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ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

**CONFLICT MANAGEMENT PRACTICES IN SELECTED BUILDING
CONSTRUCTION PROJECTS SITES IN ADDIS ABABA**

BY: KENZYA KASSIM

**A RESEARCH PROJECT SUBMITTED TO SCHOOL OF GRADUATE
STUDIES OF ADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT
OF THE REQUIREMENT OF MASTERS OF ARTS IN BUSINESS
LEADERSHIP**

Advisor: Solomon Markos (Ph.D.)

JUNE, 2023

Addis Ababa, Ethiopia

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SITES IN SELECTED SITES OF ADDIS ABABA**

APPROVAL OF BOARD OF EXAMINERS

This is to certify that the project work conducted by Kenzya Kassim Essa entitled “**conflict management practice in selected building construction project sites in Addis Ababa**” submitted in partial fulfilment of requirement for the degree of Masters in business leadership, meets the accepted quality and standard.

APPROVED BY BOARD OF EXAMINERS

_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

STATEMENT OF DECLARATION

I KenzyaKassim Essa, hereby declare that the work contained in this project work “**conflict mangment practices in selected building construction project sites in Addis Ababa**” is my own original work that I have not previously in its entirety or in part submitted at any university for a degree.

KenzyaKassim

Date

Signature

LETTER OF CERTIFICATION

This is to certify that KenzyaKassim Essa has conducted this project work entitled “**conflict management practices in selected building construction project sites in Addis Ababa**” is under my supervision.

This project work is original and suitable for the submission in partial fulfilment of the requirement for the award of Masters of Arts Degree in Business Leadership.

Solomon Markos (PhD)

Date

Signature

ACKNOWLEDGMENT

First I would like to thank the almighty Allah for guiding me and granting perseverance throughout my thesis work.

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ABSTRACT

This study's goal is to examine the types, causes, and management strategies of conflicts that arise in Addis Abeba construction projects. Interviews and a questionnaire were utilized at the relevant construction-based organizations for the study. The research is conducted in three sites located at Gulele and AdissKetema sub-cities which are consulted by Zeger Designers PLC. Human conflict is unavoidable, particularly in the construction industry where there is constant interaction, a diverse workforce, resource and schedule restraints, uncertainty, and multiple organizational structures. Conflicts related to personalities were the main source of conflict discovered in this study. The respondents named a few factors as the main causes of conflict, including poor communication between parties, blaming, and finger-pointing when issues arise in construction. Owner-related conflicts account for 22% of the conflicts at project sites, followed by contractor conflicts (22%). The results show that collaboration (25%) and compromising (24%) were the two conflict management strategies that were used the most frequently. On an open-ended question, negotiation is listed as a means of resolving conflicts.

Key Word: *collaborating, compromising, construction site, conflict.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Among African nations, Ethiopia has the fastest-growing non-oil economy. The previous ten years have seen a phenomenal growth for the nation. GDP grows 5.6% annually on average (World Bank, 2022). Ethiopia has one of the world's quickest economies growing at a rate that is double that of Sub-Saharan Africa and quadruple that of the global average growth rates (ibid). As a result, the industry's contribution to GDP is only 4%, which is less than the sub-Saharan African average of 5%. According to a trend in the past ten years, the construction industry has grown at a pace of 6.6 per year, representing 4% of the GDP of the nation (<http://www.marketresearch.com>, 2021).

The construction industry is a competitive, complicated environment where people with various skills, perspectives, and levels of building process knowledge coexist. Participants from a variety of occupations participate in this complicated environment with their own aims and expectations for how best to use their individual advantages. Conflicts are unavoidable in the construction sector due to varying project members' perspectives. Conflicts quickly escalate if they are not handled properly. One of the biggest things that prevents a construction project from being completed properly is conflict. In order to accomplish the construction project in the intended schedule, budget, and quality (Emre and Pinar, 2013), it is crucial to be aware of the conflicts' root causes.

For a long time, the construction industry has been a contradictory leader in terms of both conflict occurrences and conflict resolution procedures (Groton 2005; Keil 1999; Michel 1998). Although this situation may or may not be desirable, the industry has been able to create and implement a variety of innovative strategies to deal with the dangers of conflicts (Harmon 2003; Mix 1997; PeaMora et al. 2003; Rubin et al. 1999; Zack 1997). Numerous of these ideas and procedures, including as partnering, realistic risk distribution, conflict review boards, and phased negotiations, have also been successfully used in other fields (Stipanowich and Treacy, 1995). However, rather of being based on calculated savings, the implementation of these methods has been justified

primarily by contractual obligations, governmental regulations, court orders, a lack of prior experience, or a simple instinctive reaction.

Despite being a sector that places a strong emphasis on quantitative outcomes, parties participating in the procurement or building of capital projects frequently neglect to consider the expenses associated with conflict occurrences and the real conflict resolution mechanism. (Diekmann and Nelson 1985; Adrian, 1988). The tendency of rising litigation in the sector has been criticized by numerous industry magazines and analysts. (Editorials 1994, 1997, 1999; Mays 2003; Michel 1998; Editorials).

Building contracts are subject to numerous conflicts, just like any other type of building project. Conflicts may arise over payments, contract performance, delays and disruptions of construction, design changes, price hikes, the quality of the work, etc. between the client and the contractor, the main contractor and subcontractor, etc. The majority of conflicts are settled through dialogue between the parties to the contract, usually without the use of a third party. The majority of conflicts that may occur as the work is being done on site are settled by the consulting architect and engineer. However, in some circumstances, the creation of a conflict review expert or board may be necessary. Even yet, certain conflicts may be sent to an impartial arbitrator who will attempt to reach a fair resolution, and both sides may voluntarily accept and uphold the arbitrator's ruling. It may be necessary to resort to arbitration after exhausting all other options for resolving the conflict (Weldegebreel, 2014). Arbitration awards are frequently final and binding and are upheld by state courts just like any other court verdict.

1.2. Statement of the problem

Construction projects, the most prevalent and typical project kinds, have a number of features, including specified objects, time constraints, financial requirements, organizational and legal restrictions, complexity, and systematic traits. Each investment project is therefore a complex system in and of itself. Conflicts in such a situation are unavoidable (Kuang, 2011).

Numerous of these ideas and techniques, such as partnering, realistic risk distribution, conflict review boards, and phased negotiations, have also been successfully used in other fields (Stipanowich 1995; Treacy 1995). However, rather than being based on calculated cost reductions, the implementation of these methods has usually been justified by contractual

obligations, governmental regulations, court orders, a lack of prior experience, or a simple instinctive reaction.

As mentioned by various authors (Abera, 2005, Alemu, 2015, and Yohannis, 2014) in the setting of our nation, Ethiopia, conflict is inevitable. Conflicts may arise in instances of excessive payments, contract performance, delay and disruption of work, design changes, price inflation, quality of work, etc. between the customer and the contractor, the main contractor and subcontractor.

1.3. Research Questions

- 1) What are the factors that contribute to construction-related conflicts?
- 2) Which type of conflicts occurs frequently in building construction site projects?
- 3) What are the current conflict management mechanisms in building construction site projects?

1.4. Objectives of the study

1.4.1. General Objective

The main goal of this study is to evaluate the present conflict resolution strategies/methods used on Addis Ababa's building construction sites.

1.4.2. Specific Objectives

Specifically, the research conducted

- ✓ To assess the causes that lead to conflicts in building construction sites.
- ✓ To determine the types of conflicts that occur in the construction project sites.
- ✓ To identify the existing conflict resolution mechanisms in building construction sites.

1.5. Significance of the Study

When thinking about the topic of my research I was looking for something that I personally would find interesting, but also something that could be a useful contribution to the world in general and particularly to my country, Ethiopia. Thus, this study is going to be significant for a number of reasons.

The first significance of the study is related to documentation. The research aims to provide a document on conflict resolution mechanisms in building construction projects. A second aspect of study significance is related to the academic spheres. The study is hoped to initiate the interest of students and other researchers to conduct more researches in the field of conflict management, particularly in building projects. This offers to the development of a new thesis and add literature in the field of study area.

The study is also hoped to serve as baseline for understanding how conflicts are resolved in building sites formally and informally. This benefits a number of groups, especially stakeholders of construction sector stakeholders, planners, managers, coordinators and monitors. Finally, the recommendations of the study helps shape legal and managerial issue.

1.6. Research's scope and limitations

Given the nature of the research objectives, this research is delimited geographically and thematically. Geographically, the research is conducted in Addis Ababa, in some selected construction sites. Thematically, the research is delimited to conflictmanagement mechanisms in building construction sites.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Construction has attempted to cope with the increasing uncertainties and complexities and tightening demands. For example, it has developed and adopted various delivery methods meant to improve performance (Kwaku, 2001).

Construction conflicts are a reality on every construction project and can arise at any time throughout the project's design or construction phase.

Because these phrases have been used interchangeably, particularly in the construction sector, there is confusion among construction professionals concerning the distinctions between conflict and conflict (Acharya, et al., 2006). Conflict and conflict are two separate notations, however, according to (Fenn, 1997) cited in (Azhar and Salman, 2014). Where there is a clash of interests, there will be conflict. It is possible to manage conflicts to the point of preventing conflicts that might arise as a result of it. Conflicts, on the other hand, are among the key things that prevent a construction project from being completed successfully.

Conflict, according to (Holahan and Mooney 2004), can be productive when it "enables teams to generate higher quality decisions" but can also be harmful when team members get involved in discussions that are "emotional and personal in nature."

2.2. Definition of conflict and conflict management

2.2.1. Conflict;Definition

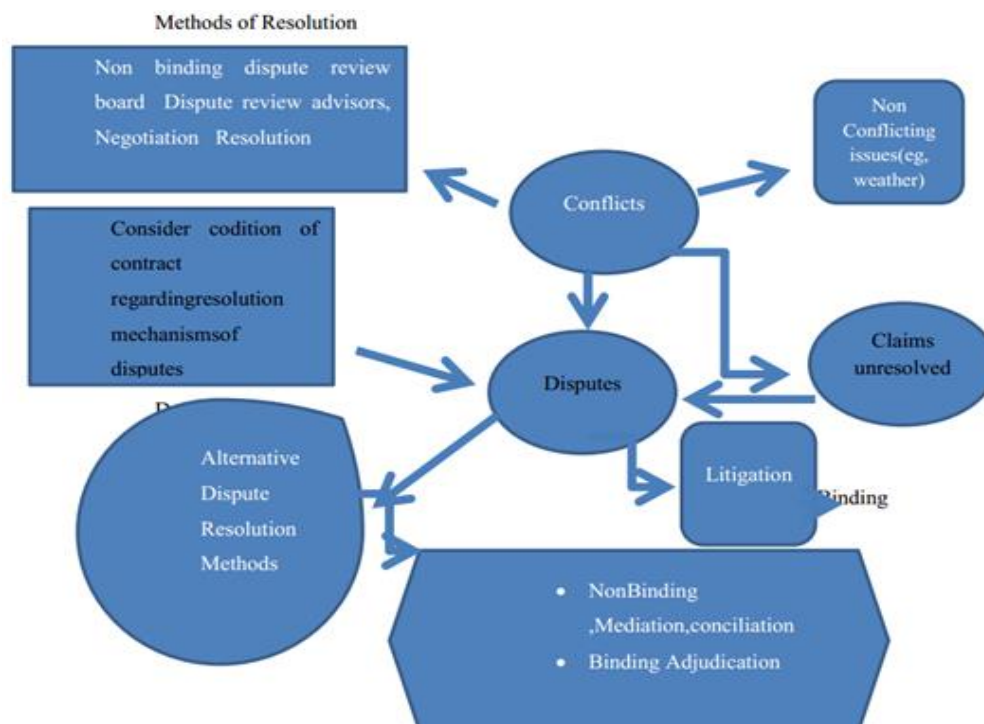
There are probably as many different definitions of conflict as there are occasions for it to occur, and there isn't a singular, generally agreed-upon, useful definition of conflict that applies to contemporary project contexts (Jaffar, 2011; Thamhain, 2014).

Conflict is when there is a difference of opinion between two or more persons or between organizations, Entities, states, and other groups that believe their concerns are incompatible. Conflict arises if one party's action is seen by another as interfering or impeding on that other party's aim or action (Cook and Philip; 2001)."Serious disagreement and agreement about

something important" is conflict. On the other hand, (Collins, 1995; Willmot and Hocker, 1998) give a more thorough definition of conflict as "an expressed struggle between at least two independent parties who perceive incompatible goals, scarce resources, and interference from other parties in achieving those goals."

Due to the fact that human resources from all cultures and orientations do project activities in order to meet stakeholder standards and project goals, conflicts arise in the project setting just as frequently as they do in any other. Where there are people, there is strife, as the adage goes. If human resources are not managed properly, they will inevitably lead to conflicts, conflicts, and even the dissolution of the project team.

Figure 1 Conflict causes in construction Project



2.2.2. Conflict Management

Implementing techniques to lessen the negative effects of conflict while boosting the positives to a level that is equal to or greater than where a conflict is occurring constitutes managing conflicts.

The art of recognizing conflict and resolving it effectively, fairly, and rationally is known as conflict management. Conflict is a business and is an expected component of the workplace, so it is necessary that there be people who understand conflict and know how to settle them (Cook and Philip, 2001).

Also the application of techniques, resources, and abilities to resolve conflict and foster harmony can be referred to as conflict management. It includes the capacity to resolve conflicts amicably through forceful and efficient communication.

According to (Barki, Hartwick, 2001), in the past one group of researchers were working on conflict management styles and another group of researchers were working on level of interpersonal conflict in conflicting situations.

2.3.Types of conflict

Intergroup conflict, which involves violence, interpersonal strife, and psychological stress, can develop between members of two or more groups. It can also originate between members of the same group, known as intra-group conflict.

Different categories exist for conflict. Considering the cause of the conflict is one classification. The primary categories of conflicts, according to Kurtzberg and Mueller (2005), are as follows. The first type of conflict concerns disagreements on the way work proceeds and the team's roles and responsibilities. The second type of conflict is relationship-based conflict, when team interactions and connections serve as the root cause. The third type of conflict is task-based conflict, which arises from a disagreement regarding the actual task at hand.

Figure 2 Types of Conflict

Table 2.1: Relationship and Task conflict			
Measurement		Relationship conflict	Task conflict
Focus of conflict	of	Interpersonal incompatibilities	Task at hand
Cognitive or Emotional Performance	or	Emotional in nature	Cognitive in nature
		Performance is diminished at all levels	Performance is enhanced in the medium range and decreased at low and high conflict levels.
Organizational view		Dysfunctional at all levels	Beneficial at appropriate levels
Outcomes		Decreased quality of decision, group solidarity, and commitment	Increased decision quality, team cohesion, and innovation

Source: (Adapted from Vaux, 2014)

Furthermore, according to (Emre and Pinar, 2013) the classification, main conflict categories were found as;

- owner related conflicts,
- contractor related conflicts,
- design related conflicts,
- contract related conflicts,
- human behavior related conflicts,
- project related conflicts and
- External factors.

And they concluded that the contractor related conflicts and their sub-conflict categories are the most common ones in the construction industry.

2.4. Causes of conflict

Differences in perception, project priorities, and goals—rather than differences in technical understanding or management style—are the primary reasons of conflicts (Al-Sedairy, 1994). The findings demonstrate that compromise is the most effective way to settle conflicts and that cultural differences are not the main reasons for conflicts in Saudi Arabian construction projects.

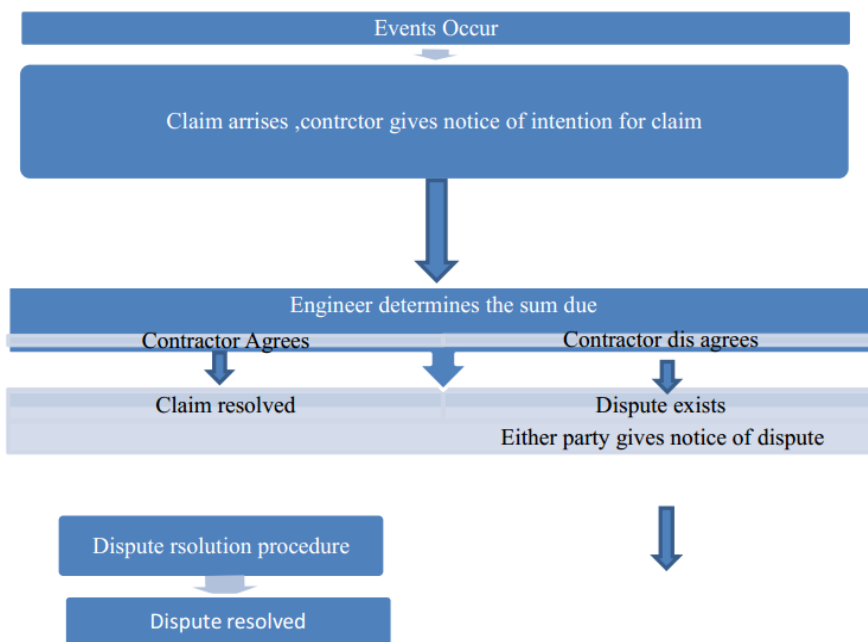
Conflict is caused by disagreements about the goals to be reached or the methods used to accomplish them (Singh, 2000). Although it can occasionally be serious and pervasive, conflict

in an organization is invisible. (Soekimo, 2007) examined the factors that lead to conflicts on construction projects and categorized the factors into the following groups:

- External conditions (26.79%);
- Change of drawings document (21.43%);
- Condition of the field (19.64%);
- Change of technical specifications (16.07%);
- Others (e.g., cost estimates, professional ethics and licensing) (16.07%)

Construction project implementation demands for management or resolution. Additionally, he demonstrated how claims are adjudicated when an argument arises. The claims process when there is a controversy is shown in Figure 3 below.

Figure 3 Events claim-conflict range



(Mullins 2005) sum up the following points as the major causes of conflict.

It has long been the case in the construction sector that owners and contractors have antagonistic relationships. "The owner often wants to get the best possible quality, functionality, and capacity for the lowest possible price. While attempting to create a satisfied client, the contractor must, in

the long term, progress financial goals by using the least amount of resources necessary to do the least amount of work.

There is little doubt as to why conflict occurs so frequently during the building process: unforeseen or altered conditions, extra contracting parties (i.e., designers, subcontractors, vendors/material suppliers, etc.), one-time projects, and other variables.

According to a study by (Mohammad KhTh E Alazemi, A K M Mohiuddin, and Salloom A Al-Juboori), the most significant causes of conflict are contracts awarded to unqualified contractors, deficiencies in designs, owner negativity, improbable opportunities, contractor and subcontractor performance, and owner failure to make principle payments.

Construction conflict, according to (Assegid, 2016), occurs primarily as a result of varying site conditions, unrealistic expectations, scope changes, delays, workmanship/quality issues, weather, and many other factors.

The following are the primary causes of conflict on building sites out of many more significant problems raised challenges.

Differences in perception: various people give various meanings to the same stimulus as a result of differences in perception. These cause people to pass broad judgment on various conflict-causing problems.

Contract Issues: Academic publications, practitioner journals, textbooks, and even foreign government programs have focused heavily on construction contracts to reduce the number of conflicts, claims, and on-project Office of Government Commerce.

Conflicts may arise from differences in the contract's terms and circumstances or from improper management of contract modifications, such as scope creep.

The scale of the project: The scale of many major projects can increase the risks of conflicts.

Lack of Clarity on Changing Conditions: Discovering that the site circumstances differ from what was anticipated in the early design and tender paperwork. Numerous times, insufficient geotechnical testing have occurred, and problems that have an impact on the final design and construction are not discovered until after a project has been awarded.

Miss communication: The key to preventing conflicts is open and constant communication; failing to manage that communication successfully can cause its own set of issues.

Generally, Recent studies have shown identified causes of conflicts to include: ambiguity in specifications, personality clash amongst project participant, choice of procurement method, relationship amongst project participant, differing site conditions, local people obstruction, difference in change order evaluation, excessive quantity of works, size and duration of the project, the complexity of the contract documents, interdependence of task, changed conditions, poor communication, limited (scarce) resources, financial issues, cultural differences, non-convergence of interest, insufficient project management skill, inadequate design, labor issues, third party concerns, politics, feeling of injustice, poor public relation, low level of awareness of benefits of projects, relationship problems, failure of sharing risk, gender (male dominance), lack of continuous improvement, inadequate training, lack of effective Environmental Impact Assessment (EIA), unforeseen site conditions, violation of contract conditions, incomplete project information, poor evaluation of completed works, discrepancies in bills of quantities, difference in legal system and interpretation of law, inadequacy of technical specification, government intervention, insufficient client integration, introduction of design innovations and force majeure events.

2.5. Conflict in Construction Industry

Construction projects involve several actors. These actors can be classified as internal (e.g. consultant, client and contractor) or external (stakeholders who do not partake in the construction process such as users).

According to Turner (as cited in Wolfgang and Finn, 2008), the parties involved in a project are divided into four groups: "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."

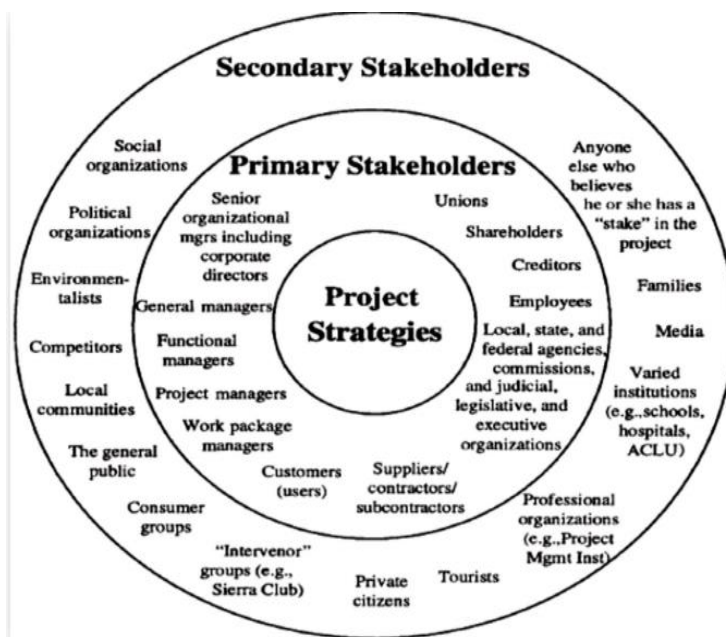
As they influence the interests of numerous parties involved in the project endeavor and result in lower revenues and gains, conflicts in construction projects are costly and expensive to sustain (Ntiyakunze, 2011).

Addressing potential areas of conflict failure that could lead to a high level of conflict, occasionally moving into conflicts, becomes imperative.

Conflicts are predicted by the way people interact during the design, planning, and construction phases of construction projects. This is corroborated by claims from numerous studies that demonstrate how antagonistic relationships, the multidisciplinary character of construction projects, and divergent project participant interests in the construction sector all contribute to conflict.

The identification and "management" of project stakeholders is one of the key issues that are emerging in project management. Project team members, higher-level managers, and external organizational entities including contractors, subcontractors, customers, regulators, financial institutions, and other claimants who have or think they have vested rights in the project are included in this group of stakeholders (Cleland and Lewis, 2002).

Figure 4 Primary and Secondary project stakeholders.



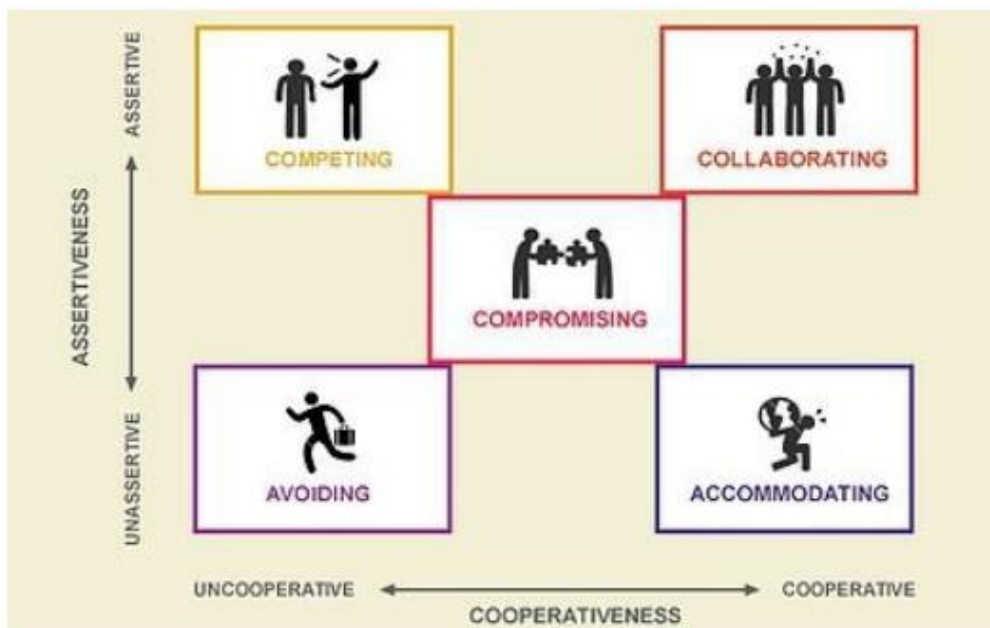
(Source: Cleland and Lewis, 2002)

2.6. Conflict management

Conflicts and disputants are directly affected by conflict management techniques. Varying employees have varying opinions for how disagreements should be handled depending on the many sources of conflict.

The goal of this study was to address this issue, and it would assess how different conflict management techniques affect project success.

Figure 5 Conflict Resolution Methods



(Source: <https://learn.g2.com/conflict-management-styles>)

Problem Solving / Collaboration / Confronting (Win-Win)

According to Crystal (2007), "collaboration is a method of conflict management in which a person attempts to work together with the other person."

Parties engage in a thorough discussion of the subject while gathering all pertinent data, weighing all available options, and working toward a solution rather than passively tolerating opposing viewpoints. The issue is mutually defined by collaboration and communication. Avoid asking who is right or wrong or who wins or loses. All sides are viewed as contributing positively.

Cooperativeness /Accommodating/ Lose- Win

Low aggressiveness and considerable cooperativeness characterize the accommodating style. Parties will show generosity and selflessness. The focus is on the contending group's shared interests, with less emphasis placed on their differences. The implicit assumption in this approach is that the person or group is afraid that others will end their relationship with them if they express self-centered concerns. As a result, it is better to comply with requests than to engage in direct conflict.

Avoiding /withdrawal/ Lose-Lose

When one has very little willingness to cooperate and little tenacity in meeting their own demands. In that situation, the disagreement will be resolved through exclusion or repression.

Compromise /no Lose-no Win

The disagreement is settled so that each party participating in the conflict gives up some of the value since there is an equal desire for moderate collaboration and tenacity in meeting one's own wants.

Competition/Win – Lose

It happens when personal interests are persistently pursued and cooperation is at an all-time low (when concern for one's own group is high but low concern for the other group). Using this tactic, conflicts are resolved in a way that serves the needs of one party while harming the other party involved.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of study area

The Horn of Africa is where Ethiopia is situated. It has a surface size of roughly 1.13 million square kilometers and a rough topography, with elevations ranging from 125 meters below sea level to 4,620 meters above it. The nation's central plateau is elevated and ranges in altitude from 2,000 to 3,000 meters above sea level.

This paper focuses on the sites consulted by Zeger Designers PLC. The data collected in three sites located at Addis Ababa i.e,

- *Termama Real Estate S.C*, 17 stories building, Addis Ketema sub-city being built by Bensiya General Contractors, around AtenaTera,
- Yekingar Real Estate, 13 stories building, Gulele sub-city, being built by Yenkey Engineering located around Shegole
- Seven Medicals PLC, 13 stories building , being constructed by Lailak Engineering PLC around AdisuGebeyaGulele Sub-city

3.2. Research Design

The study is conducted by means of survey. Due to the limited time available and the nature of the research question as well as a good contextual awareness of the researcher about the field a survey method is employed as a research design. Surveys are relatively efficient ways for collecting large amounts of data. They are also used in studies that use individuals as units of analysis.

As this research study involved collecting and analyzing both quantitative and qualitative data, a mixed methods approach is needed to address the research questions. According to (Mason 2002), qualitative research method is considered to be important to a researcher for evaluating the nuance of many social phenomena in the stand point of participants. On the other hand, according to (Dawson 2003), statistics and numbers play important role in providing relevant and reliable information for making rational decisions in research study.

A mixed methods study involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the research process (Creswell, Plano-Clark, Gutmann & Hanson, and 2002: 212). (Tashakkori & Teddlie 2003) noted that a mixed methods design can test the consistency of findings obtained through different forms of data collection. It also allows the researcher to use qualitative methods to add richness and detail to the results obtained from the use of quantitative methods.

3.3. Population

The population of the proposed study is a census on selected three building construction project sites, which would include project team members from contractors, clients, and consultants which collaborated to team up for construction project site success.

From each selected sites 15 project team members (3 from consultant, 8 from contractor & 4 from client) total of 45 participants were interview and fill prepared questionnaire.

3.5. Sources of Data and Data collection methods

The primary data is generated through field surveys (questionnaires), semi structured interviews, and observations.

3.6. Method of Data Analysis

Quantitative data is processed using Microsoft excel program. Qualitative data is analyzed using thematic methods.

3.7. Ethical Considerations

Ethical consideration in research is a set of principles that guide the research designs & practices. This research assures to consider the following ethical consideration.

- ✓ Participants would receive informed consent
- ✓ The researcher thinks that responses, opinions, and viewpoints should only be used for academic purposes and should be kept confidential.
- ✓ In addition to this, the researcher has asked permission for the research from the University.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1. Response rate

This survey is conducted to determine the practice of conflict management practice in selected construction site projects in Addis Ababa. This survey distributed for 45 participants from project team members both client (9), consultant (18) & contractor (24) sides. From which 45 potential respondents 43 of them voluntarily answered questions. This indicate 95.5% of distributed questionnaire returned. When at examining the reliability of responses only 41 of them become eligible for data analysis with validity of 91.11%

This study divide the respondents point of view as Client who owned the site, consultant the one supervise construction site, and contractor doing the actual job in site. Validation response for each client, consultant & contractor is 77.7%, 94.94% & 96.12% respectively (Table 1). The response rate for this study fallen above 30% that (sekaran, 2001) suggested as acceptable response rate.

Table 1 Validation for the structured questionnaire

Group	Distributed	Returned	Percentage of returned response	Valid response	Valid Response Rate(%)
Clients	9	7	77.77%	7	77.77%
Consultants	18	17	94.94%	16	88.89%
Contractors	24	22	96.12%	18	75%
Total	51	46	96.3 %	41	80.4%

Dividing valid response by number of questionnaire, valid response rate for client found to be 77.77%. Used the same step to calculate for consultant and contractor which gives a result of 88.89 & 75% respectively. A total of 80.4% of valid response rate determined in this study.

4.2 Demographic Characteristics of Respondents

As shown in the above table (Table 2) 26 men and 15 women were participated in the study with participation percentage of 63.41% and 36.59% respectively. This indicates that the site projects are dominated by men but the participation of women in the sites projects is a bit beyond the expected rate back days. From observation I noticed that women participants are more of execute office (paper) rather than site works.

About the educational background of respondents 1(2.44%) PhD, 8(19.51%) Master's Degree, 27(65.85%) degree, 2(4.88%) Diploma and 1(2.44%) Certificate holders are participated in this assessment. The remaining 2(04.88%) have graduated from high school. We can notice that the selected site project members are first degree holders majorly. According to my observation higher administrative positions are hold by master's holders and daily work force of site is done by diploma and certificate holders.

Table 2 Respondents Characteristics

NO	Question	Respondents	
		No.	Percentage
1	Gender		(%)
	Male	26	63.41
	Female	15	36.59
	Total	41	100
2	Educational Background		
	Primary school	0	0
	Secondary School	2	4.88
	Certificate	1	2.44

	Diploma	2	4.88
	First Degree	27	65.85
	Masters	8	19.51
	PhD	1	2.44
		41	100
3	Age		
	Below 20		
	20-31	22	53.66
	32-45	12	29.27
	Above 46	7	17.07
	Total	41	100
4	Service year		
	Below 5 year	1	2.44
	1-5 years	21	51.22
	6-10 years	12	29.27
	11-15 years	6	14.63
	16-20 years	1	2.44
	Above 20	0	0
		41	100

Most of participant perceive conflict as a good opportunity to fasten relation with conflicting party. The listed out results confirm that most conflicts outcome become positive for construction site. This assure previous studies on subject matter of functional conflict and how it contributes

achieving project success. This implies the conflict management system of the projects going to be effective, if managed correctly and this help for team members in many areas.

4.3. Group of Respondents

Considering this study division participants with their stake in construction site is client, consultant and contractor. In the following table (Table 3) that shown the percentage of each respondent's ratio.

Table 3 Selected Respondents category ratio

No.	Stake of respondent	Number of respondents	Percentage
1	Client	7	17.07%
2	Contractor	18	43.9%
3	Consultant	16	39.02%
Total		41	100%

Clients range from business people, private individuals, property development companies, local government units, the central government, or other similar entities; **Consultants** are an indispensable part of a construction project because they have a primordial role in advising clients on different fronts. It could pertain to the design, government regulations, costs, etc. and critical entity in design phase of project; and **contractors**, When the consultant has ironed out the construction project details, it then goes to who wins the bid to execute it, are the main stake holders in execution of construction site project.

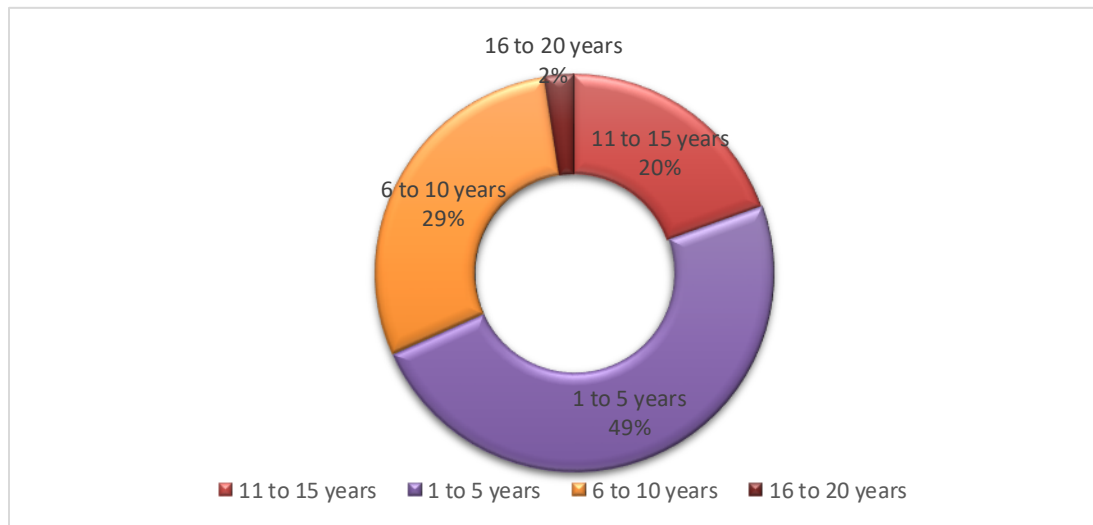
Contractors, consultants, and project owners/clients are kept in touch and coordinate each other in the course of construction projects. In this study selected sites were owned by share companies that give an opportunity to assess the conflict attitude from client perspective. Out of 41 respondents 18 (43.9%) were from contractor side which are more frequent contact with the sites.

4.4. Experience of respondents in construction projects

Owner and contractor don't expect to have the same experience in construction site. Their main common goal is to create better environment for successful and efficient completion of project

site. Both parties including consultant integrate their experience knowledge for this main objective. Projects which performance quality completion time and final cost are within prescribed limits and tolerance (Abera, 2005). The figure (Figure 6) below illustrate the respondents experience in construction sites as general. As shown in the chart only 2% of respondents have an experience above 16 years. The next range which is from 11 to 15 years' experience are 20% from overall the participants. The remaining 29.26% and 48.78% have an experience of 6 to 10 years and below 5 years respectively.

Figure 6 Experience of respondents



4.5. Summary of responses for attitude of partakers

In general, each individual had a different perspective on how each group dealt with conflict. There were certain areas of agreement regarding the approach to conflict management, but there were disagreements over the strategies employed and the degree of success of the conflict management.

The respondents noted the following causes of conflict as their experiences in response to the first question, which assessed conflict at the current site between team members:

- *Absenteeism,*
- *Delay of work,*
- *Design change,*
- *Quality of work,*
- *Disagreement on some work,*

- *Change of order,*
- *Miscommunication,*
- *Misunderstanding work schedule,*
- *Methodology and labor management issues,*
- *Implementation was different from designed,*
- *daily conflict Between site laborer and site engineers,*
- *Excessive cost ,*
- *Unrealistic expectation of client,*
- *Fatigue between co-workers.*

For the second question what was the outcome or impact of conflict, positive and negative outcomes are listed. The responses are:

- *Burning-out about the site,*
- *Delay in the overall work process,*
- *Loss of money,*
- *Termination,*
- *Better performance,*
- *Change of conceptual understanding about the project,*
- *Unexpected costs,*
- *Bad work mood and,*
- *Out of schedule.*
- *Work process delaying and*
- *Unexpected excessive cost....Are mentioned as impact of conflict by respondents.*

For the majority of participants in the aforementioned events, dialogue served as the primary method of conflict mediation. Additionally, some projects terminated while others underwent significant project changes.

4.6. Major types of construction project conflict.

The first object of this study is to assess types of conflicts arise in construction project sites. To determine this causes the following potential cause of conflicts bundled in different categories as follows.

1. 5 sub-causes in owner related conflict
2. 6 sub-causes in contractor related conflicts
3. 4 sub-causes in design related conflict
4. 4 sub-causes in contract related conflict and
5. 4 sub-causes under external factors

The above mentioned sub-causes rated by respondents to identify which conflict is more dominant type of conflict and the following table (Table 4) show respondent's ranking to identify the major categories of conflict.

Table 4potential cause of conflicts

No.	Sub-categories		rank	Mean	Standard Deviation
1	Variations initiated by the owner	owner related	14	1.9	0.958912
2	Change of scope		18	1.8	1.019325
3	Late possession		9	2.1	0.953811
4	Unrealistic expectation		11	2.1	1.034172
5	Payment delay		1	2.4	1.134815
6	Other		24	0.9	1.326558
7	Work progress delay	Contractor related	4	2.3	1.233674
8	Time extension		3	2.3	1.015129
9	Financial shortage of contractor		8	2.1	1.038291
10	Technical inadequacy of contractor		15	1.9	0.768273
11	Bidding problem		18	1.8	1.019325
12	The quality of work		13	2	0.879994
13	Other contractor related conflicts		27	0.6	0.805469
14	Design problem	Design related	9	2.1	1.187332
15	Unclear specification		5	2.2	0.891696
16	Design quality		5	2.2	0.997558

17	Information gap		16	1.8	1.005473
18	Other design related conflicts		25	0.7	1.054607
19	Contract document misconception	Contract related	20	1.7	0.782429
20	Different understanding of provision		22	1.6	0.708829
21	risk allocation		17	1.8	0.93574
22	General contractual problems		23	1.2	0.980294
23	Other contract related conflicts		26	0.6	0.942234
24	Weather		5	2.2	1.093216
26	legal and economic factors	External factors	12	2	1.140175
27	fragmented structure of the sector		21	1.7	1.010916
28	Other		1	2.4	1.134815

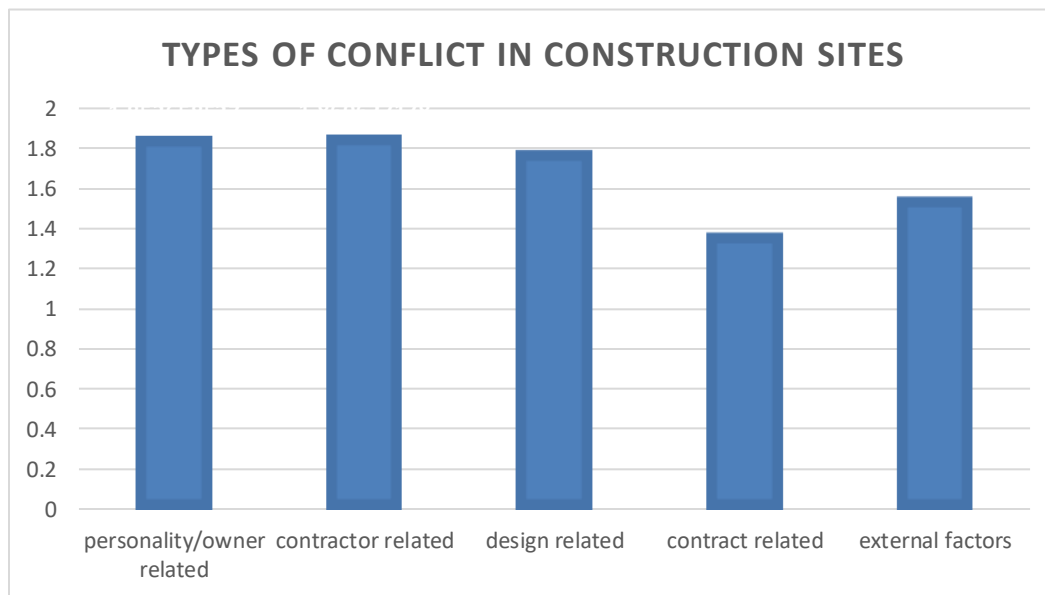
According to study conducted by (Emre and Pinar 2013) on “An analysis of causes of conflicts in the construction industry using an analytical network process” the first ranked element that create conflict was owner-related variables. However, causes of conflicts in the selected construction sites as checked for the arrangement or disagreement among the three parties (the client, contractors and consultants) in ranking main causes of conflicts, the participants of the parties, mentioned that they have challenges related to design that mostly causes conflict during construction.

As have been observed from the above table (table 4) all of the identified twenty three elements were contributory to conflicts in construction projects in Addis Ababa. Hence, effective mitigation measures are needed to compensate for the terrible repercussions of conflicts. The perceived influence of each of the 23 elements found in construction projects was calculated. The overall parameters were divided under five broad groups. The relative relevance indices, rank within the appropriate category and the overall ranks of the detected factors, are shown and explained in the above tables. The category importance indices are moreover measured, and a comparison among their relevant relevance was carried out. The Relative Importance Indices of all components for each category was obtained by Using Microsoft Excel data analysis.

Our responders consistently answered for open ended question that conflicts develop when clients change their mind in the middle of project, dalliances of payment and due to contractor's failure to satisfy expectation in terms of quality and time.

As the previous tables indicated 44% of respondents felt that owner related and contractor related forms of conflicts are first ranked types of conflict. Actually the signal of contractor and clients' towards design issue is somehow reasonable as the research identified 21% of the result is design related conflict.

Figure 7 categories of conflicts in construction site



4.4. Causes of conflict

As the result indicates In Figure 8 most criteria for the source of conflicts relate to personality based conflicts. The answers for open end questions also describe that most problems arise at site are client's undetermined demand, the communication barrier between site laborers and contractor and personal attack and false reporting to client between consultant and contractor are mainly pointed reasons as causes of conflict in project sites.

Figure 8 Major categories of causes of conflict

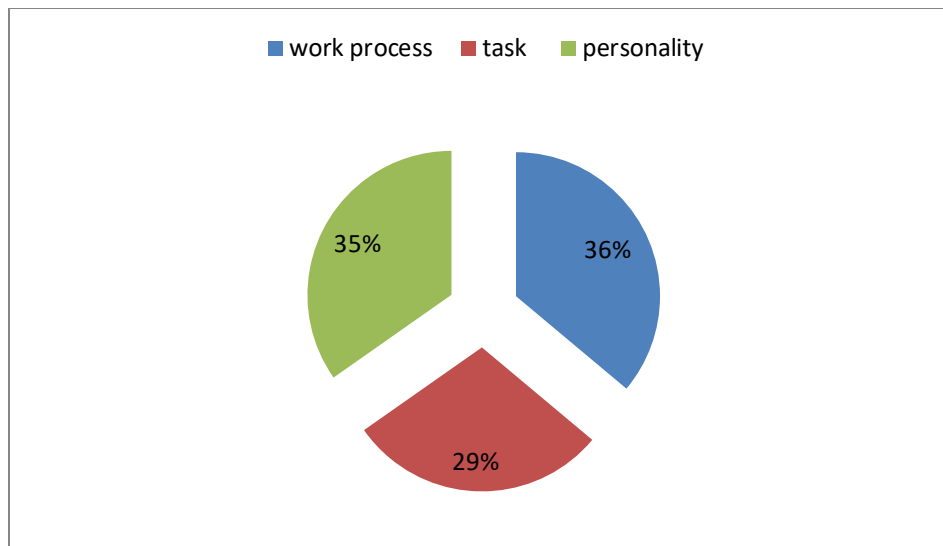


Table 5 Cause of Conflict in selected sites rank.

No.	Causes of Conflict		Mean	Standard deviation	Rank
1	Poor Communication between parties involved.	Personal/relationship based	2.609756	0.918642	3
2	Poor Communication between parties involved.		2.658537	1.015129	1
3	Blaming and pointing finger towards each other when problem occurs in construction.		2.634146	0.993884	2
4	Different profession that create dissimilar perception among professional parties.		1.97561	0.907959	13
5	Fraud and faith on works.		1.926829	1.272601	14
6	Lack of politeness or negative attitude among each professional parties.		2.268293	1.096002	5
7	Desire to be always right on the opinion given. (Egocentric)		2.073171	1.232685	10
8	Conflicts over payment.		2.121951	1.187332	8
9	Work discipline (coming late, leaving early and/or absenteeism)		1.770732	1.046481	15
10	Contract clause, which unrealistically and unfairly shifted.	Task based	1.756098	1.090424	18
11	Ambiguous contract provision.		1.780488	0.98773	17
12	Role conflict or ambiguity of role among the participants.		1.804878	0.813004	16

13	Contractor who submit unrealistically low bid		2	1.095445	12
14	Excessive change orders Technical	Work process/ Technical	2.04878	1.023504	11
15	Unrealistic client expectation & determination		2.685366	1.117488	4
16	Error and incomplete technical specification		2.378049	0.84247	7
17	Poorly developed project plan and scheduling		2.195122	1.054028	6
18	Different perception of work quality		2.121951	0.84247	8

The lowest mean scoring is given question item 10 (Q10); i.e., (Contract clause, which unreasonably and unfairly shifted) the mean score given is 1.75. This is considered to be because projects in the research sites are not diversified most contract documents are known and understandable by project site team members. Also from preliminary information and personal communication it is observed the entire most participant are either Masters, Degree or Diploma holders.

4.4.1 Predominant Source of Conflict

The total score for the origins of conflict, i.e., Human (personal/relationship), Contractual (task based) and Technical (work process). Showed there is a difference between the three projects investigated (see Table 5 and Figure 8). (Jaffar. 2011) also highlighted that construction conflict has their inherent type and characteristics, and hence the origins of conflicts would differ from one project to another. However, also considering the highest rated factors in. and *Figure 8*; predominant source of conflict is personality related, i.e., Poor Communication between parties involved, Blaming and pointing finger towards each other when problem occurs in construction, Unrealistic client expectation & determination, Lack of politeness or negative attitude among each professional parties in that order, were among the one identified by the respondents as predominant sources of conflict. This result opposition with the conclusion by (Jaffar.et al 2011) who claimed, technical conflicts related to uncertainty are viewed as the most common issues in project operations. One of the key factors contributing to workplace conflict amongst employees is poor communication. This may lead to ineffective communication or a divergence in communication styles. As an illustration, a management might have transferred a task from one employee to another without informing the original employee. The employee might feel wronged

as a result, which could lead to tension between the two of them and the management. Employees may form false assumptions as a result of a lack of communication at work, which also encourages office gossip. In the workplace, poor communication not only increases conflict but also lowers productivity and morale.

4.5. Conflict management mechanism

The paper's discussion on conflict resolution can be found in this part. There are five different resolution kinds, according to the study's literature evaluation. Competing, giving in, working together, avoiding conflict, and being agreeable.

Because conflicts in construction projects are frequent and need to be resolved right away on the project site, conflict management should become a standard component of project management during construction project operation.

Table 6 conflict management practice indicators rank

No.	Sub-categories	Rank	Mean	Standard Deviation
1	I use my influence to make my views accepted	24	1.49	0.64
2	I use my authority to make a decision in my favor	22	1.63	0.8
3	I use my expertise to drive home my adopted position or make decision in my favor	2	2	1.07
4	I perceive my views much higher than the views of others	25	1.27	0.55
5	I sometimes use my power to win a competitive situation	22	1.63	0.8
6	I explore the issue with others to find an agreeable solution	5	3.2	1.03
7	I combine my ideas with that of others to arrive at a shared decision	16	3.15	0.91
8	I work in tandem with others to satisfy our individual concerns and expectations	7	2.83	1
9	All concerns are openly tabled and resolved in a best possible way	8	2.9	1
10	Jointly work with others to come up with consensual approach to work	21	3.27	0.87
11	The conflict is decided cordially on mutual agreement	20	3.07	0.88
12	I try to ensure that the interests of both parties are taken-on board in solving the problem	11	3.1	0.97
13	Conflict is decided by a give-take agreement	6	2.95	1
14	Parties examined the basis for disagreement an attempt to ensure that all concerns and interests are taken care off	3	2.66	1.06
15	Solutions are based on interests and not position, so that no single individual benefits more than others – splitting the	1	2.68	1.19

16	I ignore the issue when the cost of confronting it far outweighs the benefits	18	2	0.89
17	I ignore the problem when it can lead to destruction	4	2.17	1.05
18	I ignore the situation in order to protect an established relationship	17	1.93	0.91
19	I ignore the issue when it is tangential or symptomatic of other issues	18	2	0.89
20	No adopted position is taken when solving a problem	10	2.05	0.97
21	I submit to outcomes when it is even against my concern	15	2.17	0.92
22	Concerns or desires of other individuals are of much concern or prioritized	13	2.29	0.93
23	Proposals and opinions of other individuals are well considered when deciding on a problem	9	2.66	0.99
24	I excuse others to forestall peace	14	2.73	0.92
25	I take responsibility when there is a problem	12	2.88	0.95

According to the data analysis implied by this study, participant replies show that the following five basic approaches to resolving conflicts among construction industry stakeholders are more prevalent. The other three purposes of action are viewed from a broad viewpoint, in contrast to the first two, which appear to be personal or individualized in nature.

- Solutions are focused on needs rather than positions.(compromising)
- Use expertise to support my position or influence a decision in my favor (competing)
- Parties looked into the sources of their disagreement and made an effort to reach a compromise that addresses everyone's needs and interests. (compromising)
- Ignore the issue if it could cause harm (avoidance)
- Examine the problem with others to come up with a workable solution (collaboration)

The result from the study indicate that most frequently implemented conflict management approach fall on collaborating followed by compromising as shown in table 7

Table 7 relative importance indicator of conflict management mechanism

Conflict Management Mechanisms	RII	Rank
competing	0.13	5
collaborating	0.25	1

compromising	0.24	2
avoiding	0.17	4
accommodating	0.21	3

The ability to communicate, work with others, and resolve conflicts are essential life skills. The "win-win" technique for managing conflicts is another name for the collaborative approach to conflict resolution. There are advantages and disadvantages to a collaborative approach to conflict resolution, yet it is a successful way to bring about peace (Quain, 2019). By allowing disputing parties to verbally express their ideas and concerns, the collaborative approach or method promotes freedom of speech and helps everyone involved in conflict management feel valued and aware of one another's worries. As seen from the three study sites that were chosen, there is a high level of team member integration. This results in the success of the construction project.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The summary of the findings, the dissertation's conclusion, and the suggestions are all included in the study's last chapter.

5.1 Summary

The three primary objectives of this study were all met thanks to the information gathered using survey, interview, and observation methods. The first objective was to identify the factors that contribute to conflict in the construction industry. The second goal was to pinpoint the most common sources of conflict. The third goal was to evaluate the existing conflict resolution techniques at a few selected Addis Ababa construction project sites. The majority (more than 63 percentile) of the study's chosen personnel were men. This represents the predominance of men in our nation, Ethiopia's, construction projects.

In the current project alone, over 90% of respondents admit to conflict occurrences and self-involvement in conflict. This emphasizes how confrontations are inevitable everywhere, including on building sites.

In the internal consistency test carried out for primary data collection methodologies in the study, 76 percent of respondents believed that conflict produced beneficial outcomes at least half the time.

The main causes of conflict in construction projects at Addis Abeba are identified as poor communication between the parties involved, blaming and finger-pointing when a problem arises in construction, unrealistic client expectations & determination, and a lack of courtesy or a negative attitude among each professional party, in that order.

According to this study, personality-based conflicts are the primary factors that produce conflict. According to my observations, this kind of conflict arises when there are a variety of persons who are knowledgeable about the technical aspects of the tasks at hand at a building site.

The study draws the conclusion that using conflict management techniques while working on projects has a significant negative impact on the team's productivity. Most conflicts in particular projects are resolved by cooperation. The next highest ranked conflict resolution strategy is

compromising. Negotiation is another conflict management strategy that is frequently brought up in construction site open-ended inquiries.

5.2. Conclusion

The primary causes of conflict are related to human behavior, interpersonal issues, and owner personality, as seen by the causes of conflict and categories of conflict question replies.

A thorough literature analysis was conducted in order to identify the primary factors contributing to conflict in the construction sector. Then, the major categories of conflict reasons identified from the literature were determined. Owner-related conflicts, contractor-related conflicts, design-related conflicts, contract-related conflicts, human behavior-related conflicts, project-related conflicts, and external factors were identified as the main conflict categories in the broader context of the literature review. There are sub-conflict reasons within each of these conflict categories. The following research conclusions were reached based on the findings of this study and the responses of the respondents.

Five major types were chosen as categories of conflict in construction sites of particular construction sites in Addis Abeba from the numerous categories of conflict uncovered in the literature review. The analysis used to determine how frequently the conflict occurs used the Relative Importance Index. The top five major types, listed in order from 1 to 5, are shown below.

1. Client/owner-related factors
2. Contractor-related factors
3. Design-related factors
4. External factors
5. Contract-related factors

5.3. Recommendation

- ✓ For policy makers

Insofar as construction is fundamental and a catalyst for a country's development, it requires attention. It calls for many perspectives. Legal tools must establish a peaceful environment for stakeholders to perform properly. It might be impossible to avoid. But some degree of conflict case minimization depends on well-formulated and established policies. Thus, the industry needs a thorough analysis and a firm policy that takes into account conflict scenarios that occur more frequently.

✓ For Contractors

- As this research and earlier studies have shown, the problems with contractors are usually related to contracts, specifications, and payments. Contractors should therefore consider their ability to produce the desired results within the specified timeframe, budget, and level of quality.

✓ For Consultants

- In the building industry, consultants are quite important. To avoid or reduce arguments among stakeholders, they must therefore maintain strict follow-up with strong professional competencies. Maintaining rapid choices when requested and approving payment certificates is necessary.

✓ For Investors

- Customers or investors are essential for the sector's smooth operation and serve as a source of income for others. Therefore, timely payment, a clearly defined scope, and awareness of one's own interests are crucial for the harmony of the construction industry.

✓ For Educational Institutes

- Educational institutions can help reduce the likelihood of a disagreement arising by raising students' understanding of the elements that can lead to contractual conflicts as well as how to handle them when they do.

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Appendix

Questionnaire

Addis Ababa University

School of Commerce

Questionnaire to be filled out by project site team members in selected construction sites.

The questionnaire's main goal is to gather factual data and opinions about the site's conflict management procedures. For the research project that was carried out as a senior essay to fulfill a part of the requirements for the award of a master's degree in the field of business leadership. I appreciate your cooperation and time in advance. Your honest reaction, opinion, and viewpoints will be kept private and used only for academic purposes, according to the researcher. NB: If you would, please answer in the space provided and tick the box next to the answer you chose.

Part 1

1. Personal information

1.1. Project Site: _____

1.2 Position in the Company/Project: _____

1.3. Gender

Male ☐

Female ☐

1.4. Educational

1 - 8 grade ☐

Diploma ☐

PHD ☐

9 - 12 grade ☐

1st degree ☐

Certificate ☐

2nd degree ☐

1.5. Age

Below 20 ☐

2 – 45 ☐

20 – 31 ☐

above 46 ☐

1.6. Service year in the organization

Below 1 year ☐

11- 15 years ☐

1 - 5 years ☐

16- 20 years ☐

6 - 10 years ☐

Above 20 ☐

2. Attitude of partaker in the construction of building construction,

1) What experience do you have, and how do you identify as conflict in (current site) construction Projects between team members?

2) What is the outcome or impacts of conflict?

3) What are your experiences, how conflicts/conflicts are resolved?

Project _____

How was the problem settled? _____

Project _____

How was the problem settled? _____

4) When conflicts and conflicts are inevitable, what methods of conflict resolution you recommend? Why?

Conflict

Occurrence _____

Method of resolution _____

Reason _____

5) Please comment or remark on the current Construction Projects site, conflict management:

Part 2

Directions: Answer the questions by indicating how you would behave rather than how you think you should behave. Each question provides a strategy for dealing with a conflict. Rate each statement on a scale of 1 to 4.

1 = Rarely 2 = Sometimes 3 = Often 4= Always

Main causes of conflict in construction project sites

No.	Causes of Conflict		1	2	3	4
1	Poor Communication between parties involved.	personality/relation based				
2	Poor Communication between parties involved. Human Behaviors					
3	Blaming and pointing finger towards each other when problem occurs in construction.					
4	Different profession that create dissimilar perception among professional parties.					

5	Fraud and faith on works.					
6	Lack of politeness or negative attitude among each professional parties.					
7	Desire to be always right on the opinion given. (Egocentric)					
8	Conflicts over payment.					
9	Work discipline (coming late, leaving early and/or absenteeism)					
10	Contract clause, which unrealistically and unfairly shifted.	task based				
11	Ambiguous contract provision.					
12	Role conflict or ambiguity of role among the participants.					
13	Contractor who submit unrealistically low bid					
14	Excessive change orders Technical	work process				
15	Unrealistic client expectation & determination					
16	Error and incomplete technical specification					
17	Poorly developed project plan and scheduling					
18	Different perception of work quality					

Main categories of causes of conflict in construction project sites

No.	Sub-categories					
1	Variations initiated by the owner	Personality related				
2	Change of scope					
3	Late giving of possession					
4	Unrealistic expectations					
5	Payment delays					
6	other					
7	Delays in work progress	Contractor related				
8	Time extensions					
9	Financial failure of the contractor					
10	Technical inadequacy of the contractor					
11	Tendering					
12	Quality of work					
13	other					
14	Design errors	Design related				
15	Inadequate / incomplete specifications					
16	Quality of design					
17	Availability of information					
18	other					
19	ambiguities in contract documents	Contract related				
20	different interpretations of the contract provisions					

21	risk allocation					
22	other contractual problems					
23	other					
24	weather	External factors				
26	legal and economic factors					
27	fragmented structure of the sector					
28	other					

Conflict resolution mechanisms.

No			1	2	3	4
1	I use my influence to make my views accepted	competing				
2	I use my authority to make a decision in my favor					
3	I use my expertise to drive home my adopted position or make decision in my favor					
4	I perceive my views much higher than the views of others					
5	I sometimes use my power to win a competitive situation					
6	I explore the issue with others to find an agreeable solution	collaborating				
7	I combine my ideas with that of others to arrive at a shared decision					
8	I work in tandem with others to satisfy our individual concerns and expectations					
9	All concerns are openly tabled and resolved in a best possible way					
10	Jointly work with others to come up with consensual approach to work					
11	The conflict is decided cordially on mutual agreement	compromising				
12	I try to ensure that the interests of both parties are taken-on board in solving the problem					
13	Conflict is decided by a give-take agreement					
14	Parties examined the basis for disagreement an attempt to ensure that all concerns and interests are taken care off					
15	Solutions are based on interests and not position, so that no single individual benefits more than others – splitting the					
16	I ignore the issue when the cost of confronting it far outweighs the benefits	avoiding				
17	I ignore the problem when it can lead to destruction					
18	I ignore the situation in other to protect an establish relationship					
19	I ignore the issue when it is tangential or symptomatic of other issues					
20	No adopted position is taken when solving a problem					

21	I submit to outcomes when it is even against my concern	accommodating				
22	Concerns or desires of other individuals are of much g concern or prioritized					
23	Proposals and opinions of other individuals are well considered when deciding on a problem					
24	I excuse others to forestall peace					
25	I take responsibility when there is a problem					