

**Addis Ababa University**  
**College of Business and Economics**  
**School of Commerce Department of project management**



**The Effect of Conflict Handling Strategies on Project Success: The Case of  
Addis Ababa Housing Development Corporation**

A Research Project Submitted to The School of Post Graduate Studies of Addis  
Ababa University Commerce in Partial Fulfillment of The Requirement for The  
Degrees of Master of Art in Project management

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**Submission Date: MARCH,2025**

**Addis Ababa, Ethiopia**

**Addis Ababa University**  
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## STATEMENT OF DECLARATION

I, the undersigned declare that this research work entitled " **The Effect of Conflict Handling Strategies on Project Success: The Case of Addis Ababa Housing Development Corporation**" is my original work and has not been presented by any other persons for any sort of award in this or any other University, also that all sources of materials used for this research work have been duly acknowledged.

Candidates:

**Meiraf Kuma:** \_\_\_\_\_

## **CERTIFICATE OF APPROVAL**

As thesis research advisors and evaluators, we acknowledge that we read and evaluated **Meiraf Kuma's** Project, "**The Effect of Conflict Handling Strategies on Project Success: The Case of Addis Ababa Housing Development Corporation**" which was submitted in partial fulfillment of the requirements for the Master of Science in Project Management, the Post Graduate program.

**By: Meiraf Kuma:** \_\_\_\_\_

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**Date**

**Approved By:**

**Dr. Derje A.** \_\_\_\_\_

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**Date**

**Examiner 2** \_\_\_\_\_

**Signature**

**Date**

## **ACKNOWLEDGEMENT**

I want to start by thanking my family, who were always there to support me when I needed them, and my Lord, who has guided me in all of my endeavors.

I want to sincerely thank Dr. Dereje A., my adviser, for his academic assistance, supervision, and intellectual direction during my project. I was able to comprehend the subject matter and complete this project work thanks to his coaching.

I am thankful to Addis Ababa City Housing Development Corporation employees for showing interest and dedication in filling the questionnaires, which is the foremost reason I am able to finalize the study.

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## **LIST OF ABBREVIATIONS**

AAHDC	Addis Ababa Housing Development Corporation
PS	Project success
SD	Standard Deviation
SPSS	Statistical Package for the Social Science

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## **Abstract**

*This research examined the effect of conflict-handling strategies on project success in the case of Addis Ababa Housing Development Corporation. Hence, the objective of the research is to assess the effect of conflict-handling strategies on project success by considering cost, schedule, quality, safety and client satisfaction as success factors and analyzing how specific conflict-handling strategies would influence the project success. To achieve the above objectives, The research used both descriptive and explanatory research designs. Descriptive design was used to describe the source of conflict and conflict handling strategies in practice at the case organization and the level of its project success. The explanatory design was set to test the cause-and-effect relationship between conflict-handling strategies and project success. A questionnaire survey was used to collect data from 69 selected respondents through a five-point Likert scale and analyzed by using SPSS software version 27. The data was analyzed through a quantitative approach of descriptive statistics (mean and standard deviation) and inferential statistics (regression analysis). The study's findings demonstrate that the AAHDC approach to conflict handling has an adverse effect on the company. Competing, Compromising and Accommodating conflict-handling strategies negatively affect cost efficiency, schedule adherence, quality, safety, and client satisfaction. It indicates that these strategies and techniques need to be modified. Overall, the research findings are valuable; nevertheless, limitations exist in terms of accessibility of government organization and limitation of target population. To eliminate these constraints, future research should broaden its scope to include a broader geographical area of organizations as well as the number of target population.*

***Keywords: project success; competing; collaborating; compromising; avoiding; accommodating***

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the study

The Addis Ababa Housing Development Corporation is a government-owned body responsible for addressing the housing deficit in the capital of Ethiopia, Addis Ababa. With rapid urbanization and a growing population, the demand for affordable and adequate housing has gone sky-high, presenting enormous challenges to the Corporation. Large-scale housing projects, land allocation, infrastructure development, and residential property management are all within the mandate of AAHDC. This involves the coordination between different stakeholders-for example, government bodies, contractors, residents, and employees-who all have competing interests and demands. The complex nature of these housing projects, combined with the scale of urban development in Addis Ababa, makes AAHDC a focal point for potential conflicts (Alamo & Woldemariam, 2018).

Over the years, AAHDC has faced numerous challenges in its housing projects, many of which have been attributed to conflict among stakeholders. For example, disputes between the Corporation's management and contractors over delays, quality of construction, and budget overruns have led to significant project delays and escalated costs (Tadesse, 2020). In addition, conflicts have emerged between residents and AAHDC regarding land allocations, housing conditions, and the adequacy of services. Furthermore, internal conflicts between employees, stemming from competition for resources, job dissatisfaction, and unclear roles, have contributed to decreased productivity and morale (Fekadu, 2021). Such disputes, if not addressed effectively, can undermine the mission of AAHDC to provide affordable and sustainable housing for the people of Addis Ababa.

The increasing complexity of these conflicts thus calls for structured Conflict Handling Strategies. Conflict management is a major organizational skill that has become quite imperative in large institutions such as AAHDC, where the interests of stakeholders are varied and numerous. But the approach toward conflict resolution at present within the Corporation is primarily reactive and less formal. Traditional tools such as negotiation, mediation, and direct confrontation are sometimes used, but these strategies are often implemented without a consistent framework, making it difficult to effectively address conflicts as they arise (Rahim M. , 2011).

Projects developed by AAHDC are highly complex and involve multi-stages, starting with land acquisition and going through construction to post-occupancy management. This multi-staged development process increases the chances of conflict at various stages of the project cycle. For instance, disputes between contractors and AAHDC's management over the timeline and scope of construction work could lead to delays that will affect project completion dates. Additionally, disputes over quality standards and financial transparency erode relationships with contractors and diminish the overall effectiveness of the development process. Similarly, tensions between residents and the Corporation can emerge due to misunderstandings about policies, poor communication, or dissatisfaction with living conditions (Tadesse, 2020).

There is a growing awareness of the need for higher-order Conflict Handling Strategies, not only suited to handling interpersonal and team conflicts but also those that can address the greater systemic conflicts inherent in housing development. Tools such as structured mediation, team-building workshops, and negotiation training have been shown to be effective in various organizational settings (Deutsch, 2006), but these have not been systematically applied within AAHDC. Moreover, with the increasing role of digital platforms in the housing sector—especially in terms of online service management, virtual communication, and digital project tracking—there is a need to explore innovative tools that incorporate technology into conflict resolution (Kester & Franco, 2021).

The problem is that there is a lack of a comprehensive, evidence-based conflict management framework at AAHDC. Inability to handle conflicts by the Corporation in a timely and efficient manner results in project delays, financial losses, and deterioration in the quality of services on housing. Besides, a lack of training in conflict management for both staff and stakeholders also aggravates the problem. Without implementing a formalized Conflict Handling Strategy into its business processes, AAHDC risks compromising long-term objectives of providing affordable housing in an urban setting that is still growing quite rapidly.

## **1.2 Statement of the problem**

Conflicts are unavoidable at either an organizational or social level, since individuals or groups differ in values, goals, or interests. For any relationship to be healthy, and for the outcome of conflict to be productive, there should be effective management of the conflict. However, many

organizations struggle to identify and implement appropriate tools for managing conflicts, resulting in unresolved disputes, reduced morale, and a decrease in overall performance (Deutsch, 2006).

While there are many conflict management strategies, including compromising, accommodating, and collaboration, the trick is to choose the right tool for the context of the conflict. Because conflicts vary from interpersonal to organizational, management must become more situation-specific in its approach to conflict resolution. Despite advances in conflict management theory, there remains a gap in the practical application and training on conflict management tools (Rahim M. , 2011). This gap can lead to ineffective handling of conflicts, exacerbating tensions and negatively impacting team dynamics, productivity, and organizational culture.

Moreover, many Conflict Handling Strategies, while widely recognized, have not been consistently tested in real-world settings, leading to doubts about their efficacy in different organizational contexts. There is also limited empirical research on how digital tools and AI-powered solutions can support traditional conflict management strategies (Kester & Franco, 2021). As organizations increasingly adopt remote and hybrid work environments, the need for tools that are adaptable and scalable in managing both virtual and face-to-face conflicts has never been more critical.

Therefore, the challenge is the unavailability of universally applicable, evidence-based Conflict Handling Strategies on which an organization can confidently rely to resolve disputes amicably and create collaboration. This issue is essential for improving organizational climate, employee satisfaction, and general organizational performance.

Addis Ababa Housing Development Corporation (AAHDC) plays a crucial role in addressing the growing housing demand in Ethiopia's capital, Addis Ababa. As part of its mandate, the Corporation oversees large-scale housing projects, urban planning initiatives, and the management of residential properties. The rapid urbanization and the scale of its projects, however, often lead to various conflicts among stakeholders—ranging from internal employees, management, and external contractors to residents.

Although conflict is inherent in large-scale organizational operations, it can indeed be very costly to the success of projects, employee morale, and, more importantly, the efficiency of the Corporation.

The researcher has observed conflict handling issues in AAHDC in which it results delay of projects and dissatisfied stakeholders. While there is every indication that an effective conflict management strategy should be implemented in this Corporation, AAHDC does not have a structured approach for resolving these disputes. Even the strategies in place are not tailored for specific conflicts present in the company. This may result in unresolved disputes and reduced organizational effectiveness. In conclusion, this research is aimed at determining how various conflict handling strategies affect the performance of a project in housing projects in Addis Ababa, Ethiopia. The knowledge is important for the enhancement of conflict management effectiveness and project management for better accomplishment of project success.

This study will try to investigate the effect of conflict handling strategies within the Addis Ababa Housing Development Corporation, identify the tools currently in use, and assess their effectiveness. The study will add to the Corporation's capability for conflict management, thereby increasing its performance in the provision of housing solutions to the residents of Addis Ababa.

### **1.3 Research Questions**

To achieve the objectives, the study will aspire to address the following basic questions:

1. What are the Major Conflict Handling Strategies frequently practiced by the company?
2. How does the Competing conflict-handling strategy affect project success?
3. What impact does the Collaborating conflict-handling strategy have on project success?
4. What impact does the Compromising conflict-handling strategy have on project success?
5. How does the Avoiding conflict-handling strategy affect project success?
6. How does Accommodating Conflict Handling strategy affect project success?

### **1.4 Research Objective**

#### **1.4.1 Objective**

The general objective of the study is meant to Investigate effect of Conflict Handling Strategies on project success at Addis Ababa housing development Corporation.

#### **1.4.2 Specific Objective**

- To explore frequently used Conflict Handling Strategies in AAHDC
- To examine the effect of Competing as conflict handling strategy on project success
- To test the effect of Collaborating as conflict handling strategy on project success
- To examine the effect of Compromising as conflict handling strategy on project success
- To evaluate the effect of Avoiding conflict as conflict handling strategy on project success
- To test the effect of Accommodating as conflict handling strategy on project success

#### **1.5 Significance of the study**

Any project will inevitably involve conflict since many stakeholders, teams, and individuals may have different priorities, goals, working methods, and points of view. Effectively handling these conflicts is essential to a project's seamless progress and successful completion of its goals. Conflict Handling Strategies are methods, approaches, or structures for handling and settling disputes in a way that reduces disturbance and increases cooperation. Since the way conflict is handled can have a direct impact on a project's performance, timeline, and overall success, it is imperative to comprehend the importance of these tools in project success.

This study informed the Conflict Handling Strategies implemented in Addis Ababa housing development corporation. Since researching Conflict Handling Strategies is critical for understanding how to better address and resolve conflicts in various organizational and project contexts, this study benefits in understanding Conflict Handling Strategies and their impact on the overall performance of the company. It increases the possibility of better outcomes by assisting in the development and execution of future intervention programs that are grounded in empirical data.

Moreover, the study is supposed to play its part in assisting different organization in the industry to come across Conflict Handling Strategies, along with the benefits and drawbacks of each Conflict Handling Strategies, they might not have practiced previously.

In addition, this study can be a foundation to further studies in the organization and other related studies in the context of Conflict Handling Strategies implemented in government organizations based in Ethiopia to be used as a reference.

## **1.6 Scope/Delimitation of the study**

The study aspired to look at the effect of Conflict conflict-handling strategies in project success in Addis Ababa Housing Development Corporation, a government housing development organization based in Addis Ababa. This scope of the study is to test the effect of the five Conflict-handling strategies which are Competing, Collaborating, Compromising, Avoiding and Accommodating on project success. Additionally, the scope of the study is also exploring source of conflict arising in the organization.

The research primarily involved data collection from project managers, department heads, and senior engineers within the organization. The study will not delve into broader organizational factors unrelated to the source of conflict, conflict handling strategies and project success.

## **1.7 Limitations of the study**

While this study intends to provide useful insights into the influence of conflict handling strategies on project success within the Ethiopian governmental construction industry, it is vital to recognize its limitations. The research focused on a single government organization, AAHDC, which may limit the generalizability of the findings to the broader governmental organizations in Ethiopia.

This study also limits the target population only to the organization's project managers, department heads, and senior engineers. The study will not examine more general organizational elements that have little to do with project success and conflict-handling strategies. Not only that, but the study also only uses questionnaire as a method of data collection. This has an effect on conclusiveness.

## **1.8 Organization of the study**

The study will be organized into five major chapters to make presentable to readers. Chapter 1 will include an introduction to the study and project, a statement of the problem, the relevance of the investigation, research objectives, questions, and the study's scope and constraints. The review of relevant literature will be presented in Chapter 2. The study technique and methods needed to collect and analyze data from which findings are obtained will be presented in detail in Chapter 3. Chapter 4 examines analysis of the data collected using the data collection procedures and tools described in the methodology section. The last chapter will be devoted to the discussion of the summary, conclusion, and recommendation. The study's references and interview tools will be appended.

## 1.9 Definition of key terms

In the research the following key terms and acronyms will be used repetitively.

- **Conflict-handling strategies:** approaches used to manage and resolve conflicts in various settings, such as workplaces, teams, and projects. These strategies help individuals and groups address disagreements while maintaining relationships and achieving goals.
- **Project Performance:** Describes the outcomes, results, and achievements of a project in terms of meeting objectives, delivering deliverables within budget and schedule, adhering to quality standards, and satisfying stakeholder expectations.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

#### 2.1 Introduction

Conflict, in both interpersonal and organizational contexts, is an inevitable aspect of human interaction. Conflict can have a variety of effects, depending on its source—differences in interests, attitudes, perceptions, or objectives. Conflict can drive development, creativity, and innovation if it is handled effectively. A review of relevant organizational conflict literature is presented in this chapter. Although the framework was created in a way that allowed it to characterize the study's goals, the review specifically concentrates on subjects that are connected to the thematic elements that make up the study's framework. Concepts, ideas, and findings that are relevant to the study's goals are highlighted in this overview of the literature.

#### 2.2 Defining Conflict

Conflict has been characterized differently by researchers from a variety of fields using ideas that span from general to specialized concerns. As a result, there isn't a single, widely recognized definition for the term conflict. Some definitions that illustrate these variations are as follows:

Conflict is a breakdown in the formal standard procedures of decision-making processes, which leads group or individuals to experience a difficulty in selecting an alternative (March & Simon, 1958).

Chandan (1994) and Deutch (1990) defined conflict as a disagreement between or among or among two or more nations, individuals, groups, organizations and or within each individual, group, organizations and nations trying to gain acceptance of one's views or objectives over the other.

Some authors have defined conflict as a process, as may be shown. Some have described it as a behavior, while others have described it as a predicament. However, the majority of these definitions appear to share certain characteristics. Commonly used terminology, ideas, or concepts are incompatibilities between two parties' goals, interests, values, or behaviors. March and Simon's (1958) definition, however, appears to differ slightly from the others. March and Simon used behavior to define conflict. March and Simon are obviously uninterested in any kind of conflict origins.

Additionally, it appears that the phrases "competition" and "conflict" are interchangeable; that is, both refer to at least some degree of opposing action and the perception that one party is trying to deny others something they value. Competition, on the other hand, may arise when there is a larger commonality of goals and only little opposing behavior, or even some cooperative behavior, whereas conflict situations indicate both incompatible goals and opposing action.

### **2.2.1. Source of Conflict**

Different authorities and scholars in conflict management have classified the sources of conflict in various ways. Plunkett and Attner (1989) identify the following factors of conflict: shared resources, disparities in goals, variances in perception and values, disagreements about job requirements, nature of work activities, individual methods, and stage of organizational development.

Six sources of conflict were proposed by Gray and Stracke (1984): limited resource, interdependent work, differences in activities, communication problems, differences in perceptions and organizational environment.

Additionally, Kinicki and Kreitner (1992) distinguished twelve types of conflict sources, which include: incompatible personalities or value systems, overlapping or unclear job boundaries, competition for limited resources, inadequate communications, interdependent tasks, organizational complexities (conflicts tend to increase as the number of hierarchical layers and specified tasks increase), unreasonable and unclear policies or standards or rules, unreasonable deadlines or extreme time pressure, collective decision making (the greater the number that individuals participating in decision making, the more prone or susceptible to conflict), decision making by consensus (reckless or full of ridiculous decision making), unmet expectation—individuals who have unrealistic expect about job assignment, payment or promotion are more prone to conflict, and unresolved conflicts.

## **2.3 Conflict Handling Strategies**

As was stated several times in the discussions above, conflicts of all kinds are to be expected in any project including a variety of people in various roles. Therefore, in order for the project to succeed, it is imperative that the possible disputes be managed efficiently. Similar to this, the specific strategy used to resolve a conflict can have either a positive or negative effect. Conflict

Handling strategies represent the different approaches individuals take to resolve conflict, shaped by their concern for both their own goals and the goals of others. According to the **Thomas-Kilmann Conflict Mode Instrument (TKI)**, these styles fall into five categories:

1. **Competing (Assertive, Uncooperative)**: Individuals seek to satisfy their own needs at the expense of others. It is a "win-lose" style, commonly used in situations where quick, decisive action is necessary. It mostly involves pursuing one's concerns in spite of the opposition of the other party and attempting to maintain resistance to their actions.
2. **Collaborating (Assertive, Cooperative)**: Both parties work together to find a solution that satisfies everyone's needs. This style is a "win-win" approach and is often the most effective for complex issues where relationships and long-term solutions matter.

(Ntiyakunze, 2011) stated that it is considered as less combative as it focuses on solving a problem mainly in a win-win approach. Given that both sides want to find a more reasonable solution rather than take control, there is little chance that the dispute will end up being damaging, even if one party's assertions are changed or completely rejected following the debate.

3. **Compromising (Moderate Assertiveness and Cooperation)**: Each party makes concessions to reach a middle ground. This is a "partial win-win" strategy and is most useful when time is limited, or the issue is of moderate importance (Thomas & Kilmann, 1974).
4. **Avoiding (Unassertive, Uncooperative)**: The conflict is ignored or postponed, often to prevent further tension. This style may be useful when the issue is trivial, or the emotional stakes are too high to address immediately.
5. **Accommodating (Unassertive, Cooperative)**: One party gives in to the other's needs, often at the expense of their own desires. This is a "lose-win" approach, typically used to preserve harmony or when the other party has a stronger argument or greater stakes. Kerzner (2003) asserts that an accommodating approach might not always be the solution to a particular issue. However, it encourages disputing parties to stay at the negotiating table rather than escalating the dispute further. It is generally acknowledged that one of the

parties may have to compromise their own objectives and opinions in order to appease the other under the accommodating manner.

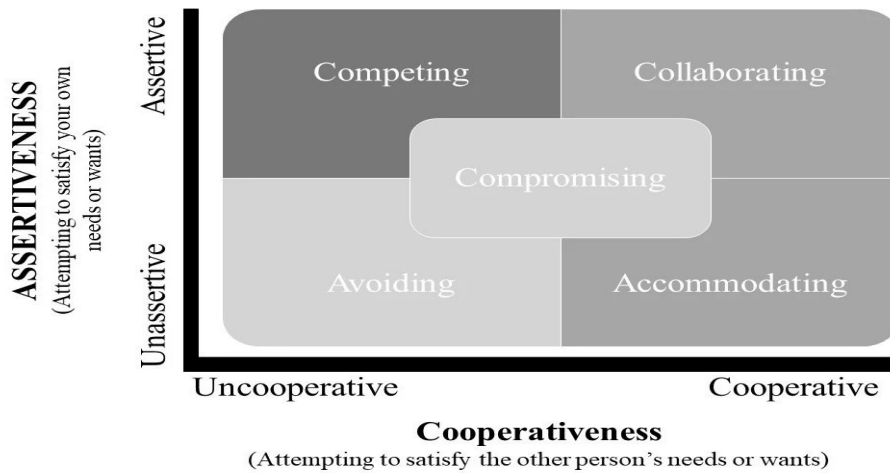


Figure 2.1 Conflict Handling strategies Matrix

#### 2.4 Impact of Conflict Handling Strategies on Project Outcomes

Any project may experience conflict throughout planning, execution, and any phase in between. Conflicts may be task-related-disagreement over the work, goals, strategies, or methods-or relationship-related-personal conflicts among team members (Thomas K. W., 1992). Whereas conflict is often seen as a negative occurrence, it is also considered a natural and potentially constructive part of project dynamics, provided it is managed constructively (Tjosvold, 2008). New findings show diverse conflict-resolution processes may influence major project performance criteria such as cost efficiency, schedule, quality, safety, and customer satisfaction.

The effect of conflict handling on delivering projects on time has been shown positively correlated. These studies actually confirmed that when conflicts are resolved with dispatch and with great efficiency, it allows the project to proceed without delays. Such tools as compromising and collaborating enable the project manager to attach to the resolution of conflict early, so that project momentum is not lost.

Effective conflict management may also greatly assist a project in staying within its budget. For instance, Madsen (2006) highlighted that teams who employed collaboration in resource allocation conflicts had a better chance of controlling the costs of their projects because it facilitated compromise, thus preventing expensive delays. Secondly, avoiding costly mistakes resulting from

unresolved conflict, especially during the early stages of the project, goes a long way in ensuring that a project does not significantly overrun its budget.

Besides, Conflict Handling Strategies promote team cohesion and communication that is important to the achievement of project objectives. Teams applying collaboration or negotiation are likely to have improved communication channels, which helps to streamline team efforts to meet project objectives (Pelled, 1995) .

## **2.5 Review of Empirical Studies**

Conflict is a common challenge in project management, especially in complex and dynamic environments like Ethiopia, where infrastructure development, construction, and IT projects contend with a multiple of stakeholders with diverse interests. How conflict is managed greatly influences project outcomes by affecting client relationships, team performance, cost, and timely delivery of the project (PMI, 2021).Government agencies, contractors, and the local community are among the many stakeholders involved in Ethiopian project construction. Collaborative and compromise strategies are generally more effective due to the emphasis on community and collectivist values (Hofstede, 2001). However, in some cases—for example, on contract negotiations or on dispute resolution with regulatory entities—a competitive approach may need to be applied to protect the interests of the project (Tigabu, Mengistu, & Tesfaye, 2020)

In Ethiopia, infrastructure and construction projects often face conflicts related to land acquisition, environmental concerns, and financial disputes (Alemu, 2019).In such cases, compromise and collaboration are preferable to ensure project continuity while addressing stakeholder concerns. Conversely, in fast-paced IT projects, competition or avoidance may be employed to expedite decision-making and prevent project delays (Tessema & Dejene, 2022).

Ethiopia is a collectivist society where relationships, hierarchy, and mutual respect shape conflict management approaches (Hofstede, 2001). Collaborative and compromise-based conflict resolution aligns well with local cultural norms, particularly in government and community-led projects. And also, project managers frequently encounter bureaucratic obstacles and policy discrepancies, necessitating adaptive conflict resolution solutions. A study by Ashenafi Kechine (2021) assessed conflict sources and resolution mechanisms within the Ethiopian Road Authority (ERA). his research identified key conflict sources, including resource constraints and stakeholder

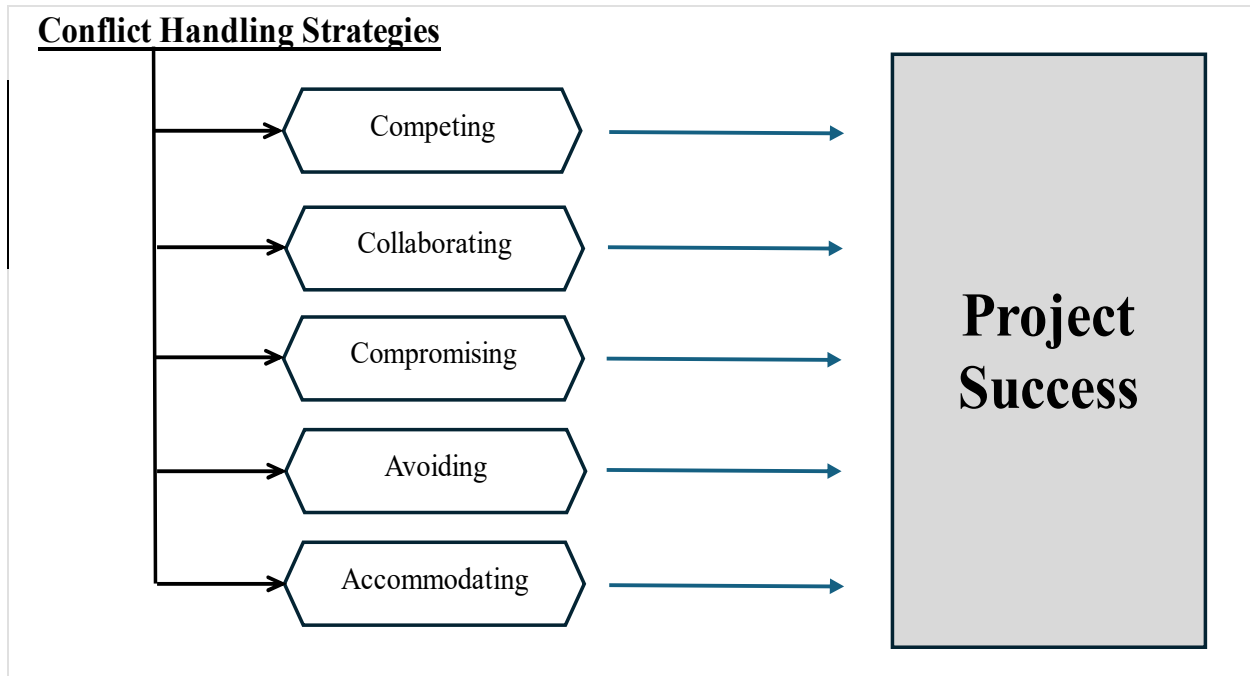
disagreements. The study also emphasized the importance of effective conflict resolution mechanisms, such as collaborative approaches, to mitigate conflicts and enhance project performance.

Different studies emphasize the use of effective resolution strategy have a great impact in project success. With the primary goal of investigating the nature of conflict and conflict management techniques at the organizational level of analysis, Shimelash Zewdie (2016) conducted research on conflict management practices at government secondary and preparatory schools in Yeka sub city, Addis Ababa. His findings recommended that low levels of intragroup conflict should change to moderate levels, whereas moderate levels of intergroup conflict should be maintained at the same level. According to the study, there appears to be a significant improvement in the usage of high levels of integrating style conflict management to be promoted and to compromise style.

Berhanu Tuji (2014) has conducted study on conflict management styles of teachers, students and principals' perception taking the case of Kolfe Keraniyo sub city government secondary schools of Addis Ababa. The recommendation he made are formation healthy social institutions, services and relations which are essential in creating a stable society and different options of conflict resolution are applied.

## **2.6 Conceptual Framework**

The study examines how Conflict Handling Strategies impacts project Success at AAHDC. It postulates Conflict handling strategies as the independent variable and project Success as the dependent variable. The focus is on exploring the relationship between these two variables.



### **2.7 Hypothesis of the study**

Based on the discussion in the previous sections of the related literature review and empirical evidence, the following hypothesis are forwarded.

H1: The Competing conflict handling strategy has a statistically significant negative effect on project success in AAHDC

H2: The Collaborating conflict handling strategy has a statistically significant positive effect on project success in AAHDC

H3: The Compromising conflict handling strategy has a statistically significant positive effect on project success in AAHDC.

H4: The Avoiding conflict handling strategy has a statistically significant positive effect on project success in AAHDC.

H5: The Accommodating conflict handling strategy has a statistically significant negative effect on project success in AAHDC

## **2.8 Gap in the literature**

While there has been considerable research regarding the role of conflict-handling strategies and their impact on project success, several gaps remain in the literature. These gaps are opportunities for deeper exploration and useful directions for future studies. According to the literature, there is a lack of empirical evidence on how different conflict resolution strategies (competing, collaborating, compromising, avoiding, accommodating) impact project performance in Ethiopia's public housing sector. The studies rarely establish a direct link between conflict resolution strategies and key project success indicators in public sector housing projects. In addition to this, majority of studies on conflict handling strategies and project success have been conducted in developed economies or in private-sector organizations, with limited focus on public housing projects in Ethiopia.

This study aims to fill this gap by meeting the general and specific objective which is investigating the effect of conflict-handling strategies in the case of Addis Ababa Housing Development Corporation.

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

This section outlines every step to be taken to accomplish the goals of the research that will be done. The techniques, including the collecting of all pertinent data, their sources, and methods of acquisition, are covered in the section that follows.

Additionally, sources for data and information, research tools, sample size, and analytic procedure are described. The following part gives a general overview of the research strategy to be used to perform the study. It also provides a justification for the methodology.

#### 3.1 Research design

The study is both descriptive and explanatory in its design. The descriptive design was aimed at describing the existing Conflict Handling Strategies in practice at AAHDC. It examines people, organizations, techniques, and materials to characterize, contrast, classify, analyze, and interpret the events and components that make up the various disciplines of inquiry. The explanatory design was set to test cause and effect relationship between Conflict Handling Strategies and project success.

#### 3.2 Research Approach

To Fulfill the purpose of the study and address the basic research questions, the study has managed to use quantitative approach. It specifically uses mean and standard deviation in its descriptive statistics and regression analysis in its inferential statistics

#### 3.3 Description of study variables

The variables of this study are:

1. **Dependent Variable:** the dependent variable of the study is project success.
2. **Independent Variable:** the independent variables is Conflict Handling Strategies.

#### 3.4 Target population and sample size

Since AAHDC have a total of more than 200 employees currently working in different projects, it is difficult to use the total employees as target population. Therefore, the study's target population are department heads, project managers and senior engineers currently working in the company.

This population will be selected among the total population since they have longer experience on the company projects and concept on project management.

The process of deciding how many observations or replicates to include in a statistical sample is known as sample size determination. The study's sample will be chosen via non-probability purposive sampling. since not all employees directly address conflicts that arise in the workplace and projects, the purpose of using non-probability purposive sampling is to choose a sample who is knowledgeable about conflict handling strategies practiced and to choose a sample who will be best able to answer the research question of this project work. Therefore, sample size is 74 respondents questioned about the Conflict Handling Strategies of the organization.

### **3.5 Method of Data collection**

To collect all the information needed for the study, primary data sources is used. The study's main methods and instruments for gathering data is a questionnaire. The data were collected through a five-point Likert scale self-administered closed-ended questionnaire in getting perceptual response from respondents about Conflict Handling strategies and project success.

### **3.6 Method of Data analysis**

The quantitative data from the survey was analyzed using inferential statistics and descriptive statistics to examine the effect of Conflict handling strategies on project success. The outputs for analysis were generated using statistical software package for the social science (SPSS). The model used for regression analysis is expressed in the general form as given below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 \dots + \epsilon.$$

Where.

Y =project Success (Dependent variable)

$\beta_0$  is the constant

$\beta_1$  is the coefficient of Competing conflict handling strategy

$\beta_2$  the coefficient of Collaborating conflict handling strategy

$\beta_3$  the coefficient of Compromising conflict handling strategy

$\beta_4$  the coefficient of Avoiding conflict handling strategy

$\beta_5$  the coefficient of Accommodating conflict handling strategy

X1, X2, X3, X4, X5 are competing, collaborating, compromising, avoiding and accommodating respectively

$\epsilon$  is the error term.

This model allows us to analyze the direct effect of conflict handling strategies on Project success.

### 3.7 Reliability and Validity

#### Validity

The study was done on Addis Ababa Housing Development Corporation. AS a result, the population is homogeneous, which contributes to the reliability and validity of the statistics. To increase the dependability of the final conclusions, every effort was made to make sure that the data collection procedures were simple enough for respondents to understand and obtain the necessary information. The questionnaire's validity was verified and modified in light of the company's history. The study adviser and senior target population members reviewed and verified the instrument for ethical and content validity prior to data collection. Additionally, all cited sources are properly cited.

#### Reliability

Cronbach's alpha is a coefficient of reliability, and it is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample populations. According to Tavakol, (2005), If Cronbach alpha value is more than 70% for all variables, then reliability is assumed. By tracing this literature, the researcher summarizes scale and Cronbach's Alpha values of the variables.

Variables	Cronbach's alpha	Number of items
Competing	0.776	9
Compromising	0.739	7
Collaborating	0.787	11
Avoiding	0.713	6
Accommodating	0.722	8
Project Success	0.919	15
A Dependent Variable: Project Success		
B, competing, compromising, collaborating, avoiding and accommodating		

**Table 3.1 Summary of scales & Cronbach's alpha values**

### **3.8 Ethical Consideration**

Ethical issues involve with moral principle that governs or influence human behaviors. The fundamental tenets of research ethics—devotion to the researcher and respect for participant opinion—are reflected in this study. Participants are informed about the study's goals during the interview. After that, questionnaires are used to gather data with each participant's full consent. According to the statement, these participants are willing volunteers who are willing to assist with the research, and their opinions are open and transparent. During the research work participant's participation will be voluntary and the right to withdraw at any time, preservation of anonymity, confidentiality of personal information, and data protection will be assured. Researcher information will be kept confidential and not shared outside the research.

## **CHAPTER FOUR**

### **4. DATA PRESENTATION, ANALYSIS, AND DISCUSSION**

#### **4.1. Introduction**

This section presents results of the study based on data obtained from Addis Ababa housing development corporation employees. The chapter places a lot of attention on discussing the results and how to interpret them. This chapter presents and analyzes the information gathered from the respondents. Using SPSS version 27, this study's statistical analysis and result interpretation are covered in this part.

The study is divided into two main sections. The first section presents the results of descriptive analysis, and the second section presents the regression analysis results. The presentation of the results is followed by discussions of the information gathered from respondents and making use of evidence from the literature to support the findings.

#### **4.2. Response Rate**

This research was created to test the Effect of conflict-handling strategies on Project success in the case of Addis Ababa Housing Development Corporation. Data was gathered from employees using the methodologies, research design, and tools of the thesis. To this effect, 74 questionnaires were distributed and 69 were returned and used for analysis which has a response rate of 93.24%.

#### **4.3. Demographic Data Description**

The purpose of demographic analysis in this research is to describe the characteristics of the sample, including the managerial level of the responder, the proportion of males and females, their academic qualifications, and their levels of experience.

Accordingly, these variables are summarized and described in tables shown below.

<b>Variables</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
Managerial Level	Top Level	24	34.8
	Middle Level	37	53.6
	Low Level	8	11.6
Gender	Female	29	42
	Male	40	58
Age	20-30	29	42
	31-40	36	52.2
	41-50	4	5.8
	51-60	0	0
Level of Education	Diploma	0	0
	BSC degree	44	63.8
	MSC	25	36.2
Number of years in the organization	0-5	25	36.2
	6-15	31	44.9
	16-20	13	18.8
	>20	0	0

**Table 4.1 Demographic profile of responders**

As the above table shows the gender distribution of respondents in Addis Ababa housing development corporation covers 58% of males and 42% of females respectively. This implies that male employees dominate the gender distribution of AAHDC projects.

Moreover, regarding the positions of the employees who responded to the questionnaire, table 4.1 shows that out of the total respondents, 34.8% are involved in top management, 53.6% are middle-level management and 11.6% are low-level managerial position holders in the company.

In the meantime, the age distribution of the respondents' results indicates most of the respondents are between the age of 31 to 40 (52.2%) followed by the ages 20-30 (42%), and finally in the age between 41-50 having a percentage of 5.8%. The results of respondents associated with their educational background show that, none of the respondents own a Diploma and PHD while 63.8% of respondents are under Graduates (BSC Degree), and the rest accounting for 36.2% are postgraduates (MSC Degree).

Finally, based on the respondents' experience in the case organization the above table shows that most of the respondents have work experience from 6 to 15 years at 44.9% followed by 36.2% of respondents with a work experience of 0-5 years. And finally, respondents with work experience of 16 to 20 years at 18.8%. The results indicate that the majority of the respondents have experience in work area is more than 5 years is a good indication that knowing the conflict handling strategies in AAHDC helpful to gain a confident and effective response to the research questions.

#### **4.4.Descriptive Analysis**

In this section of analysis is described which sources of conflict involved and conflict handling strategies are in practice by viewing each source of conflict and conflict handling strategies from a five-point Likert scale of a questionnaire filled by respondents. Zaidatol & Bagheri, (2009) state that the mean in the Five-Point Likert scale below 3.4 is low. A mean value ranging from 3.40 to 3.79 is moderate and a mean value greater than 3.8 is high.

Table 4.2 shows which item is considered a source of conflict in AAHDC. The first observation is that no item mentioned as a source of conflict got less than 2.5 mean values, showing that the respondents agree that all can be considered sources of conflict in the organization.

When looking at detail, only disciplinary problems (mean=3.53, SD=0.867) and provocation (mean=3.5, SD=0.677) are the only values that have a moderate level of occurrence as a source of conflict in AAHDC. On the other hand incompatible goals, values (mean=3.31, SD=0.96), distrust(mean=3.26,SD=1.07),misunderstanding(mean=3.14,SD=1.04),dominatingpower(mean= 3.33, SD=1.17), discrimination(mean=2.9, SD=0.93),overlapping responsibility(mean=3.3,

SD=0.86), aggressive behavior (mean=3.3, SD=0.91), unmet expectation about job assignment (mean=3.49, SD=0.77) and sexual harassment (mean=2.88, SD=1.00) have a low level of occurrence as a source of conflict in AAHDC.

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Incompatible goals, values, beliefs, etc	69	1.00	5.00	3.3188	.96242
Distrust	69	1.00	5.00	3.2609	1.07993
Misunderstanding	69	1.00	5.00	3.1449	1.04706
Dominating power	69	1.00	5.00	3.3333	1.17156
Discrimination (due to ethnicity, religion, friendship, etc)	69	1.00	5.00	2.9130	.93524
Overlapping responsibility (ambiguity over responsibility)	69	2.00	5.00	3.3043	.86270
Aggressive behavior	69	1.00	5.00	3.3043	.91240
Unmet expectation about job assignment, promotion or incentive	69	2.00	5.00	3.4928	.77882
Disciplinary problems (violating code of ethics, absenteeism, not to be punctual, etc)	69	2.00	5.00	3.5362	.86738
Provocation (intentional or unintentional harms in the form of insult, physical injury, etc)	69	2.00	5.00	3.5072	.67787
Sexual harassment	69	1.00	5.00	2.8841	1.00785
Valid N (listwise)	69				

*Source: Own Survey, 2025*

**Table 4.2 Mean & Standard Deviation Value of Sources of Conflict**

As it is revealed in below table 4.3, competing has a mean value of 3.42 (SD=0.65), compromising has a mean value of 4.71 (SD=0.457), collaborating has a mean value of 4.55 (SD=0.501), avoiding has a mean value of 3.5 (SD=0.69) and accommodating has a mean value of 4.54 (SD=0.417). As per the Likert scale standard of Zaidatol & Bagheri, (2009), compromising, collaborating, and accommodating have a high mean value implying that this conflict handling strategies are practiced frequently. whereas, avoiding and competing has moderate level of practice.

Regarding project success at AAHDC, the mean value is 3.27 (SD=0.661). This indicates that the organization has lower project success as per the Likert scale standard of (Zaidatol & Bagheri, 2009).

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
competing	69	2.00	5.00	3.4203	.65092
compromising	69	4.00	5.00	4.7101	.45702
avoiding	69	1.50	5.00	3.5000	.69663
collaborate	69	4.00	5.00	4.5507	.50106
accommodate	69	4.00	5.00	4.5435	.41779
PS	69	2.00	4.00	3.2754	.66164
Valid N (listwise)	69				

*Source: Own Survey, 2025*

**Table 4.3 Mean & Standard Deviation Value of Conflict handling strategies and project success**

#### 4.5. Regression Analysis

This study evaluated the cause-and-effect relationship between project success and conflict-handling strategies using a multiple regression model. Both the direction of the relationship between these variables and the existence of a substantial impact of conflict handling strategies on project success are to be investigated in the regression analysis.

##### 4.7.1. Multicollinearity Test

When two or more explanatory variables in a multiple regression model have a strong linear relationship, this is known as multicollinearity. Variance inflation factor (VIF) and tolerance static (1/VIF) are two methods for scanning for multicollinearity. The following table shows the collinearity statistics composed of tolerance levels and the variance inflation factors (VIF).

Model	Collinearity Statistics	
	Tolerance	VIF
Constant		
Competing	.282	3.547
Compromising	.913	1.096
Collaborating	.304	3.289
Avoiding	.295	3.389
Accommodating	.291	3.433
a. Dependent Variable: Project Success		
b. Predictors: competing, compromising, collaborating, avoiding and accommodating conflict-handling strategies		

**Table 4.4 Multicollinearity Test**

Tolerance Values of 0.10 or below have been identified as problematic collinearity, despite the suggestion that tolerance values of 0.20 and above are desirable. Additionally, a variance inflation factor (VIF) score of 10 or greater is often indicative of significant collinearity. The tolerance value in this study is greater than 0.2, and the dependent variable's VIF values were in the range of  $> 5$ . This demonstrates that multicollinearity was not an issue for this study.

#### 4.7.2. Normality Test

The independent variables must be normally distributed for multiple regressions. The points will fall in a straight line if the data's underlying distribution is normal. Normality test result indicates that almost the residual is close to normal distribution. The histogram is bell-shaped implying that residuals are normally distributed. Thus, there is no violation of the assumption normality of the distributed error term. PP's plot is shown below.

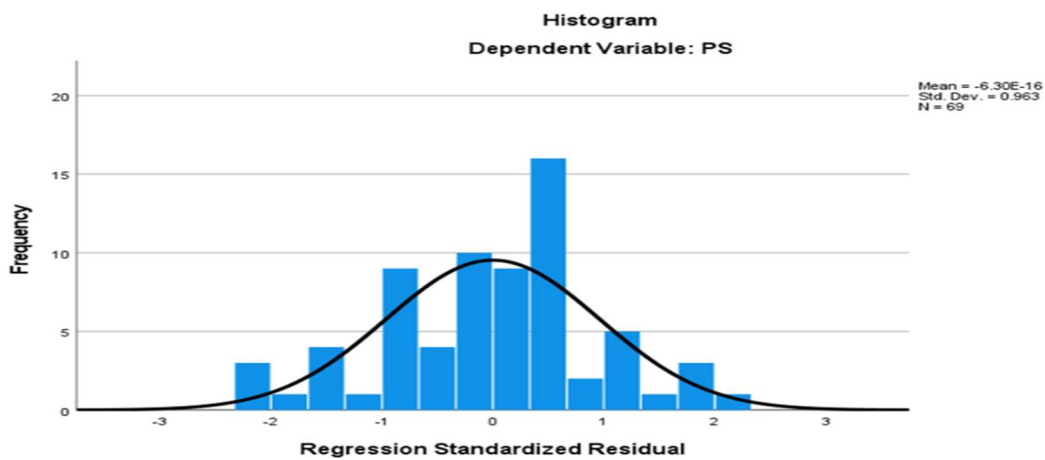
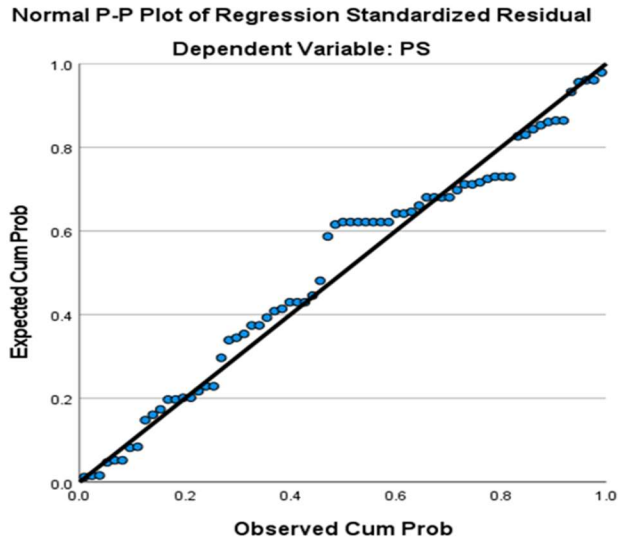


Figure 4.1 Histogram and P-P plot



**Figure 4.2 Normal probability plot**

Points in the Normal Probability Plot are arranged in a fairly straight diagonal line from bottom left to top right. This would suggest that there aren't any significant deviations from the norm. A normal P-P regression plot was employed in the investigation. The accompanying figure shows Standardized Residuals to verify linearity. Because the points were symmetrically distributed over a diagonal line, a linearity pattern was observed. Consequently, linearity was attained, as seen by the residuals' linear relationship with the projected dependent variable scores.

### 4.7.3. Model fit

The model fit (The model's ability to predict the outcome variable) in the current study is assessed through R<sup>2</sup>. The R<sup>2</sup> is used to assess the variance in the project success (dependent variable) accounted to conflict handling strategies (independent variables).

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 <sup>a</sup>	.434	.390	.51693

a. Predictors: (Constant), accommodate, avoiding, compromising, collaborate, competing

b. Dependent Variable: PS

Source: Own Survey, 2025

**Table 4.5 Model summary**

As shown on table 4.7 revealed that, R square was 0.434, which implies that 43.4 % of dependent variables being studied are explained by the five independent variable. However, the other factors not considered in this research contribute to 56.6% on success of projects. As above the coefficient of correlation (R) indicates .659a moderate positive relation among independent variables and dependent variables.

**4.7.4. Anova**

With the aid of ANOVA, the overall fit of the regression model may be investigated. Therefore, the value of R and R<sup>2</sup> derived from the model summary is (F=9.68), (P<0.001), as table 4.8 of this study demonstrates. This shows that, when considering the four independent variables, the regression model predicts the project success of prefabricated home development projects statistically significantly overall.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.933	5	2.587	9.680	<.001 <sup>b</sup>
	Residual	16.835	63	.267		
	Total	29.768	68			

a. Dependent Variable: PS

b. Predictors: (Constant), accommodate, avoiding, compromising, collaborate, competing

*Source: Own Survey, 2025*

**Table 4.6 Anova model fit**

**4.7.5. Coefficients of the Multiple Regression Analysis**

The coefficients indicate the direction and change of dependent variable because of change in the independent variables.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.691	1.033		2.604	0.011
	competing	-0.008	0.181	-0.008	-0.043	0.965
	compromising	-0.074	0.144	-0.051	-0.516	0.608
	avoiding	0.600	0.166	0.632	3.622	0.001
	collaborate	0.307	0.227	0.233	1.354	0.180
	accommodate	-0.559	0.278	-0.353	-2.009	0.049

**Table 4.7 Coefficient of regression analysis**

The researcher employs standardized beta to rate the component according to the strength of its impact. High standardized beta denotes high influence for the component.

Different predictors (different conflict handling strategies) and their associations with a dependent variable are included in the model. The significance of each predictor in explaining the variation in the dependent variable is ascertained with the aid of the coefficients, t-values, and p-values. According to table 4.8, the competing conflict handling strategy has a coefficient of -0.008, which means that, when all other factors are held constant, a one-unit rise in competing is linked to a 0.008 drop in the dependent variable. Competing is not a statistically significant predictor in this model, as evidenced by the p-value of 0.965, which is far higher than the usual significance level (0.05). where whereas the coefficient for compromising is -0.051, suggesting that a one-unit increase in the compromising style is associated with a decrease of 0.051 in the dependent variable. The p-value of 0.608 is quite high, indicating that compromising does not significantly predict the outcome variable in this model. The coefficient for avoiding is 0.632, which means that while the avoiding style grows by one unit, the dependent variable increases by 0.632, while the other variables remain constant. The p-value of 0.001 is statistically significant (less than 0.05),

indicating that avoiding is a strong predictor of the dependent variable. The standardized coefficient of 0.632 shows a strong positive association with the dependent variable.

On the other hand, the coefficient for collaboration is 0.233, which means that a one-unit rise in the collaborate style corresponds to an increase of 0.233 in the dependent variable. However, the p-value of 0.180 is bigger than 0.05, indicating that collaboration is not a statistically significant predictor of the dependent variable. Finally, the coefficient for accommodate is -0.353, which means that while the accommodate style increases by one unit, the dependent variable falls by 0.353. The p-value of 0.049 is statistically significant (less than 0.05), indicating that "accommodate" strongly predicts the dependent variable.

#### 4.6. Summary of Hypothesis test

No	Hypothesis	Results	Decision
H1	The effect of Competing as Conflict-Handling strategy on project success is significant and negative.	Not Significant and negative	Hypothesis not supported
H2	The effect of collaborating as Conflict-Handling strategy on project success is statistically significant and positive.	Not Significant and positive	Hypothesis not supported
H3	The effect of compromising as Conflict-Handling strategy on project success is statistically significant and positive.	Not Significant and negative	Hypothesis not supported
H4	The effect of avoiding as Conflict-Handling strategy on project success is statistically significant and positive.	Significant and positive	Hypothesis supported
H5	The effect of accommodating as Conflict-Handling strategy on project success is statistically significant and negative.	Significant and negative	Hypothesis supported

#### **4.7. Discussion**

The researcher was attempting to identify the effect of conflict handling strategies in project success. The researcher has attempted to compare the regression findings from the current study with those from other studies in the fields of conflict resolution and management in this section.

Competing as a conflict-handling strategy involves asserting one's position with little concern for the needs or interests of others. While competing can be useful in some situations—for example, enforcing project deadlines or resolving urgent disputes—it can also have a negative and minor impact on overall project success. Tjosvold, (2008) indicates that One of the primary drawbacks of using a competing strategy in project management is its potential to create hostility and resentment among team members. This may lead to a breakdown in communication and trust, ultimately reducing client satisfaction. De Dreu, (2003) also emphasize that in government projects where multiple stakeholders must coordinate efforts, a competing approach can alienate certain groups, leading to resistance and inefficiency. Not only this, Kerzner (2017) postulates that, in large infrastructure projects, enforcing rigid contract terms through a competing strategy may result in legal disputes and prolonged negotiations, delaying project completion.

While compromising is widely seen as a constructive strategy that encourages collaboration, some studies indicate that its impact on project success, particularly in contract-bound projects, might be negative or insignificant. Contract-bound projects, which are governed by legally binding agreements, often involve rigid deadlines, fixed scopes, and strict financial constraints. In such settings, compromising may not always yield the best outcomes, as it can lead to inefficiencies, diluted project goals, and unresolved conflicts (Kerzner H. , 2017). Adopting suboptimal solutions can have a negative impact on project success in contract-bound projects where efficiency, cost control, and time management are critical. According to research by Pinto & Slevin (1988), project managers who compromise excessively run the risk of delays and inefficiencies because their decisions may not be in line with project objectives. In addition, Turner & Müller (2005) states that contract-bound projects require strict adherence to contractual obligations, and compromising on critical aspects can undermine project control mechanisms.

Although collaboration frequently improves project success, empirical research in contract-bound projects shows that this benefit is occasionally statistically inconsequential (Kerzner, 2017; PMI, 2021). This implies that although teamwork creates a productive workplace, it may not always

have a significant direct impact on observable project results (including cost effectiveness, schedule compliance, and quality). Research by Tjosvold (2008) indicates that project teams that use collaboration to resolve conflicts tend to have stronger partnerships, better risk-sharing mechanisms, and higher stakeholder satisfaction. But A study by Khamooshi & Golafshani (2014) on contract enforcement in large-scale projects found that while collaboration improved working relationships, it had no significant impact on project costs or timelines because contractual obligations already dictated decision-making processes. This explains why, in highly structured contractual circumstances, collaboration—while beneficial—may not have a major impact on project success.

On the other hand, Cropanzano & Mitchell (2005) states that Conflict avoidance can help project managers maintain positive stakeholder relationships, ensure smooth collaboration, and reduce unnecessary confrontations. According to the authors, project managers frequently have to negotiate with clients, sponsors, and teams. By avoiding trivial disagreements and instead fostering a culture of mutual respect, teams can sustain high levels of collaboration and performance (Tjosvold, 2008). Strategic avoidance of non-critical conflicts, such as small procedural issues, can help to foster a cooperative workplace. Instead of engaging in arguments that may hinder project development, managers can prioritize productive discussions that match with the project objectives. In addition, Flyvbjerg et al. (2003) indicate that in government-funded infrastructure projects, disputes between contractors and regulatory agencies can lead to costly litigation and project delays. By employing conflict avoidance strategies such as establishing clear policy and communicating effectively, project managers can reduce financial risks and enhance project viability.

Lastly, although being accommodating can help maintain relationships, numerous empirical studies have shown that it has a negative and considerable impact on project success in contract-bound projects. Excessive accommodation in projects, particularly those in construction and public procurement, can result in uncontrolled changes to project scope. A study by Pinto & Slevin (1988) found that accommodating behaviors in contract negotiations often resulted in budget overruns, as project managers failed to enforce cost-control mechanisms. This aligns with research in infrastructure projects, where government contractors that accommodate excessive client requests often experience financial losses and inefficiencies (Khamooshi & Golafshani, 2014) . In contract-

bound settings, empirical research has repeatedly shown a statistically significant relationship between allowing for conflict resolution and project delays. A study by Tjosvold, (2008) showed that project managers who relied on accommodating strategies often struggled to push back against unrealistic demands, leading to prolonged negotiations and missed deadlines.

## **CHAPTER FIVE**

### **5. SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1. Summary of the finding**

Based on the findings from the study, it was observed that male respondents are greater than female participants. Also, most of the respondents are at middle and top managerial levels with most having experience of more than 5 years indicating that they have come across a lot of conflict and have conflict-handling strategies experience. This makes the collected data more accurate and valuable.

In terms of source of conflict, the participants show that all of the requested sources of conflict occur throughout AAHDC, with Disciplinary problems and provocation scoring higher than the rest, and sexual harassment low for all listed causes of conflict.

Furthermore, the study's findings demonstrate that the AAHDC approach to conflict handling has an adverse effect on the company as a whole. Most believed that AAHDC conflict handling strategies negatively affect cost efficiency, schedule adherence, quality, safety, and client satisfaction. It indicates that these strategies and techniques need to be modified.

#### **5.2. Conclusion**

The study aimed to find out the effect of conflict-handling strategies on the project success of Addis Ababa Housing Development Corporation.

Based on the findings the study made the following conclusion. From the survey, most respondents agree that the relation among project success vs competing as conflict handling strategy and avoiding as conflict handling strategy were found having high positive correlation and statically significant. Whereas project success vs compromising, collaborating, and accommodating as conflict handling strategies have negative correlation and weak significance. 43.4 % of dependent variables are predicted and explained by the five independent variables. However, the other factors not considered in this research contribute to 56.6% of the success of projects. The study also found that the project success rate at AAHDC is found to be lower than average indicating the organization has a lower success rate in executing projects.

By performing regression analysis, the following results have been discovered

- The effect of competing as a conflict-handling strategy on project success is not significant and negative implying that this strategy harm project success and does not statistically influence the outcome variable in this model.
- The effect of collaboration as a conflict-handling strategy on project success is not significant but positive implying that while this strategy might have some positive impact, it is not statistically significant in this model.
- The effect of compromising as a conflict-handling strategy on project success is not significant and negative implying that this strategy has a negative effect on project success and does not statistically influence the outcome variable in this model.
- The effect of avoiding as a conflict-handling strategy on project success is significant and positive, implying that an increase in the use of the avoiding strategy is strongly associated with a positive impact on project success and a strong positive relationship.
- The effect of accommodating as a conflict-handling strategy on project success is significant but negative implying that this strategy has a moderately negative relationship with project success and is statistically significant in this model.
- In summary, the findings demonstrate that avoidance is the most significant and positive predictor of project success, with the other strategies having weak or no significant association with the outcome.

### **5.3.Recommendation**

The primary goal of measuring the effectiveness of conflict-handling strategies should be to ensure project success. If project conflict resolution strategies are well mapped, it will have a great impact in achieving project goals and increase project success. Therefore, based on the result and findings of the study, the following recommendations have been drawn.

- Based on descriptive statics findings, the sources of conflict mentioned have high occurrence rate. Therefore, measures should be taken to minimize and eliminate the issue.
- And also, based on descriptive statistics, project success rate is low. This should be addressed immediately by the management team and project managers.
- Also training about conflict handling strategies must be provided for employees and project managers to understand the skill to handle any conflict rising in organization and projects.
- Even if avoiding is not a long-term strategy in conflict resolution, it shows a positive and significant relation with project success. Therefore, it should be used in cases requiring avoidance.
- Accommodating as a conflict handling strategy should be used in caution as its overuse can detract from overall project performance.
- By strategically selecting the most appropriate conflict-handling approach based on project context, project managers can enhance project performance and increase the likelihood of achieving successful outcomes. Therefore, project managers should select the appropriate conflict handling strategy for a given context and situation

### **5.4.Suggestions for future research**

The study is intended to examine the effect of conflict-handling strategies on project success. In this regard, the research obtained valuable results however there are some potential limitations discussed below.

- This study is done on AAHDC which makes it indicative but cannot be fully conclusive in representing all government corporations. Thus, future studies in this area could be done in a broader geographic scope and including other firms to increase conclusiveness of the findings.

- Even if the study tried to address the research questions, the method of data collection has some limitation in the result. Thus, future research should include interviews as one part of data collection method to have reliable results.
- The target population of the study is limited to project managers, department head and senior engineers of AAHDC. This has an effect on conclusiveness of the study. Thus, future studies could be done in broader geographic scope of the firm.

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# **APPENDIX I**

**Addis Ababa University**

**School of Commerce**

**Department of Project management**

Dear Respondent

This questionnaire is a part of master's degree work being undertaken on the topic "**Effect of Conflict Handling Strategies in project success: in case of Addis Ababa housing development corporation**". I kindly request you to spend your precious few minutes in answering the questionnaire. Please be assured that your response will be confidential and used for academic purpose only.

Thank you in advance for your sincere cooperation, please feel free to contact me if you have any query. Your acceptance will be highly appreciated

Yours faithfully,

Meiraf Kuma

## 1. Questionnaire

### Section A: General Information

Current position Held in the organization \_\_\_\_\_

Managerial Level: Top level  Middle level  Low level

Gender: Male  Female

Age (Year): 20-30  31-40  41-50  51-60

Level of Education: Diploma  Degree  Masters  PhD

Number of Years in the Organization: 0-5  6-15  16-20  >20

### Section B: Sources of Conflicts in organization

There are lists of statements describing the sources of conflict in the organizations perceived by individuals here under. Thus, please indicate that to what extent you find each of them to be the sources of conflict. Give your best choice by putting (√) or (under the numbers which represent: 5=Strongly Agree, 4=Agree, 3=Undecided, 2=Disagree, and 1=Strongly Disagree.

No	Sources of Conflict	5	4	3	2	1
1	Incompatible goals, values, beliefs, etc					
2	Distrust					
3	Misunderstanding					
4	Dominating power					
5	Discrimination (due to ethnicity, religion, friendship, etc)					
6	Overlapping responsibility (ambiguity over responsibility)					
7	Aggressive behavior					
8	Unmet expectation about job assignment, promotion or incentive					
9	Disciplinary problems (violating code of ethics, absenteeism, not to be punctual, etc)					
10	Provocation (intentional or unintentional harms in the form of insult, physical injury, etc)					
11	Sexual harassment					

- You are kindly requested to add further information on the sources of conflict on the space below:

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### Section C: Conflict Handling Strategy Assessment

Direction: Think of different situations when you have been in conflict or disagreement with someone or group who is/are member of your organization and recently completed project concerning different organizational and project issues. How do you usually respond to such situations? Several statements describing possible behavioral responses based on Thomas-Kilmann's Conflict Mode Instrument (1976) were given below. For each statement, please put (√) to show your choice below the numbers which represent 5=always, 4=usually, 3=sometimes, 2=rarely, and 1=never at all.

No	When I come across with differences, disagreements or conflict incidents in my organization and projects:	5	4	3	2	1
1	I try to avoid creating unpleasantness for myself.					
2	I try to dominate the other party involved of the project					
3	I try not to hurt other feelings.					
4	I express anger constructively.					
5	I attempt to deal with others and my concerns.					
6	I avoid open discussion of my differences with others.					
7	I try to show others the logic and benefits of my position.					
8	If the others position seems important to them, I would try to meet their wishes.					
9	I try to find a fair combination of gains and losses for both of us.					
10	I attempt to immediately work through our differences.					
11	I try to postpone the issue until I have had some time to think it over.					
12	I am usually firm in pursuing my goals.					
13	If it makes the other person happy, I might let them maintain their views.					
14	I propose middle ground.					
15	I try to find a solution where both of us can give up something to reach an agreement.					
16	There are times when I let others take responsibility for solving problems.					
17	I fell that only my needs are important.					

18	Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.						
19	I try to reach a common solution in a quarrel.						
20	I can accept criticism from others.						
21	I avoid taking positions that would create controversy.						
22	I find it easy to quarrel.						
23	When in a conflict with someone, I ask them to explain their position.						
24	I will let another have some of their positions if they let me have some of mine.						
25	I try find a way to balance our needs so that both of us are satisfied with the outcome						
26	I try to do what is necessary to avoid tension.						
27	I feel the need to control an argument.						
28	I try to satisfy the expectations of others.						
29	I try to solve problems with mutual agreement.						
30	When I start to discuss a conflict with others, I choose my opening statement carefully to establish positive realistic expectations.						
31	When dealing with a conflict, I have a pre-determined solution to the outcome.						
32	I make some effort to get my way.						
33	At the end of a conflict, it matters to me that the other persons needs have been met.						
34	I feel for a relationship to last; the needs of both parties must be considered.						
35	I seek others' help in working out a solution.						
36	I feel that differences are not always worth worrying about.						
37	I find it necessary to overpower others to get my own way.						
38	I sacrifice my own wish for the wishes of the other persons.						
39	I try to investigate an issue with others to find a solution acceptable to us						
40	I listen with an open mind to alternative options.						
41	Even if we may not get everything we want, I try to agree on a fair balance between our positions.						

- If you practice another system of conflict management styles when you come across with differences, disagreements or conflict incidents in your school, please list down here:

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**SECTION D: Measurement for Project Success**

Please make a „√’ mark on your response to each statement according to the five-point scale labeled at each statement 5= Strongly Agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

<b>Section 1: Cost Efficiency</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Projects are completed within budget					
2	Resources are allocated effectively to minimize costs					
3	Cost-saving measures are implemented appropriately					
<b>Section 2: Schedule Adherence</b>						
1	Projects are completed within the scheduled timeframe.					
2	Delays are minimized through effective planning and coordination					
3	Milestones and deadlines are met consistently					
<b>Section 3: Quality of Workmanship</b>						
1	Work is completed to high standards of quality and craftsmanship					
2	Attention to detail is evident in project execution					
3	Quality control measures are implemented effectively					
<b>Section 4: Safety Performance</b>						
1	Safety protocols and procedures are followed consistently					
2	Hazards and risks are identified and addressed promptly					
3	Safety training and education are provided to all employees					

<b>Section 5: Client Satisfaction</b>						
1	Clients' needs and expectations are met or exceeded					
2	Communication with clients is clear and responsive					
3	Clients' express satisfaction with the overall project experience					

--The End--

Please kindly check all points are responded and Thanks for sharing your views and time

## APPENDIX II

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	accommodate, avoiding, compromising, collaborate, competing <sup>b</sup>		Enter

a. Dependent Variable: PS

b. All requested variables entered.

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.659 <sup>a</sup>	.434	.390	.51693	.818

a. Predictors: (Constant), accommodate, avoiding, compromising, collaborate, competing

b. Dependent Variable: PS

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.933	5	2.587	9.680	<.001 <sup>b</sup>
	Residual	16.835	63	.267		
	Total	29.768	68			

a. Dependent Variable: PS

b. Predictors: (Constant), accommodate, avoiding, compromising, collaborate, competing

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.691	1.033		2.604	.011		
	competing	-.008	.181	-.008	-.043	.965	.282	3.547
	compromising	-.074	.144	-.051	-.516	.608	.913	1.096
	avoiding	.600	.166	.632	3.622	<.001	.295	3.389
	collaborate	.307	.227	.233	1.354	.180	.304	3.289
	accommodate	-.559	.278	-.353	-2.009	.049	.291	3.433

a. Dependent Variable: PS