scope of work and a complexity that necessitates a comprehensive coordination and control. The activities will typically comprise engineering, equipment manufacturing and delivery, construction, installation, commissioning and related documentation and will often take place at different locations. Also according to PMI (2017) a project is a temporary endeavor undertaken to create a unique product, service, or result.

1.8. Organization of the Study

This paper is divided into five chapters. Chapter one is an introduction of the study includes the background to explain what the background to the problem is; problem statement; research objective to interpret the aims of the research; and the research questions. The scope of the study, significance of study and operational definition are also included in this chapter to clarify the phenomena of the research. Chapter Two is the review of previous research works. Chapters Three presents design of the research, and the methods applied for data collection and analysis. Chapter Four covers findings and discussion and last chapter covers the main conclusions and recommendations of the study.

Chapter 2

Review of Related Literature

2.1. Definition of Conflict

There are perhaps as many definitions of conflict as there are occasions for its occurrence and there is no single universally accepted, good working definition of conflict relevant to modern project situations (Jaffar, *et al.*, 2011; Thamhain, 2014). The term “conflict” has no single clear meaning. Much of the confusion has been created by scholars in different disciplines who are interested in studying conflict. Systematic reviews of the conflict literature reveal a range of definitions for specific interests and a variety of general definitions that attempt to be all-inclusive (Rahim, 2001).

Still, according to Thamhain (2014) conflict refers to some form of friction, disagreement, or discord arising within a group when the beliefs or actions of one or more members of the group are either resisted by or unacceptable to one or more members of another group. Conflict can arise between members of the same group, known as intragroup conflict, or it can occur between members of two or more groups, and involve violence, interpersonal discord, and psychological tension, known as intergroup conflict.

Conflict can be classified variously. One classification is based on cause of conflict. According to Kurtzberg and Mueller (2005) there are three main types of conflicts. The first being, conflicts based on the work process, how work is performed and obligation of team roles and responsibilities. The second form of conflict is the relationship-based conflict, where relationships and interaction between team members are the source. The third form is the task-based conflict, where disagreements about the work task itself causes the issue.

Kurtzberg and Mueller, (2005) claims that there is a linear correlation between team performance and task-based conflicts, and in some cases task-based conflicts can actually be beneficial. The positive contribution of task-based conflicts is the promotion and unveiling of different perspectives which could stimulate innovation and creative thinking. However, process-based and relationship-based conflicts have negative effects on team performance. The possible negative effects of a conflict are thus always a threat, psychological affects and team member relationships are at all times very vulnerable. It is

tremendously difficult for individuals to remain objective about a situation when they feel that others are disagreeing, or even disapproving, of their point of view.

2.2.Categories of Conflict

To study conflict in project organizations, and to deal with conflict effectively, it is useful to define a common language for describing specific conflict situations. Following the suggestions of various Thamhain, (2014) characterized conflict in work groups along three major dimensions of content, relationship, and organization.

2.2.1. Content-based Conflict

Also called substantive conflict, involves disagreement among team members or groups over the content of project work, such as tasks, performance issues, or work process. A special category of content-based is process-based conflict, which deals with issues of how tasks should be completed and integrated as part of the overall project (Hearn and Anderson 2002 cited in Thamhain, 2014).

2.2.2. Relationship-based Conflict

Also called affective or interpersonal conflict, this type of conflict deals with interpersonal relationships or incompatibilities in personal interests, objectives, values, culture, attitude, and beliefs. It most strongly affects communication effectiveness. It can develop between individuals or organizational groups. Affective conflict is virtually always counterproductive and has the tendency to spread further. It is often difficult to diagnose and is one of the most difficult types of conflict to resolve (Thamhain, 2014).

2.2.3. Organization-based Conflict

This type of conflict can be either content- or relationship-based. It occurs between two or more organizational groups. In terms of organizational footprint and scope of conflict, we can distinguish among three subcategories: (1) interorganizational (or Intergroup), conflict between organizations, including contractors, government and partner organizations; (2) intraorganizational (or Intragroup), conflict within an organization, such as a department or work group; and (3) individual (or interpersonal) conflict. This type of conflict exists on the smallest organizational footprint. It occurs between two or more individuals. If these

individuals are part of the same work group, the conflict represents a special type of intragroup conflict otherwise it is a special type of intergroup conflict (Rahim, 2002 cited in Thamhain, 2014).

2.3.Dynamics of Conflicts

Understanding the dynamics of conflicts is important to be able to identify a potential conflict and do something about it at an early stage. Understanding the dimensions of the conflict may give us some answers to the question: What is inside a conflict, what does it consist of?

The Austrian conflict expert Friedrich Glasl has made a theory saying that all conflicts which escalate, will go through some general steps Glasl (as cited in Wolfgang and Finn, 2008).

At the first level both conflict parties can still win (WinWin). At the second level a party loses, while the other one wins (Win Lost) and in the third level both parties lose (Lost Lost). Where each level representing three stages in increasing order. Level one includes (tension, debate, acts instead of words); on level two (coalitions, face loss, threatening strategies); and at the third level (Limited Destruction, Splintering, Together into the Abyss) (Wolfgang and Finn, 2008).

Interestingly enough one can analyze the most different conflicts by using this model: From wars and conflicts between states to conflicts between colleagues or pupils. So this also goes for analyzing conflicts in projects (Wolfgang and Finn, 2008).

Important illustration of conflict escalation is presented by Aryal and Dahal (2018) *Figure 2-1*. During the execution of a project, several issues arise that cannot be resolved among project participants. Such issues typically involve contractor requesting for either time extension or reimbursement of an additional cost, or sometimes both. Such requests by the contractor are referred to as 'claim'. If the owner does not agree to the claim put out by contractor and there are differences in the interpretations, the issue could take the form of dispute.

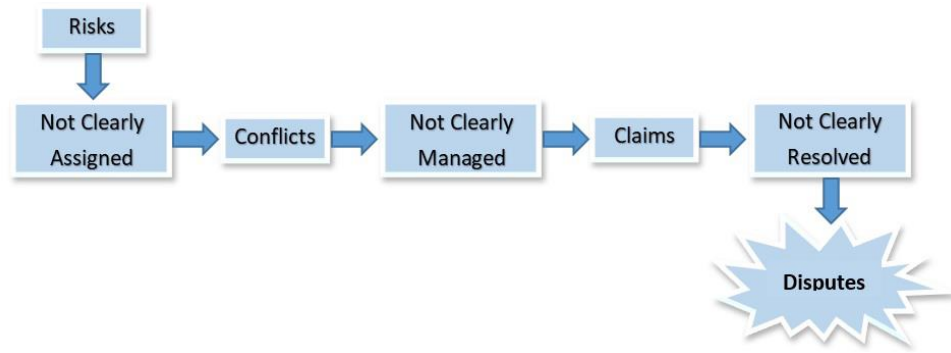


Figure 2-1: Conflict escalation adopted from Aryal and Dahal, (2018)

According to Wolfgang and Finn, (2008) the model of conflict escalation can be used in different ways. What is needed is first of all to create a common language about conflicts within an organization and with outside parties. If a colleague or external business associate refers to a conflict as a stage 4-conflict, everyone knows what is meant.

Second, the model of conflict escalation offers a unique possibility to separate the persons from the problem. When, for instance, a stage 4-conflict is under way, the two parties directly involved are not alone the problem. The problem is, that the conflict is existing, and that it has developed thus far. By using the model of conflict escalation, it is no longer necessary to spend time on searching for responsibilities, but it is required to look at the future rather than the past. The focus has to be on, how we cope with the future instead of blaming our opponents, for what has happened in the past.

Third, the model of conflict escalation gives us an opportunity for making a thorough conflict analysis: Knowing, how far someone is involved in a conflict, can help you identify what to do at the actual stage of the conflict and what strategy to be used.

Pondy (1967) also developed a model to analysis conflict processes and conflict outcomes by treating them as elements of “conflict episodes”. Conflict episode was theorized as having five distinct stages (1) antecedent conditions; (2) latent conflicts; (3) perceived conflicts; (4) manifest conflicts; and (5) conflict aftermath. The primary antecedent conditions in organizations, involved competition over scarce resources, individual or subunit effort to achieve independent, and differences among goals held by different individuals and/ or different subunits. In view of this, there is thus the need to understand

the dynamics of conflicts in organizations considering the complexities of each defined organization such as the construction industry.

2.4.Functional vs Dysfunctional Conflict

Conflict can be both detrimental and beneficial to an organization (*Table 2-1*), a finding that has been widely confirmed in the research literature and is generally accepted today by both management researchers and practitioners (Thamhain, 2014). According to Vaaland and Håkansson (2003) conflict may be functional and dysfunctional by a figure with two axes, the first axis indicates the degree of collaboration between two parties, and the second indicate the degree of conflict in connection with business relationships as shown in *Figure 2-2*. The figure reflects that, by viewing collaboration and conflict as two dimensions, it is possible to identify four combinations. The most interesting is the fourth quadrant “well developed” characterized by a high degree of conflict and at the same time a high degree of collaboration. Thamhain (2014) also indicated that dysfunctional conflict, often results in poor decision making, lengthy delays over operational issues, and a disruption of the team efforts, all negative influences on project performance.

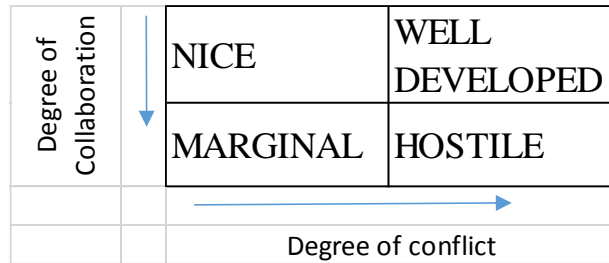


Figure 2-2: Functional and dysfunctional conflict model (Sources: Vaaland and Håkansson, 2003)

Table 2-1: Functional and dysfunctional outcomes of conflict in organization (Source: Rahim, 2001)

Functional Outcomes	Dysfunctional Outcomes
<ul style="list-style-type: none"> • Conflict may stimulate innovation, creativity, and growth. • Organizational decision making may be improved. • Alternative solutions to a problem may be found. • Conflict may lead to synergistic solutions to common problems. • Individual and group performance may be enhanced. • Individuals and groups may be forced to search for new approaches. • Individuals and groups may be required to articulate and clarify their positions. 	<ul style="list-style-type: none"> • Conflict may cause job stress, burnout, and dissatisfaction. • Communication between individuals and groups may be reduced. • A climate of distrust and suspicion can be developed. • Relationships may be damaged. • Job performance may be reduced. • Resistance to change can increase. • Organizational commitment and loyalty may be affected.

2.5.Conflict Resolution Vs Conflict Management

Even though conflict is often said to be functional for organizations, most recommendations relating to organizational conflict still fall within the spectrum of conflict resolution. Some however indicate the significance of conflict management. According to Rahim (2000) Conflict resolution implies reduction, elimination, or termination of conflict. A large number of studies on negotiation, bargaining, mediation, and arbitration fall into the conflict resolution category. As organizational conflict has both functional and dysfunctional outcomes.

Conflict management styles are important antecedents of relationship quality. Failure to manage and control conflict between the two conflicting sides will cause the deterioration of the relationship quality and lead to further escalation of the conflict. Thus, conflict and relationship quality form a vicious cycle due to mismanagement of the conflict (Lu and Wang, 2017). Bearing this in mind, it is necessary to study the influence of different conflict management styles.

Managing conflict involves designing effective strategies to minimize the dysfunctions of conflict and maximize the constructive functions of conflict in order to enhance learning and effectiveness in an organization. Unfortunately, studies on conflict resolution did not provide any clear link between conflict management strategies and effectiveness (Rahim, 2000).

Citing different authors Rahim (2000) Summarize their conclusion indicating that conflict management strategies involve recognition of three interrelated condition. First, conflicts, which may have negative effects on individual and group performance, may have to be reduced. These conflicts are generally caused by the negative reactions of organizational members (e.g., personal attacks of group members, racial disharmony, sexual harassment, to name a few). Second, there are types of conflicts that may have positive effects on individual and group performance. These conflicts are associated with disagreements relating to tasks, policies, and other organizational issues. Conflict management strategies involve generation and maintenance of a moderate amount of these conflicts. Third, organizational members while interacting with each other will be required to deal with their disagreements constructively.

Organizational members while interacting with each other will be required to deal with their disagreements constructively. This calls for learning how to use different conflict-handling styles to deal with various situations effectively (Rahim, 2000). Making organizations 'conflict wise' requires a number of challenges to be addressed, not least of which is the need for conflict leadership in the organization and equipping people in the organization, as well as the organization itself, to better understand conflict and how to manage it (Jordaan and Cillié, 2016).

According to a study by Rawashdeh and Al-Assaf (2019) results showed that the following are causes of conflict, task interdependencies, different goals of subunits, bureaucratic factors, communication problems, competition for scarce resources, differences in the performance standards, and differentiation were noted to be linked to the effectiveness of the conflict handling methods.

Over the years, psychologists and management specialists have developed an array of tests designed to help us better understand why people behave the way they do. The popularity

of these tests is based on the insights they give managers on the roots of conflict, human motivation, and human productivity. They are used for many different purposes—for example, hiring new workers, assigning people to job slots compatible with their personalities, determining special competencies, weeding out workers with obsolete skills, and helping people gain greater self-awareness (Frame, 2003).

One such test, the Thomas-Kilmann Conflict Mode Instrument (see *Figure 2-3*) measures how much people display competing, collaborating, compromising, avoiding, and accommodating behavior in conflict situations. These tests however, are not a panacea for resolving organizational difficulties. In fact, there is always a danger that they will be misused. However, when the tests are employed properly, the useful insights they offer managers can be substantial (Frame, 2003).

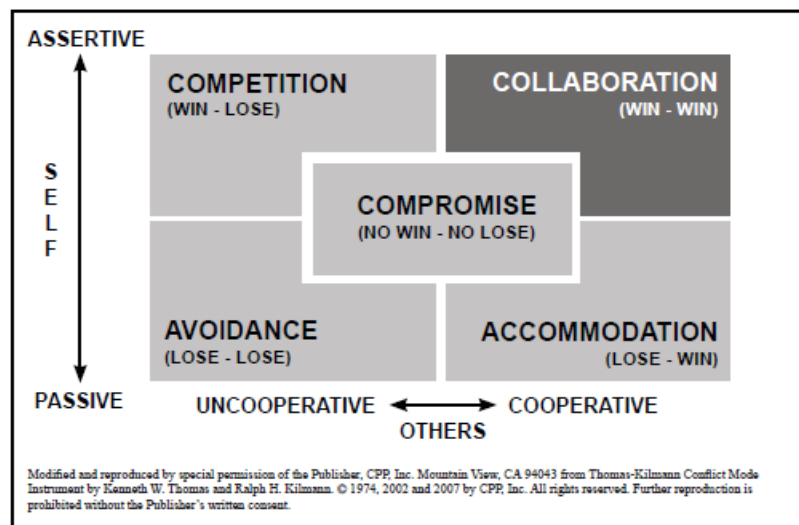


Figure 2-3: The two dimensions Conflict Resolution model (Source: (Thomas and Kilmann, 1974) Thomas-Kilmann conflict Mode Instrument)

2.6. Conflict in Construction Industry

There are various parties that participate in the construction project. According to Turner (as Cited in Wolfgang and Finn, 2008) has identified and classified the parties involved in a project as: “the parent organization (the owner of the facility),”; “the users, who will operate the facility”; “the supporters, who will supply the resources to undertake the work” and “the stakeholders, who are affected by the project”.

One of the major concerns coming forth in the management of projects is the recognition and “management” of project stakeholders. These stakeholders are project team members, higher-level managers, and outside organizational entities such as contractors, subcontractors, customers, regulators, financial institutions, and other claimants who have or believe they have vested rights in the project (Cleland and Lewis, 2002).

According to Cleland and Lewis (2002) Primary stakeholders are those persons and groups that have a legal contractual relationship to the project. Such stakeholders include the project owner, suppliers, functional groups, investors, and those from the public domain such as communities and institutions that provide infrastructures and markets, whose laws and regulations must be obeyed and to whom taxes and other obligations are owed. Secondary stakeholders are defined as those who influence or affect, or are influenced or affected by, the project but are not regularly engaged in transactions with the project and may not be essential for the project’s survival. The media and special interest groups are secondary stakeholders under this definition. These stakeholders have the capacity to mobilize public opinion in favor of or in opposition to the project’s purposes and performance.

While the successful completion of the project should be the ultimate goal, the objectives of major stakeholders are often diametrically opposed. Identifying and managing those stakeholder interests is one of your most important jobs as a project manager (Irwin, 2008). Therefore, the management of a project inevitably entails bringing into the picture those persons and groups that have both contractual interests and vested interests in the management of the project as well as its outcome (see *Figure 2-4*).

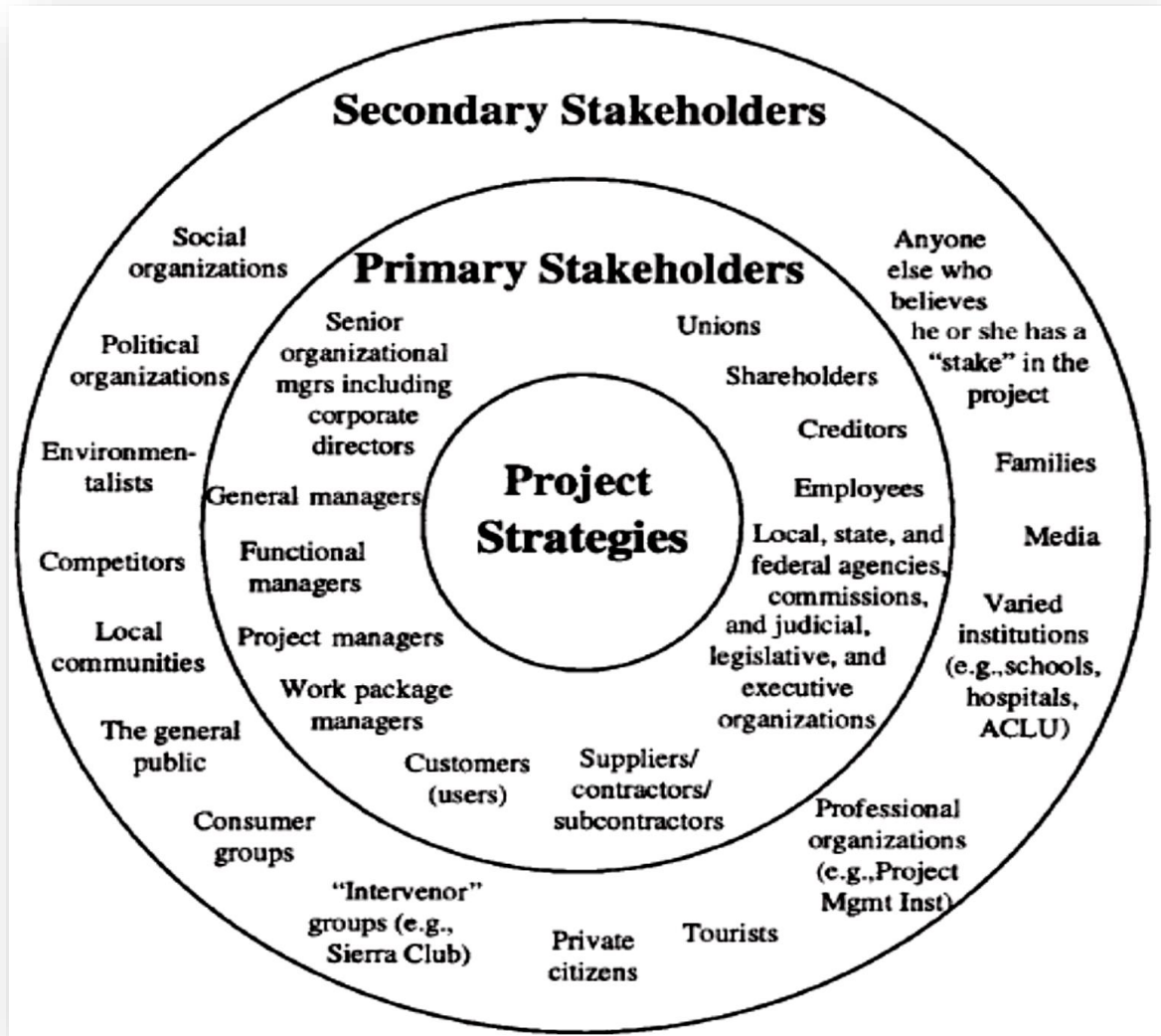


Figure 2-4: Primary and Secondary project stakeholders. (Source: Cleland and Lewis, 2002)

2.7.Common Causes of Conflict

Various authors put forward various lists for common causes of conflict and dispute. Conflict can originate in many areas, and there are many ways to cluster the issues that cause conflict. Focusing on seven key sources of conflict in project organization Thamhain (2014) rank-ordered sources by the frequency with which these conflicts are likely to occur over the project life cycle.

Ismail (2017) have categorizes sources of conflict it three main categories namely: human behavior related, contractual and technical (see *Table 2-2*). Similarly, Jaffar *et al.* (2011) study highlighted three types of conflict factors which are conflict factors due to behavioral problems, contractual problems and technical problems.

Table 2-2: Causes of conflict based on three categories conflict; adopted from (*Ismail, 2017*).

Causes of Conflict and Dispute	Category
The absence of team spirit among the participants.	Human Behaviors
Poor Communication between parties involved in project.	
Project participants to deal promptly with changes and unexpected conditions.	
Blaming and pointing finger towards each other when problem occurs.	
Different profession that create dissimilar perception among professional parties.	
Fraud and faith on works.	
Impolite and lack of courtesy among each professional parties.	
Negligence or negative attitude of the project professional parties.	
Desire to be always right on the opinion given. (Egocentric)	
Anger, rudeness and hatred toward other parties.	
Disputes over payment.	
Miscalculations and over calculation.	
Contract clause, which unrealistically and unfairly shifted.	
Ambiguous contract provision.	
Overdesign by design team.	
Role conflict or ambiguity of role among the participants.	
Contractor who submit unrealistically low bid.	
Late instructions or information from architect or engineer.	Technical
Unrealistic client expectation and determination.	
Error and incomplete technical specification.	

Another author Aryal and Dahal (2018) categorized under six major groups. Namely, employer related factors; contractor related factors; consultant related factors; material, labor and equipment related factors; contract and contract relationship related factors; and external factors.

2.8.Theoretical Framework

The framework adopted for this research was advanced by Leung and Yu (2001) in a research of an investigation of Construction Conflict Resolution in Hong Kong. Within the model, conflict management is divided into two important steps, that is, analysis and intervention. The analysis involves the measurement as well as the analysis level for recognizing the conflict within the firm or organization, though intervention include structural and behavioral methods for setting the ideal level of conflict. In the Behavioral method or approach, conflict may be resolved by assertiveness (concern for self) or by cooperativeness (concern for others). The stage of fulfilment is the feedback tool inducing probable conflict between the participants in successive works, and thereby making the model cyclical in its application. The figure below (*Figure 2-5*) presents the framework for solving conflicts.

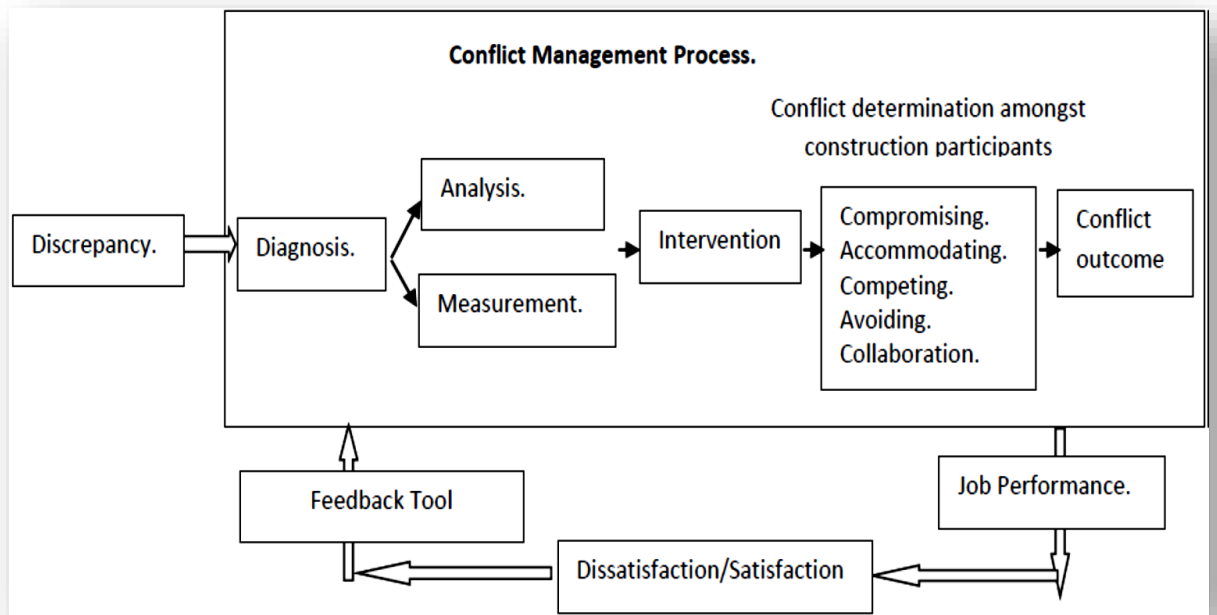


Figure 2-5: Cyclical model for conflict management in the construction sector adopted from (Leung and Yu, 2001).

Chapter 3

Research Design and Methodology

3.1.Introduction

A number of methods are available that one can use in carrying out a research, however the method to be employed must of a necessity depend on the research strategy, design and philosophy. The very rationale behind the choice of a particular method or a way of carrying out the research is for the process to be scientific, rigorous, systematic and as much as possible free from biases. The chapter defines the study strategy assumed or accepted and then discuss the population, the sample determination method, the data collection tools and processes, and the diagnostic tools employed.

3.2.Research Approach

There are three main techniques used when carrying-out a research namely; quantitative, qualitative and mixed method (Saunders *et al.*, 2007). To serve the purpose of this study and address its basic research questions, the study has used mixed research approach. This approach helps to address the research questions in two perspectives qualitatively and quantitatively. In addition, the qualitative data can be used as a base to explore the quantitative findings of the study.

3.3.Research Design

Research designs referred as *strategies of inquiry*, are types of inquiry within qualitative, quantitative, and mixed methods approaches that provide specific direction for procedures in a research study (Creswell and Creswell, 2018). A particular design may very much be contingent on the assumptions in respect of the nature of information and actuality, and how an individual discerns knowledge and actuality, as well as the procedure of obtaining knowledge about reality (Saunders *et al.*, 2007). Although there are endless ways of classifying research designs, they usually fall into one of three general categories. These are experimental, quasi-experimental, and non-experimental. Based on the nature of the study non-experimental design is appropriate.

Regarding the specific purpose that the research tries to address this study is explanatory. explanatory study aims at establishing the cause and effect relationship between variables.

Using the information available to analyze and make a critical evaluation of the information. It intends to answer questions about why do conflicts occur between project participants, how do they develop /progress, and how are they managed/prevented in construction projects. A case study is appropriate for exploratory inquiry where “why” and “how” research questions need to be answered. Moreover, case studies provide an opportunity to study the case in a natural setting, taking a holistic approach in order to have in-depth understanding of a complex phenomenon like conflicts in construction projects. The choice of this method has been reinforced by the fact that the nature of investigation did not attempt to have control over events and that the study’s focus was on a contemporary issue (Yin, 2003).

3.4.Data Collection Instrument

This research focuses on the understanding of conflicts situation in construction projects in Addis Ababa, Ethiopia. The study targeted at establishing critical issues of conflicts and their causes in construction projects and their management. Questionnaire and interview survey was used to verify conflicts and their causes identified in literature review in the context of the construction industry. This approach was adopted because; it was not known if the issues and causes of conflicts that have been theorized to be important in other countries were also relevant in this study.

3.5.Data Source and Target Population

A sample of key participants in a construction project (clients, contractors and consultants), were interviewed to verify and explore new findings of conflicts and their causes in the industry. Explanatory interview was used, since they are empirical in nature and assist the researcher to develop ideas compared to standardized interviews (Oppenheim, 2001). The study involves questionnaire survey and aim at determining the attitudes of key construction project participants on criticality of conflicts and their causes between various project participants. The five degrees rating system is used. The questionnaire design target key project participants, that is; prominent clients, contractors, and consultants (architects, engineers, and surveyors). A representative sample of those based in Addis Ketema Sub City was selected. This is because most active construction

companies were active in the Sub City. The questionnaire replies were analyzed using the SPSS to draw various statistical inferences.

3.6.Sampling Strategy

The research was a case study undertaken at Addis Ketema Sub City, Addis Ababa. The participants were staff of constructions company employee. A questionnaire has been distributed to these employees. The participants were selected using purposive sampling technique. To be able to accomplish this purpose employee considered were those who: are willing to fill the questionnaire; are considered to be responsible to answer truthfully.

3.7.Data Sources and Data Collection Tools

Primary and secondary data sources were used to collect data for the research. Questionnaires and interview were used as primary data collection tools. Both were applied to assess the causes and management of conflicts in these construction projects.

For questionnaire apart from printed hard copies, a *mobile application* was also developed with the use of **CSPro** software; where some the respondents were asked on site to fill the questionnaire. Moreover, window version of the application made the data entry on **SPSS** smooth.

Secondary sources, especially literature review was used for the study general relevance. Publications, research findings, articles, reports and other related publications on project conflict management were also used as secondary source.

For data process and procedures, the study adopted close ended questionnaire except for preliminary information. During the interviews, a set of complied questions with brief background for conducting the research study has presented to the respondents. Not all respondents were expected to have technical skills relevant to conflict management in project. Here, therefore, the participants were expected to express their belief and experiences.

3.8.Validity and Reliability

Validity and reliability issue were used for checking quality of instrument. To ensure the quality of research and make it credible for the scientific community, the researcher gave

due care to both validity and reliability issues of the data, the research process in general as well as the research output.

Yin (2003) identified four tests that can be used to measure the quality of a research design at various research stages, these include: construct validity, internal validity, external validity, and reliability. This section explains how the quality of research design be tested.

Construct validity: this refers to establishment of correct measures for the concepts being studied. People who have been critical of case studies often point to the fact that a case study investigator fails to develop a sufficiently operational set of measures and that subjective measures are used to collect data. In line with suggestions by Yin (2003) this problem is addressed by; use of multiple sources of evidence (triangulation of data), the establishment of chain of evidence by linking the research questions and propositions to the data is collected and conclusion that were made. Here, different source such as literature, interview, and questionnaire were used to triangulate. The need for triangulation arises from the ethical need to confirm the validity of the processes involved. Triangulation increases the reliability of the data and the process of gathering it. This approach, in addition of capturing the strengths and weakness of each source of evidence, also provide a complementary function for each source.

Internal validity: This has been given more attention in experiments and quasi-experimental research (Yin, 2003). It is mainly concerned with causal (explanatory) case studies.

External validity: The third test has to do with the problem of knowing whether a study's findings are generalizable beyond the immediate case study. One of the critiques of case study approach is that the study provides little basis for scientific generalization. "How can you generalize from a single case?" This is a frequent asked question (Yin, 2003). However, Yin refers the same question being asked about an experiment! He gives a short answer that case studies, like experiments, are generalizable to theoretical propositions and not to populations or universes. In this sense, the case study, like the experiment, does not represent a "sample" the generalization is analytical and not statistical generalization.

Reliability: According to Yin (2003) the objective of this test is to be sure that if a latter investigator follows the same procedures as describe by an earlier investigator, and conduct the same case study all over again the latter should arrive at the same findings and conclusions. Generally, the goal of reliability test is to minimize the errors and biases in a study. The test address this by preparing prior to the data collection a case study protocol that guided the process of collecting data. The protocol is detailed enough, showing the questions to be asked, identification of the project participants to be interviewed, documents to be sought, and archival records to be collected.

The scales of the variables were checked for internal consistency or reliability by using Cronbach's Alpha in SPSS version 21.0. The result of the test is shown in the result section.

3.9.Data Analysis Methods

The analysis and discussions were made on the research findings both qualitatively and quantitatively. The findings of the quantitative data were presented in tables and figures. Both SPSS and Excel were used for analyzing the data as well as for the production of figures and tables.

3.10. Ethical Considerations

The researcher is fully aware and commits to keep the top available professional ethical consideration during and after the study duration. This includes to reveal the source of any cited material and list under reference section, indicate the source as it appears in the research body, keep the data of any technical, or other relevant data accessed during the study time of the firm under study confidential and assure no transfer of it to the third party. Besides, all the data collected from different respondents be kept anonymous and never to revealed or transfer it to any third party in any form.

Chapter 4

Result and Discussion

After the data collection both from papers and CSPro mobile application. The data were inserted in to CSPro windows application, which were then used to generate dataset for SPSS. On the SPSS the dataset was transformed by using compute variables command to produce mean values for grouped questions. Hence, therefore are some of the findings that are uncovered from the analysis of this data.

Pilot test was made to check the tendency of the instrument obtains the same result if the measurement is repeated by using the same subject under the same conditions. The participants used for pretesting has not part of the main study. Then some of the questions were removed or modified in order to increase the reliability of the questionnaire. The scales of the variables were checked for internal consistency or reliability by using Cronbach's Alpha in SPSS version 21.0. The result of the test is shown in **Error! Reference source not found.**

Table 4-1: Internal consistency of the items

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.853	.889	44

4.1. Common Causes of Conflict

Unrealistic client expectation and determination (Q22); Blaming and pointing finger towards each other when problem occurs in construction (Q10); Disputes over payment (Q15); Error and incomplete technical specification (Q23); Excessive change orders (Q21); lack of politeness or negative attitude among each professional parties (Q13); Work discipline (coming late, leaving early and/or absenteeism) - Q16; Contract clause, which unrealistically and unfairly shifted (Q17); and Poorly developed project plan and scheduling (Q24) were identified as major sources of conflict accordingly in the order they appear (see

Table 4-2 and Figure 4-1). As the result indicate most of the factors relate to uncertainty. Causes identified by the respondent that fall on similar rating in the Likert scale as higher or lower commonly, are mentioned bellow.

Table 4-2: Table showing Mean score rating of sources of conflict

No.	Major Sources of Conflict	Mean	Std. D.
1	Unrealistic client expectation and determination	3.48	1.16
2	Blaming and pointing finger towards each other when problem occurs in construction	3.44	1.12
3	Disputes over payment	3.44	1.12
4	Error and incomplete technical specification	3.26	0.86
5	Excessive change orders	3.19	1.50
6	lack of politeness or negative attitude among each professional parties	3	0.00
7	Work discipline (coming late, leaving early and/or absenteeism)	3	0.00
8	Contract clause, which unrealistically and unfairly shifted	2.93	1.41
9	Poorly developed project plan and scheduling	2.81	1.08
10	Desire to be always right on the opinion given (Egocentric)	2.78	0.42
11	Role conflict or ambiguity of role among the participants	2.74	0.45
12	Poor Communication between parties involved	2.44	1.12
13	Ambiguous contract provision	2.26	0.45
14	Different perception of work quality	2.22	0.42
15	Different profession that create dissimilar perception among professional parties	2.19	1.08
16	Contractor who submit unrealistically low bid	2.04	1.26
17	Fraud and faith on works	1.74	0.45

The lowest mean scoring is given question item 12 (Q12); i.e., (different profession that create dissimilar perception among professional parties) the mean score given is 1.74 (see **Error! Reference source not found.**). This is assumed to be because projects in the study sites are not diverse with regard to profession unlike the cases seen in other countries. Also form preliminary information and personal communication it is observed all the participant are either Degree or Diploma holders.

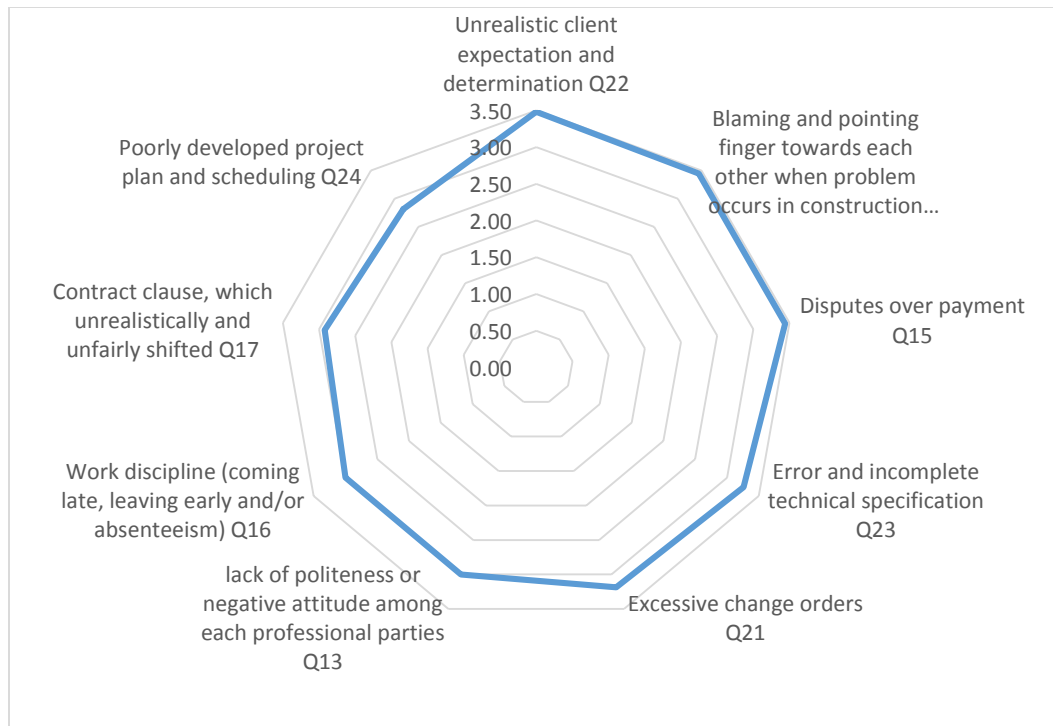


Figure 4-1: Major sources of conflict

4.2. Predominant Source of Conflict

The total score for the sources of conflict, i.e., Human, Contractual and Technical showed there is a difference between the three projects examined (see *Table 4-3* and *Figure 4-2*). Jaffar *et al.* (2011) also indicated that construction disputes have their instinct nature and characteristics, and thus the sources of disputes will vary from one project to another. However, also considering the highest rated factors in **Error! Reference source not found.** and *Figure 4-1*; predominant source of conflict is technical, i.e., (Unrealistic client expectation and determination (Q22); Error and incomplete technical specification (Q23); Excessive change orders (Q21); and Poorly developed project plan and scheduling (Q24)) were among the one identified by the respondents as predominant sources of conflict. This also in line with the conclusion by Jaffar *et al.* (2011) who claime, technical disputes due to uncertainty are considered as the most common issues in project operations. Uncertainty is the difference between the amount of information required to do the task and the amount of information already processed by the organization. The amount of information needed depends on the task complexity that is the number of different factors that have to be coordinated or performance requirements such as time or budget constraints. The amount

of information processed depends on the effectiveness of planning that is the collection and interpretation of information before the task. The uncertainty may lead to unrealistic client expectation such as unrealistic contract duration, late instructions or information from architect or engineer, overdesign, inadequate site or soil investigation report, error and incomplete technical specifications and many others (Jaffar, *et al.*, 2011).

Table 4-3: Rating on sources of conflict among the different projects investigated

Project Identification		Human Behavior	Contractual	Technical
Bamacon Engineering (Tf site)	Mean	2.9643	3.1786	3.2
	N	7	7	7
	Std. Deviation	0.23623	0.18898	0
	% of Total N	25.90%	25.90%	25.90%
Justice Building Contractors Plc	Mean	2.8438	2.4583	3.4333
	N	12	12	12
	Std. Deviation	0.57929	0.25746	0.20597
	% of Total N	44.40%	44.40%	44.40%
Aseph Engineering	Mean	2.4375	1.9375	2.15
	N	8	8	8
	Std. Deviation	0.17678	0.53033	0.42426
	% of Total N	29.60%	29.60%	29.60%
Total	Mean	2.7546	2.4907	2.9926
	N	27	27	27
	Std. Deviation	0.45794	0.57797	0.62137
	% of Total N	100.00%	100.00%	100.00%

Cases from the study indicate that poor communication is the unlikely candidates to be used as a source for conflict; where, most of the respondent indicate that it is only sometimes it leads to conflict (see *Table 4-4*). Other studies, however, have shown that communication is one of the leading cause of conflict (Ismail, 2017). the finding from current study indicate that it is one of the least of their worries. This might be due to a unique friendly environment they are working which had made them undermine the significance of communication.

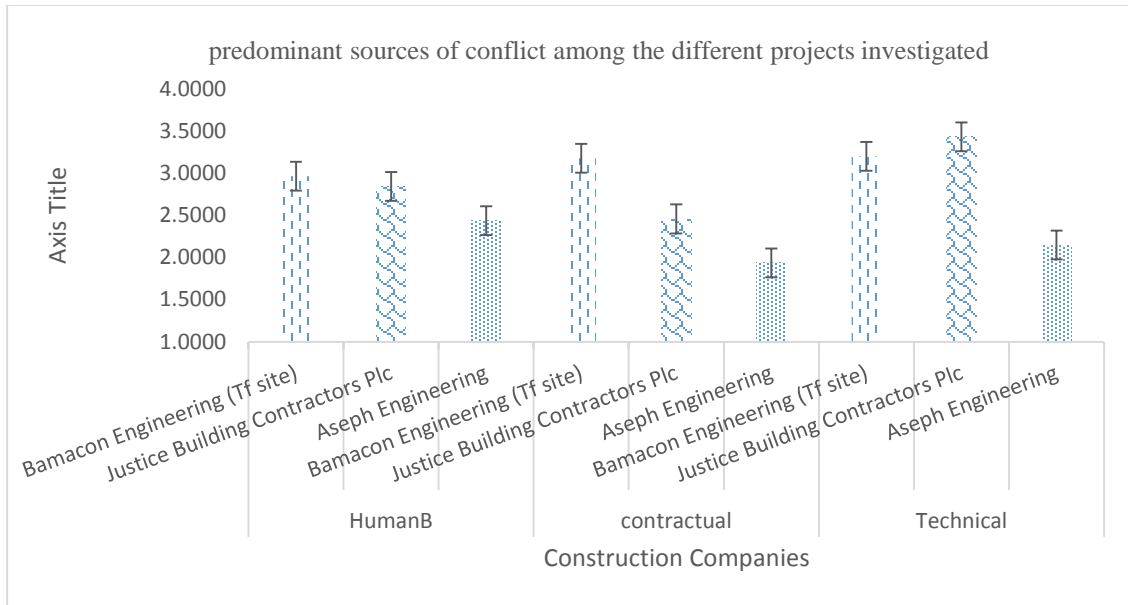


Figure 4-2: Figure showing predominant sources of conflict among the different projects investigated

Table 4-4: Rating for impact of communication on conflict

Poor Communication between parties involved					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Almost never	7	25.9	25.9	25.9
	Occasionally	7	25.9	25.9	51.9
	Sometimes	7	25.9	25.9	77.8
	Usually	6	22.2	22.2	100.0
	Total	27	100.0	100.0	

4.3. Conflict Management Style

Managing disputes should become a part of normal project management during project operation because conflicts in construction projects are common place and the resolution need to occur immediately on the project site.

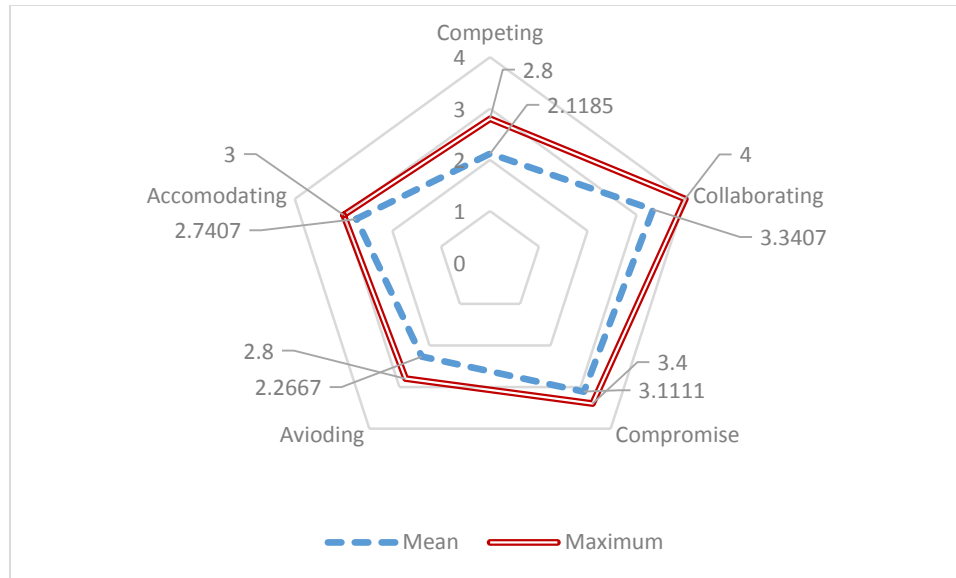


Figure 4-3: Radar chart indicating claimed conflict management styles

The result from the study indicate that most frequently implemented conflict management approach fall on collaborating followed by compromise (see *Figure 4-3*).

4.4. Level of Awareness on Conflict Resolving Procedure

The response for the question ‘how many people know how to use conflict resolving procedure?’ show that 74.1 % of the respondents say it is 20 - 40%; indicating low level of awareness for conflict resolution procedure (see *Table 4-5*).

Table 4-5: Proportion of people knowledgeable about conflict resolution procedure

		Frequency	Percent	Cumulative Percent
Valid	20-40%	20	74.1	74.1
	60-80%	7	25.9	100.0
	Total	27	100.0	

4.5. Effect of Conflict on Performance

Conflicts in the construction industry greatly affect relationship quality, thereby affecting the performance of the project (Lu and Wang, 2017). However, the response from the participant is diverse (see *Table 4-6*). This might be the nature of conflicts experienced by

the respondents; as conflicts might take different forms, especially as in the case of task and relationship conflicts.

Table 4-6: Response on effect of conflict on performance

		Frequency	Percent	Cumulative Percent
Valid	0-20%	7	25.9	25.9
	20-40%	7	25.9	51.9
	40-60%	6	22.2	74.1
	60-80%	7	25.9	100.0
	Total	27	100.0	

with regard to team and project performance, field research presents a less unified picture. It shows that most relationship-based conflicts (over 90 percent) are negatively correlated to project performance, while content-based conflict produced weaker negative results, and in 20 percent of the field studies showed statistically significant positive correlation between substantive conflict and project performance (Thamhain, 2014).

The Management Level Conflict Usually Occur

For the question at ‘what level conflict usually occur in your organization?’ 48.1 % of the respondent indicate it is at the middle level

Table 4-7: level of management conflict usually occur

		Frequency	Percent	Cumulative Percent
Valid	Top level	7	25.9	25.9
	Middle level	13	48.1	74.1
	Bottom level	7	25.9	100.0
	Total	27	100.0	

Chapter 5

Conclusion and Recommendation

Project management does not occur in a vacuum. To facilitate the successful delivery of our projects we must be engaged with all the actors in the project environment. You cannot effectively manage a project from behind your desk. You need all your team's interpersonal and political skills to facilitate the entire process.

Conflict competence can ensure that issues are discussed more effectively to enable better decision making. It can also help create a more satisfying work environment where morale and relationship quality improve. This harmonious professional atmosphere can become a competitive advantage in recruitment and retention because most people prefer to work in settings where they can be effective and enjoy positive working relationships. In effect, developing conflict competence becomes part of talent management.

Result indicate that there is a low level of awareness on conflict resolving procedure, this might be a possible interest for those who are involved in training these professional. The recommendation here is to include the conflict resolving procedure, nature of conflict and conflict management in general extensively in the trainees' curriculum. It is also very interesting to investigate what kind of conflict are common with respect to task and relationship conflict as the response from effect of conflict on performance is inconclusive.

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Appendix: Questionnaire

Dear Respondents:

Conflict occurs when one party perceives that its interests are being opposed or negatively affected by another party. This result in incompatibility, disagreement or dissonance among construction projects teams.

This study entitled as “*Conflicts in Building Projects in Addis Ababa: Analysis of Causes and Management Approaches*” is designed to explore conflicts in building projects in Addis Ababa, specifically their causes and management practice. You are kindly asked to respond to the questions below based on your practice on conflict resolution between you and the company to help assess how they occur, affect and practiced in construction project. The information you provide will be used purely for academic purpose.

Participation is completely voluntary. Results will be recorded anonymously, and strict confidentiality will be maintained. Individual responses will not be identified in the Researcher’s project work.

The questionnaire has three parts: where, Part-I is about your **preliminary information**; Part-II about **sources of conflict**; and part-III about **conflict management** practice. Please give your honest response to each item.

Thanking you in advance for your valuable time & cooperation.

Seifu Melese,

The researcher

Part I: Preliminary Information

N.B- Please give your answer to the following questions briefly and circle the multiple choice questions accordingly.

1. Name of the company you work _____
2. Name of the project _____
3. Position in the project _____

4. Age
- a) 18 – 24
 - b) 25 – 34
 - c) 35 – 44
 - d) 45 – 54
 - e) ≥ 54
5. Educational background
- a) Diploma
 - b) First Degree
 - c) Masters
 - d) PhD.
6. At what level conflict usually occurs in your organization?
- a) Top level
 - b) Middle level
 - c) Bottom level
 - d) all levels
7. How many people know how to use conflict resolving procedure?
- a) 0-20%
 - b) 20-40%
 - c) 40-60%
 - d) 60-80%
 - e) 80-100%
8. How much do you say conflict has an effect on your organization performance?
- a) 0-20%
 - b) 20-40%
 - c) 40-60%
 - d) 60-80%
 - e) 80-100%

Part II: Sources/Causes of conflict (1-Not at all, 2-Occasionally, 3-Sometimes, 4-Usually, 5-Always)

	Causes of Conflict and Dispute	C.	1	2	3	4	5
10	Poor Communication between parties involved.	Human Behaviors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Blaming and pointing finger towards each other when problem occurs in construction.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Different profession that create dissimilar perception among professional parties.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Fraud and faith on works.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	lack of politeness or negative attitude among each professional parties.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Desire to be always right on the opinion given. (Egocentric)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Disputes over payment.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Work discipline (coming late, leaving early and/or absenteeism)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Contract clause, which unrealistically and unfairly shifted.	Contractual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Ambiguous contract provision.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Role conflict or ambiguity of role among the participants.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	Contractor who submit unrealistically low bid		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	Excessive change orders	Technical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	Unrealistic client expectation & determination		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	Error and incomplete technical specification		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	Poorly developed project plan and scheduling		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	Different perception of work quality		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part III: How do you handle conflict when they occur? Please tick 1-almost never, 2-occasionally, 3-sometime, 4-usually, 5-almost always (Note that a higher score shows the greater use of a style)

No.	How often do you do these in dealing with conflict		1	2	3	4	5
25	I use my influence to make my views accepted	Competing					
26	I use my authority to make a decision in my favor						
27	I use my expertise to drive home my adopted position or make decision in my favor						
28	I perceive my views much higher than the views of others						
29	I sometimes use my power to win a competitive situation						
30	I explore the issue with others to find an agreeable solution	Collaborating					
31	I combine my ideas with that of others to arrive at a shared decision						
32	I work in tandem with others to satisfy our individual concerns and expectations						
33	All concerns are openly tabled and resolved in a best possible way						
34	Jointly work with others to come up with consensual approach to work						
35	The conflict is decided cordially on mutual agreement	Compromise					
36	I try to ensure that the interests of both parties are taken-on board in solving the problem						
37	Conflict is decided by a give-take agreement						
38	Parties examined the basis for disagreement an attempt to ensure that all concerns and interests are taken care off						
39	Solutions are based on interests and not position, so that no single individual benefits more than others – splitting the difference						
40	I ignore the issue when the cost of confronting it far outweighs the benefits	Avoiding					
41	I ignore the problem when it can lead to destruction						
42	I ignore the situation in other to protect an establish relationship						
43	I ignore the issue when it is tangential or symptomatic of other issues						
44	No adopted position is taken when solving a problem						

45	I submit to outcomes when it is even against my concern	Accommodating					
46	Concerns or desires of other individuals are of much concern or prioritized						
47	Proposals and opinions of other individuals are well considered when deciding on a problem						
48	I excuse others to forestall peace						
49	I take responsibility when there is a problem						