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

**Effect Of Conflict Management on Project Success:
A Case Study Of Wegagen Bank IT Projects**

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**In Partial Fulfillment of the Course Requirements in
Graduate Studies of Project Management**

July, 2023

Statement of Declaration

I, Mahder Yilma Lemma, hereby declare that the work contained in this thesis, :” **Effect of Conflict Management On Project Success: a Case Study of Wegagen IT Projects**” is my own original work and It had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this thesis had been accordingly acknowledged.

Mahder Yilma

Name (Candidate)

Signature _____

Date _____



**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTER OF ARTS IN PROJECT MANAGEMENT**

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a Case Study of Wegagen Bank IT Projects**

By : Mahder Yilma

Approved by Board of Examiners

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Abstract

Conflict is an inevitable aspect of project Environment, its degree and magnitude may vary. Although the success of a project is influenced by various factors, project Conflict management plays a vital role for project success or fail. This research explores the impacts of conflict management practices in IT project implementation at Wegagen Bank. This study has reviewed literature available about management of project Conflict. A descriptive and causal research design was used with the aid of SPSS to analyze the relationship between conflict management on Project success of Wegagen Bank Sc. ,The population of this study was 48 employees working on IT projects at the bank. The study utilized a census technique and collected primary data through questionnaires. The research examined the occurrence of conflict, perceptions of conflict, causes of conflicts, and the impact of conflict resolution techniques on project success. Findings revealed that miscommunication was the significant factor contributing to conflicts, while personality clashes had the least impact from the factors such as project scope changes, schedule issues, and scarcity of resources. The highest frequent implemented conflict management approaches were compromising and avoidance. However, the lack of project manager involvement in conflict resolution and delays in resolving conflicts were identified as issues. The study demonstrated that compromising, confronting, and accommodating techniques had a positive impact on project success, while avoidance and forcing techniques had a negative effect on project performance. The research provides recommendations to enhance conflict resolution practices in IT project implementation, including the implementation of standard guidelines, improving project managers' skills in conflict management, and increasing their participation in conflict resolution.

Key Words: Conflict Management, IT projects, Financial Industry, Ethiopia, Conflict Resolution strategies

Chapter One: Introduction

1.1 Background of the study

According to PMBOK, 2021, Conflict happens on all projects. Projects operate in dynamic environments and face many mutually exclusive constraints including budget, scope, schedule, and quality, which can lead to conflicts. It is not uncommon to want to avoid conflict, but not all conflict is negative. How conflict is handled can either lead to more conflict or to better decision making and stronger solutions

Conflicts can have serious negative effects and can have an impact on the project's success. Conflicts may result in cost overruns, delays, poor group performance, and lower-than-expected quality, to name a few. Cost overruns happen when the project's budget is surpassed, which puts a burden on the finances. Conflicts that inhibit the timely completion of project milestones and cause missed deadlines can cause delays. When disagreements result in poor decision-making and a subpar conclusion, there can be a reduction in quality.

“Managing conflict comprises completion methods to diminish the negative result of conflict and to make bigger the positive result than where the conflict is taking place. The aim of managing conflict is to improve outcomes of organization performance. The concern is not avoiding or eliminating all conflict. Conflict management is an activity of controlling and identifying conflict in sensible, fair and well-organized manner it needs such skills as effective problem solving, bargaining and communicating with a focus on interests” (Kuhn and Poole, 2000).

Project Management is the discipline of organizing and managing resources in such a way that these resources deliver all the work required to complete a project within defined scope, time, ,cost constraints and stakeholder satisfaction. As defined by the Project Management Institute, a project is a temporary endeavor undertaken to create a unique product, service, or result (PMI, 2017).

According to Nahom, 2021, the inevitability of conflicts in projects makes it one of the highest determinants of its success. Due to its high occurrence rates, if conflicts among coworkers is not appropriately handled, the impact of its effects will be heavily felt in the projects progress and

goals .

According to Williamson, 2006 Project management, and Information Technology project management in particular, is complex and difficult. Literature and practical experience show IT projects are often late, over budget, unsuccessful, or canceled.

The project performance is defined by efficiency, effectiveness, and timeliness Efficiency is often considered to be smooth team operations and adherence to allocated resources—time and cost. Effectiveness is measured as the quality of work produced and meeting with project objectives. IS literature often regards project success as meeting project goals, budget, schedule, and operational Efficiency (Henderson & Lee, 1992 as cited in Chen, 2004).

Anbari (2003) states that differences in culture and aspects represent common problems that each society faces and have many answers to. The differences paint a clear picture of how situations may have an impact on people. This attachment represents how individuals have learned to live and work in their everyday lives, which might easily lead to conflicts within an international project team. When these behaviors are present, there may be a very solid reason for conflict to arise since it would seriously harm the team's productivity and well-being.

“Conflicts affect individual and organizational performance, management spent much time and energy for resolving conflict; this time is supposed to be spent for more productivity. Conflicts can disturb groups and people from their essential goals, diverting them to time and resources away from other important purposes. When conflicts include the use of heavy contentious tactics," they can causes the groups or people involved or not involved in the conflicts to leave them to less time and resources.” Hussein et al.’s (2019 P.12)

According to Tomas et al. ‘s (2014) managing conflict involves four steps: 1) identification, 2) resolution, 3) implementation, and 4) assessment, which considers how the conflict type affects project outcomes. Conflict resolution is dependent on prior circumstances, feelings, perceptions, and actions.

According to Kuhun and Poole, (2000), to increase organization performance results,conflict management is essential. The concern is not trying to prevent or end all conflicts in a reasonable,equitable and well coordinated way to do these it need to have problem solving negotiation and communication skills that put your interests first

The amount of literature now in existence demonstrates a study need, particularly in Ethiopia's financial sector, in the area of conflict management. While the majority of studies have shown that project management affects project success, there is a dearth of studies that look at the

reasons why conflicts arise in Ethiopia's financial sector and how conflict resolution techniques affect the sector's performance as a whole. By examining the reasons why disputes arise in one of Ethiopia's Banking Sector and assessing the efficiency of conflict management techniques, particularly in terms of enhancing the sector's overall performance, this study seeks to close this research gap.

Conflicts can emerge as a result of a variety of circumstances, and they can have negative consequences such as delays, cost overruns, poor quality, decreased productivity, and even project failure. As a result, it is critical to analyze the causes and consequences of project disputes and evaluate the conflict management technique employed by businesses to reduce negative effects.

1.2 Background of the Organization.

Wegagen Bank SC is the pioneer private commercial bank in Ethiopia was established on the 11th of June 1997 with sixteen founding members with an initial paid up capital of Birr 30 million. Established under the banking proclamation of Licensing and Supervision, Proclamation No. 84/1994 and obtained its license on April 15,1997. Wegagen Bank is now undertaking various IT projects to upgrade and introduce new ways of Banking in Ethiopia. Some of the projects that are currently active and has been selected for the assessment of this paper are as tabulated on the next page with the projects settings, contract price and descriptions.

Only a small number of projects develop with internal team , however, external suppliers implement the majority of the initiatives. All of the completed and continuing IT projects are managed by a separate project office. Before, all projects were allocated to a single project manager, but now there are two project managers overseeing the projects that have been given to them. The project team is made up of both technical and business professionals. Some of them are devotedly allocated to the project, and others do the project job while also working on other operations.

1.3 Statement of the Problem:

Conflict is an inevitable and common phenomenon that is frequently seen in the context of the development and implementation of information systems (IS). It affects a number of stages, including requirement collecting, system design, development, and deployment. It is an

ongoing aspect of the ISD process. Many factors can lead to conflict, including opposing opinions, competing interests, power conflicts, a lack of resources, and different points of view among the stakeholders in the IS project.

Hanadi & Loay, (2014) find out that The conflict between project and departmental tasks is a significant challenge that affects the performance of project management offices (PMOs), according to all project managers surveyed. This challenge arises when project managers are unable to effectively manage all aspects of the projects. It is particularly observed in organizations with a matrix project organization structure. The matrix structure offers several advantages to organizations, including the use of cross-functional teams that collaborate to achieve project objectives. However, this structure also introduces conflicts between project-related tasks and departmental responsibilities. These conflicts negatively impact the performance of the PMO.

The researcher has observed a conflict management issue in the Bank project environment that has resulted in an increasing number of project delays and dissatisfied team members. The researcher is interested in examining how conflict management affects project performance at Wegagen Bank as a result of this problem. By studying the implementation of conflict management methods in the bank and examining their consequences on the performance of the projects, this research seeks to fill this current gap. In conclusion, the goal of this research study is to examine the impact of conflict management techniques and approaches on Wegagen Bank project outcomes while recommending appropriate and practical procedures that are consistent with the nature and goals of the banking sector.

Overall, this research is significant because it can assist project managers in understanding the reasons behind the conflicts and in managing them efficiently. Therefore, this can result in better project results, higher satisfaction among stakeholders, and improved team dynamics.

Research Questions:

The main research questions are:

- I. What are the causes of conflicts in IT projects in Wegagen Bank?
- II. What are the practice of conflicts management strategies?
- III. What is the effect of conflict strategies on the bank project's success?

1.4 Objective of the Study

This part of the study has been treated in two different sub-categories; general and specific objectives

1.4.1 The general objective of this study

The purpose of this paper is to provide a comprehensive review of the literature and the bank industry practices in relation to conflict management, as well as to assess the prevalence of conflict management methods and the extent to which conflict management impacts the success of the bank Projects.

1.4.2 The specific objectives of the study

This study has the following specific Objectives:

- I. To Provide a complete assessment of the causes of conflict on IT Projects in IT Projects at Wegagen Bank SC
- II. To Provide the a complete assessment of the practices of conflict management in IT Projects at Wegagen Bank SC
- III. To Evaluate the relationship and impact of conflict Management strategy has on IT project success.

In general, the study aim to investigate the root causes of conflict in IT projects, explore the strategies used to manage conflict, examine the impact of conflict on the success of IT projects, and propose recommendations for improving conflict management in IT projects at Wegagen Bank in Ethiopia. The first objective of the study is to investigate the root causes of conflict in IT projects by identifying the organizational, communication, and personal factors that contribute to conflict in the context of the Bank in. The second objective is to explore the strategies used to manage conflict in IT projects at Wegagen Bank, including conflict resolution techniques and its impact.

1.5 Scope of the study:

There are many challenges and practices during the management of IT projects in Wegagen Bank like cost management and time management. But this study covers only the effect of

conflict management because it is more sensitive in managing projects for the bank than others.

Although Wegagen Bank has a number of business-related projects currently being executed, the study focus area was only on IT Projects. The study did not cover projects which are not related to IT. The literature review covers mostly conflict and conflict management areas. It did not cover other knowledge areas. The research data is only based on questionnaires to wegagen staff who are involved in IT project execution. Even if a number of people in wegagen bank involved in the implementation of IT projects, the study focused only on the staffs (dedicated project teams) who participated in project execution, because they were engaged fully in the projects in all life cycles of the projects.

Moreover, any findings, conclusions, and recommendations are only limited to wegagen Bank..

Chapter Two: Literature Review

2.1 Introduction

Conflict is a natural component of every group environment, whether it is a project team, an organization, or our personal relationships. When people collaborate, they bring their own viewpoints, experiences, and values to the table, which leads to disputes. The majority of the papers reviewed in this study concluded that conflict does not have to be negative or damaging. When handled correctly, it may result in development, greater comprehension, and stronger connections. Conflict can be healthy if it is managed effectively. Conflict management requires a combination of analytical and human skills. Every project participant should learn to resolve project conflicts effectively. Good conflict managers work at the source of conflict. To resolve it permanently, they must address the cause of the conflict and not just the symptoms of it (Verma ,1998).

2.2 Conflict Definitions

Conflict means to be in opposition to one another. It refers to disagreement between people or members of organizations. Such disagreement is inherent in relationships between all human beings Larfela (1988,as cited in Thakore, 2013).

Conflict is as inevitable in a project environment as change seems to be. When project team members interact during the course of completing their tasks and responsibilities, there is always a potential for conflict (Verma ,1998)

Conflict can be defined as a situation where two or more parties perceive that their interests, needs, or goals are in direct opposition to each other, and decide to act upon this perception (Coleman, et al., 2014).

2.3 Project Conflict

The Project Management Body of Knowledge (PMBOK) states that “a project environment can be stressful due to its time, resource, and budget constraints, as well as the involvement of various stakeholders, all working towards achieving a specific objective. Such an environment can have a high probability of conflicts arising due to these constraints and the need to coordinate and communicate effectively with different stakeholders. Therefore, effective

conflict management strategies are critical to ensure that conflicts are resolved efficiently, and the project can move forward smoothly”

According to Kerzner (2017) the ability to handle conflict need to understand why conflicts occur and how it can be resolved. Project managers need to be able to identify the underlying causes of the conflicts, develop effective strategies for managing them, and resolve them in a way that satisfies all parties involved.

Stakeholders with different interests in a project may lead to project disputes. Opposing ideas, project stress, unexpected needs, budgetary limits, lack of commitment, or personal ego conflicts are all possible explanations why conflicts in a project occur.

“Breakdown in communication is the overarching, most common, and most obvious source of conflict in projects. A lack of trust, respect, effective listening skills, and perceptual differences can lead to serious communication problems” Verma, (1998, p.6).

One of the major project undertaking in financial industries is IT Projects. Software development applications require frequent changes and service enhancements in order to satisfies customer’s needs. These frequent changes to IS/IT comprise a large volume of software development efforts. These efforts, undertaken as projects, are generally complex and take place in a dynamic environment where business conditions and technologies change frequently during the life of the project (Chen, et al. , 2004.)

Conflict is a very real part of IS in corporate life and a major obstacle to effective computerization. Conflict appears between IS and almost all other departments of a banks business units in a wide variety of contexts. Lack of trust and understanding, hostility, and frustration with the other group are typical of these conflict relationships and these symptoms were evident between business managers and IS personnel. Some IS managers believe that users are hostile. On the other hand, business managers apparently feel that IS is not responsive to their needs and does not understand business need. (Barki & Hartwick, 2001)

A project management office (PMO) is an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain. The responsibilities of the PMO spans from providing project management support functions to being responsible for the direct management of projects (PMI, 2008)

Salameh & Alnaji, (2014) found in their research that conflict is one of the reasons why IT projects can struggle. The study revealed that conflict can have a negative impact on the performance of the Project Management Office (PMO).

2.4 Types of Conflict

Conflicts can occur in several aspects of our life, such as with individuals we know, at work, or even in society as a whole. There are several forms of disputes that people may confront, and some of them may be easily resolved. Other disagreements, on the other hand, may need a great deal of effort, conversation, and desire to find a middle ground.

Individuals and groups may work together to develop better understanding, respect, and collaboration by knowing the various forms of conflict that might emerge and learning how to handle them constructively. The following are some of most usual types of conflicts.

2.4.1 Interpersonal conflict

When two interdependent parties have negative emotional responses to perceived differences and interference with one another aims, this is known as interpersonal conflict. (Barki & Hartwick ,2001).

Interpersonal conflict resolution techniques are based on the recognition that the choice of a conflict management strategy depends on the intensity of the conflict and the relative importance people place on maintaining good relationships versus achieving goals.(Verma,1998).

2.4.2 Inter-group Conflict:

conflicts that arise between different groups within an organization, where these groups can be different work units, teams, individuals, or departments, as most tasks are accomplished through these interconnected groups. The conflict between line and staff organizations is one of the most popular conflicts. (Kinicki & Kreitner, 2008 as cited in Hussein & Al-Mamary, 2019) .

According to the handbook of conflict resolution Conflicts can occur for a variety of reasons, including a lack of shared decision-making, rivalry for resources, differences in aims or viewpoints, conflicts, competitiveness, and the need for groups to define their identities. Furthermore, conflicts may arise inside an organization between distinct functional groups owing to differences in objectives, operations, methods, or structures.

2.4.3 Inter-organizational conflicts

~~Conflicts between groups that are somewhat dependent on one another occur. Conflicts arise~~

between vendors and purchasing organizations over policy matters, delivery dates, quality, quantity, etc. or between a government agency that regulates certain organizations and organizations that are influenced by this agency, or between labor unions and the organizations they represent. All conflicts inherent in organizational levels involve conflicts that arise at the individual or group levels. Kinicki & Kreitner, (2008 cited in Hussein & Al- Mamary, 2019).

Literature stated that Functional and Dysfunctional are another way to classify conflicts, based on their effects on individuals or groups involved in the conflict.

2.4.4 Functional Conflicts.

Functional conflicts are healthy disputes that may help people or organizations and provide advantageous results like enhanced problem-solving, more creativity, and better decision-making. By encouraging deeper understanding, respect, and collaboration between the parties, functional conflicts can also strengthen the bonds between them. The interventionist perspective does not advocate that every conflict is beneficial. Instead, certain disputes help the organization achieve its objectives and boost performance; these are functional, positive kinds of conflict. Robbin (2001 as cited in Beletu, 2019)

2.4.5 Dysfunctional Conflicts

According to the handbook of conflict resolution, disputes can arise for a variety of reasons, including a lack of shared decision-making, competition for resources, differences in goals or opinions, conflicts, competitiveness, and the need for groups to establish their identities. Additionally, disagreements between various functional units within an organization may occur as a result of disparities in goals, techniques, operations, or organizational structures.

Disputes can arise between individuals or groups within an organization. If the dispute is constructive, it may improve the organization's performance. However, if the disagreement is dysfunctional, it may negatively impact employees' productivity and the organization's objectives.

2.5 Causes of Conflict:

According to the author Rawashdeh and Al-Assaf, (2019 as cited in Seifu .M, 2019) results showed that the following are causes of conflict, task inter dependencies, different goals of sub units, bureaucratic factors, communication problems, competition for scarce resources, differences in the performance standards, and differentiation were noted to be linked to the

According to Kerzner, (2017) the most common causes of conflicts are staffing resources, equipment and facilities, capital expenditure, cost, technical opinion and trade offs, priorities, administrative procedure, scheduling, responsibilities and personality clashes”

Here are some of the most significant sources of conflict that are mentioned in the literature and are applicable to IT projects, specifically in the context of financial industry projects in Ethiopia.

- Different Perception of the Project,
- Personality Issues,
- Difference in Technical Opinion/Approach.



2.6 View of conflict

According to Verma,(1998) over the years three distinct views have evolved about conflict in projects and organizations. The conventional perspective, which predominated from the late 19th century until the middle of the 1940s, makes the assumption that conflict is undesirable, always has a negative effect, and lowers performance as conflict intensity rises. Therefore, conflict must always be avoided. The manager was responsible for freeing the project of any conflict. The behavioral or modern perspective, often referred to as the human relations view, first appeared in the late 1940s and dominated society until the 1970s. It makes the case that conflict is normal, unavoidable, and may have either a beneficial or bad impact on an organization, depending on how it is managed. Performance may increase with conflict, but only up to a certain level, and then decline if conflict is allowed to increase further or is left unresolved

The interactionist approach, which is the most recent one, presupposes that conflict is required to improve performance. A project organization that is harmonic, serene, calm, and too cooperative is prone to become static, indifferent, stagnant, and unable to adapt to change and innovation, in contrast to the behavioral approach, which allows disagreement. This strategy helps managers to keep projects self-critical, feasible, creative, and inventive by maintaining an adequate amount of tension.

2.7 Conflict Management and Resolution Strategies:

Conflict management is an important aspect of teamwork. When conflicts are managed effectively, it may improve group's decision making and group outcomes. "Effective conflict management allows group members to choose from a large range of alternatives, and to closely inspect the available options, which in turn increases educated guesses, performance, and cohesion. Ineffective conflict management will likely result in dysfunctional behaviors and lower group productivity (Putnam, 1986).

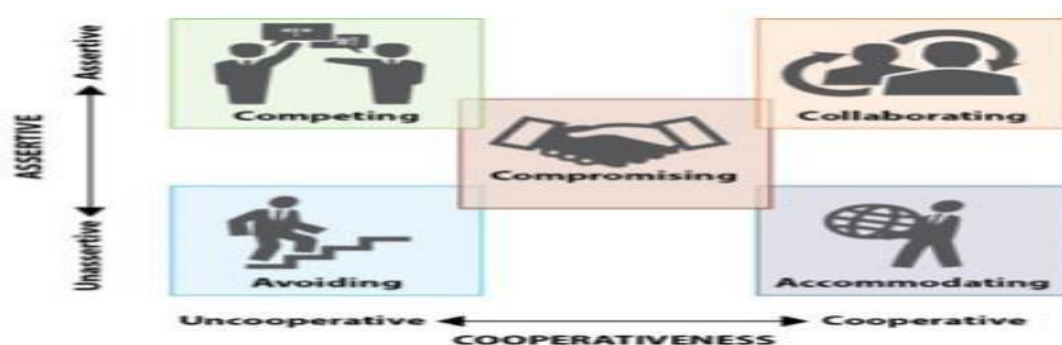
According to the normative conflict literature, it is the style of conflict management that determines whether conflict has positive or negative effects (Deutsch, 1990).

Project managers must identify, analyze, and evaluate both positive and negative values of conflict and their effect on performance (Verma ,1998).

Identification, analysis, and evaluation before taking action are the keys to effective management of conflict. Project managers must use practical strategies that involve the following three steps: preparing for conflict, facing conflict, and then resolving conflict. Also essential are interpersonal skills, including effective communication, negotiation, and appreciation of cultural differences (Verma, 1998).

According to Thomas, (2008) , The following model demonstrates the five types of conflict resolution techniques.

Conflict Resolution Strategies



Adapted from Thomas-Kilmann Conflict MODE Instrument

“**Forcing** is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person’s expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win” Thomas & Kilman ,(2008 p.3)

“**Collaborating** is both assertive and cooperative. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other’s insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem”Thomas & Kilman ,(2008 p.3)

“**Compromising** is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn’t explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position” Thomas & Kilman ,(2008 p.3)

“**Avoiding** is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation” Thomas & Kilman ,(2008 p.3)

“**Accommodating** is unassertive and cooperative the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person’s order when you would prefer not to, or yielding to another point of view” Thomas & Kilman ,(2008 p.3)

2.8 Conceptual Framework:

Independent variable

- Conflict Resolution Techniques (Compromising, Accommodation, Confrontation, Avoidance, Forcing)

Dependent variables:

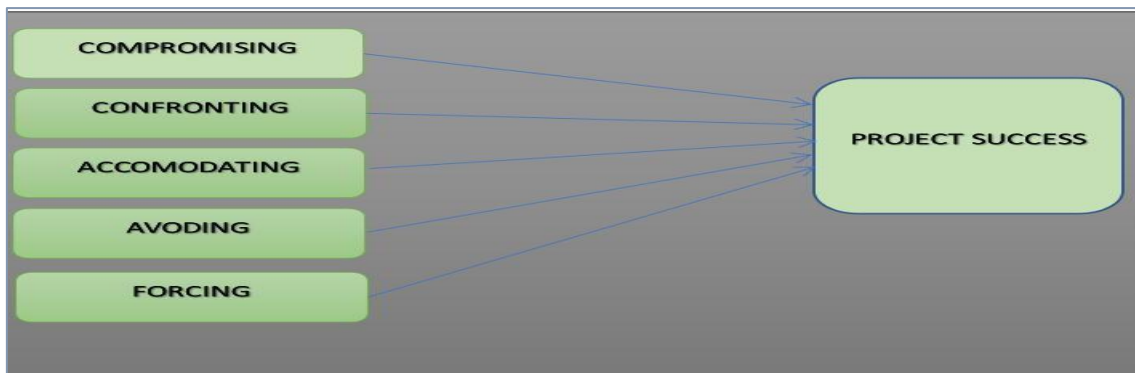
- Project success (Team Performance, Time, Quality)

This study aims to investigate the relationship between conflict management practices and project outcomes such as team performance, time, and quality. In this study, the independent variable is conflict resolution techniques, which refers to the strategies, processes, and techniques used to manage and resolve conflicts that may arise during a project. The dependent variables are project outcomes such as team performance, time, and quality, which are affected by the conflict management practices adopted by the project team.

By examining the relationships between conflict management practices, causes of conflicts, and impacts of conflicts on project outcomes, this study seeks to provide insights into how project managers can effectively manage conflicts to achieve better project outcomes.

This study, I have incorporated the design of frameworks utilized by previous researchers, including Maureen (2021) and Elizabeth (2020). These frameworks have served as the foundation for my research design. However, I have made certain modifications to these frameworks to ensure they align with the specific requirements and variables of my study

By inferring the Thomas & Kilman (2008) theory on conflict mode instrument the following research model is developed.



Chapter Three: Research Methodology

3.1 Introduction

This chapter deals with the research design and method used in this paper. How the research is undertaken in meeting the research objectives is described. The type and source of data, population and sample size determination, variable measurements and instruments, reliability and validity, method of data analysis are also presented. “Research methodology is away to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically” (Kothari,2004)

3.2 Research Approach

In this research a quantitative research technique is used for better understanding of the links between the variables in the study’s conceptual framework and to conduct statistical analysis that assist in determining their correlation. Quantitative data will be collected through surveys. The data collected through the surveys will be analyzed, which will help to access the relationships between the conflict resolution techniques and the success of IT projects.

By using quantitative data analysis methods, the study can triangulate the findings from the data, providing a more comprehensive understanding of the factors that contribute to the success of IT projects in Wegagen Bank.

3.3 Research Design

As previously stated, the research problem examined in this paper is the evaluation of the impact of conflict management on the success of IT projects of Wegagen Bank in Ethiopia. The study will be conducted on wegagen bank IT projects and the target population will be the employees who participated in different projects and it will include different internal stakeholders from various working unit. Survey data collection method is used to collect data to describe conflict management practise impact on project success, To this cause,

Descriptive and casual study design method was adopted in this paper to describe the practice of conflict management and its impact, and to identify key factors associated with the observed impact.

As per Kothari, (2004) Casual research method will better help to identify the magnitude of impact each variable has on the dependent variable.

3.4 Data Type and Data Source

This paper uses both primary and secondary data gathering methods. Primary data source used is closed ended questionnaires. As secondary data sources, various literature, manuals and procedures, company profile documents and various articles on conflict management approaches were assessed and examined.

3.5 Study Population and Sample Size Determination

3.5.1 Study population

The study will involve participants from the Information Technology Cluster, , project managers units, and Business units who are actively engaged in IT-related projects at Wegagen Bank. This includes 48 members. The target population consists of all staffs and project teams who were/are involved in IT projects execution. The projects executed by the bank along with the number of teams participating in project execution is presented in the following table

Table 3.4.1 Target Population

| Ser No | Project | Number of Staffs involved in the project |
|--------------|--------------------------------------|--|
| 1 | Anti-Money Laundering Fraud solution | 6 |
| 2 | Card Banking System Upgrade | 7 |
| 3 | Contact Center Implementation | 8 |
| 4 | Omni-Channel and ESB | 7 |
| 5 | ATM and POS Deployment | 6 |
| 6 | Infrastructure Upgrade | 9 |
| 7 | ATM Enhancment | 5 |
| Total | | 48 |

Source: The Bank PMO data

In this study census technique is used in getting data from different members of different sections which deal with all project management work. The census technique is defined as a complete numeration of all items in the population (Kothari, 2004). The study is used census technique as all the staff regardless of the post they occupy at the IT projects of Wegagen Bank

3.6 Data Collection Method

The questionnaire was prepared, tested, and personally distributed to the target group. Sufficient time was provided to the respondents to ensure convenience and privacy while filling out the questionnaire. The questionnaire was structured into sections, covering demographic profiles/backgrounds of participants, practices in managing conflict, causes of conflict, and conflict resolution techniques. The self-administered questionnaire was distributed and collected in person from the project team members

3.7 Data analysis

Quantitative analysis method used to analyze the collected data. Processing the questionnaire's data, which is made up of structured questions with predetermined response options, is a key step in quantitative analysis.

The statistical software SPSS (Statistical Package for Social Sciences) will be used to analyze the quantitative data from the questionnaire. Each participant's response will be given a numerical code, making it simpler to enter and analyze data in the software. Correlation and simple regression techniques are used to analyze the data. It aims to gain a thorough understanding of the gathered data and provide a well rounded interpretation of the research findings.

3.8 Reliability and validity

Several approaches can be used in this study's assessment of reliability and validity. To guarantee the strength of the research. The research instrument's validity and reliability were tested as part of a pilot study to establish reliability. As a result, the instrument was improved and the accuracy of the answers was improved. Through the thoughtful design of the questionnaire and interview questions, the internal consistency of the methodologies used was assessed. According to Holton, & Burnett, (2005 cited by Wilson, 2008), "the researcher is assisted by the pilot study in evaluating the validity of the survey data. Reliability in quantitative research denotes that participant scores are reliable and constant, whereas validity denotes that

the researcher can infer meaningful conclusions about a population from the results”

Extensive evaluations to validate construct, content, and criterion validity were carried out as part of the research's validation. To make sure that the data collection tools were in line with accepted concepts, a thorough review of the pertinent literature had to be conducted. The research sought to maintain the acceptability and credibility of the study findings by putting these stringent measures in place.

Additionally, internal reliability is measured using the Cronbach's Alpha formula. Hair et al.(2006) Claim that, “if this value is greater than 0.7, it denotes high reliability, and if it is less than 0.3, it denotes low reliability. Table 3.2 shows that the calculated Cronbach’s values for scope management-related items range from 0.741 to 0.917. Since the values exceeded the 0.7 minimum threshold, it was implied that the questions had high internal consistency and reliability”

Reliability Statistics

| Variabel | Cronbach's Alpha value | N0 of Items |
|-----------------------------------|------------------------|-------------|
| Occurrence of conflict | .711 | 2 |
| View Of Conflict | .725 | 2 |
| Cause of conflict | .706 | 7 |
| Conflict Management practise | .701 | 4 |
| Conflict Resolution | .722 | 15 |
| Confililict outcome | .710 | 3 |
| <i>Source:survey result ,2023</i> | | |

3.9 Ethical Consideration

The concept of research ethics is related to the appropriateness of carrying out various steps of the research process. Regarding this, only those who were directly involved in the study were allowed access to the information, and the respondent's identities were kept confidential. Besides, all the data collected from different respondents were kept anonymous and will not be revealed to any third party in any form. All participants were also invited to voluntarily participate in the data-gathering process by completing a questionnaire, and they were fully informed about the potential advantages of the study. These actions prove a dedication to using ethical standards when conducting research.

Chapter Four: Results and Discussion

4.1 Introduction

This chapter presents the research information gathered from Wegagen employees who participated in a survey and had knowledge of the implementation of different IT-based projects with a variety of stakeholders (Technical team, Team leaders, business units, project managers, and Functional units) with a focus on conflict management. The Statistical Package for Social Science SPSS V 23.0 was used to analyze the data.

Data was gathered from 48 respondents using the methodologies, research design, and tools of the thesis. The distribution and return of 48 questionnaires resulted in 4 being deemed invalid for improper completion. Therefore, 44 were effectively used for analysis, which reveals a response rate of 91.66 percent. Based on the Fowler, (2002 as cited in Worku, 2020) “75 percent response rate, this is a good response rate”.

The study's questionnaire is roughly divided into two sections. The participants in the study are described in the first section's demographic section. Questions about the causes and methods of managing conflicts are found in the second section. The demographic section includes questions about the respondent's gender, experience, position, and educational background. The section on causes and practice of conflict management is divided into questions about occurrence and view of conflict involvement, practice and style of managing conflicts, and the outcome of conflict management. The items are scored on a 5-point Likert scale, with the range being from “Almost Never” to “Almost Always”. The questionnaire is pre-tested to determine whether respondents understand the items as intended, how long it will take to complete a questionnaire, whether it is necessary to regroup the questions, and how to choose which ones to keep and which to throw away. A few adjustments were made in light of the pre-test.

4.2 Descriptive Statistics

4.2.1 Response Rate and Demographic Data

Out of the 44 Participants who filled out the questionnaire, 40 percent of them identified as female respondents, and the remaining 59 percent identified as male respondents.

Table 4.2.1 - Respondents by Demographic Data

| Gender | Frequency | Percent % |
|--------------------|-----------|-----------|
| Male | 26 | 59.1 |
| Female | 18 | 40.9 |
| Total | 44 | 100 |
| Qualification | | |
| First Degree | 25 | 56.3 |
| Masters Degree | 19 | 43.7 |
| Total | 44 | 100 |
| Year of Experience | | |
| 1-3 Year | 4 | 9.1 |
| 4-5 Year | 13 | 29.5 |
| 6 - 10 Year | 14 | 31.8 |
| Above 10 Year | 12 | 27.3 |
| Missing | 1 | 2.3 |
| Total | 43 | 97.7 |

Source; Survey Result. 2023

According to the findings of the respondents' educational backgrounds, 56.3 percent of respondents have earned a first degree, and the remaining 43.7 percent have postgraduate degrees (Master's degree).

According to the banks HR manual, the bank views 91% of respondents as junior employees if they have less than three years of work experience. Employee experience ranges from three to five years for 29.5 percent of workers, and from six to ten years for 31.8 percent of respondents. Finally, 27.3% of respondents said they had worked for more than ten years, and one respondent did not respond to the question. The results show that most respondents have had at least five years of professional work experience. It is a good place to start and helps to get more representative answers to the research questions to understand the Bank's conflict management practices.

Tabel 4.2.2 Respondents Position in the projects

| Position | Frequency | Percent |
|-----------------|-----------|---------|
| Project Manager | 6 | 13.6 |
| Business unit | 13 | 29.5 |
| Technical Team | 18 | 40.9 |
| Team Leader | 7 | 15.9 |
| Total | 44 | 100 |

Resource: Survey result,2023

When it came to the positions held by the respondents, the majority of them (40.9%) were information technology officers. This is understandable given that the bank implements IT projects, and technical officers are frequently involved in these projects. Additionally, 29.5% of the respondents came from the business units, who are in charge of creating the business requirements for bank IT projects. 13.6% of the respondents were project managers, and 15.9% were team leaders from both technical and business units. The respondents' varied work units could contribute to a variety of viewpoints on the bank's conflict management practice.

4.2.2 Occurrence of conflict

Tabel 4.3 Occurrence of Conflict

| Rate | Participant Involvement | | Conflict Occurrence in project Environment | |
|------------------|-------------------------|---------|--|---------|
| | Frequency | Percent | Frequency | Percent |
| Almost never | 2 | 4.5 | - | - |
| Occasionally | 6 | 13.6 | 2 | 4.5 |
| Half of the time | 20 | 45.5 | 7 | 15.9 |
| Usually | 16 | 36.4 | 20 | 45.5 |
| Almost Always | - | - | 15 | 34.1 |
| Total | 44 | 100 | 44 | 100 |

Source; Survey Result,2023

According to the tabulated data, more than 94 percent of the respondents acknowledged that conflict frequently occurred in Wegagen Bank's SC IT projects. Additionally, more than 93 % of the respondents said they had personally been involved in these conflicts. The significance of conflict management in project management is highlighted by these findings.

Given that project teams invest a significant portion of their time in addressing conflicts, it becomes evident that effective conflict resolution can significantly impact the overall success of the projects..

4.2.3 View Of Conflict

Table 4.4- Conflict perception Conflict Resulting in Positive Outcomes

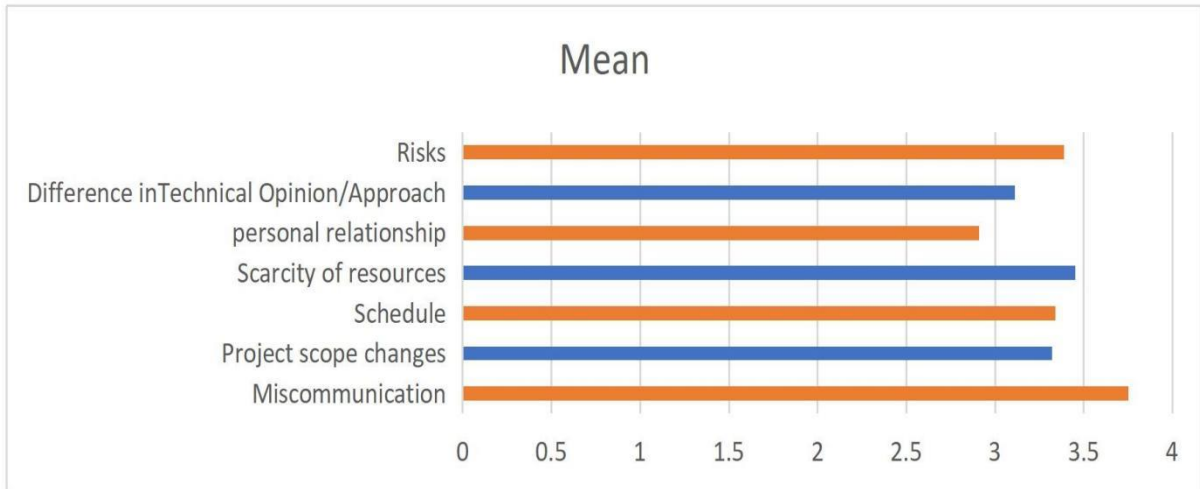
| Rate | Frequency | Percent |
|------------------|-----------|---------|
| Almost never | 2 | 4.5 |
| Occasionally | 9 | 20.45 |
| Half of the time | 19 | 43.2 |
| Usually | 12 | 27.25 |
| Almost always | 2 | 4.5 |
| Total | 44 | 100 |

Source; Survey Result,2023

More than 32 % of respondents think that conflict can lead to good things. more than 43 % of respondents believe that positive outcomes occur about half the time, more than 20.45 %believe that positive outcomes happen occasionally, and more than 4.5 % believe that positive outcomes are almost never the case. Better relationships with disputing parties after the dispute has been resolved, and motivating parties to work harder on their jobs, at the project environment are the positive outcomes of conflicts that respondents responded. This supports earlier research on functional conflicts and how it contributes to project success.

4.2.4 Causes Of Conflict

Fig 4.5- Mean & Standard Deviation value of Sources of Conflict



Source; Source; Survey Result, 2023

The average mean values of the rated causes of conflict dimensions are shown in the above table, demonstrating that Wegagen bank employees considers them to be significant sources of conflict in IT-based projects. The respondents firmly believe that these factors play a role in conflict. In this regard, miscommunication received the highest average mean score ($M=3.75$), indicating that it was the main source of conflict. Scarcity of Resources as a source of conflict come in second with a mean score of ($M=3.45$), and risks are also rated ($M=3.39$). Both project scope change ($M=3.34$) and schedule ($M=3.32$) received relatively moderate scores. Finally, less conflict was reported as a result of personality conflicts with a mean score of ($M=2.91$) and differences in technical opinion ($M=3.11$).

4.2.5 Conflict Management Practice

Table 4.6 - Conflict management Practise

| Conflicts are identified and well Communicated | | |
|---|------------------|----------------|
| Rate | Frequency | Percent |
| Almost never | 1 | 2.3 |
| Occasionally | 20 | 45.5 |
| Half of the time | 17 | 38.6 |
| Usually | 4 | 9.1 |
| Almost always | 2 | 4.5 |
| Total | 44 | 100 |
| Project conflicts are quickly resolved | | |
| Almost never | 5 | 11.4 |
| Occasionally | 19 | 43.2 |
| Half of the time | 14 | 31.8 |
| Usually | 6 | 13.6 |
| Almost always | - | - |
| Total | 44 | 100 |
| Project managers provide guidance and support to team members in resolving conflicts that impact the project | | |
| Almost never | 2 | 4.5 |
| Occasionally | 15 | 34.1 |
| Half of the time | 20 | 45.5 |
| Usually | 6 | 13.6 |
| Almost always | 1 | 2.3 |

| | | |
|---|----|------|
| Total | 44 | 100 |
| The Bank use Clear policies and procedures in place for managing project conflicts | | |
| Occasionally | 8 | 18.2 |
| Half of the time | 15 | 34.1 |
| Usually | 17 | 38.6 |
| Almost always | 4 | 9.1 |
| Total | 44 | 100 |

Source; Survey result,2023

The table above illustrates the conflict management procedures to settle disputes involving IT projects. As can be seen in more detail, more than 48% of the participants alleged that there was improper identification and communication of conflicts in the bank's IT projects.

54.6 % of the participants said that conflicts were not resolved quickly. Furthermore, when asked about the project manager's involvement in resolving conflicts, more than 39% of employees said that it is insufficient. Finally, more than 60% of the responses indicated that the bank is using procedures for resolving conflicts in IT projects. These findings suggest that the bank's conflict management procedures need to be significantly improved, especially in terms of conflict identification, communication, prompt resolution, and project manager involvement, as well as related to the creation and application of effective procedures implying relatively better results

4.2.6 Conflict Resolution Techniques

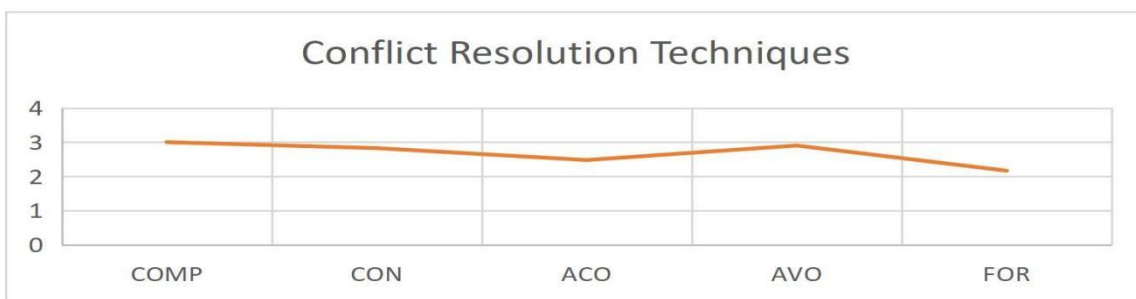


Fig 4.5- conflict resolution techniques

As can be seen from the above table the most adopted conflict resolution method is “compromising” with a mean value of 3.0 followed by “Avoidance” with a mean value of 2.90. “confrontation” with a mean of 2.82 and “Accommodation” with a mean value of 2.47 are the next most adopted ones. “Forcing” is the least adopted conflict resolution method adopted with a mean value of 2.16.

4.2.7 Project Outcome

Graph 4.8 Project outcome 36



Source: survey result,2023

Based on the information provided in the table, it appears that the conflict management practices within the bank have a negative impact on overall project performance. The respondents indicate that the practice of conflict management within the bank adversely affects various aspects of project outcomes, including team performance, project quality, and timeline.

4.3 Inferential Statistical

4.3.1 Correlation analysis

The relationship between conflict resolution strategies and Project success. “Correlation analysis studies is the joint variation of two or more variables for determining the amount of correlation between two or more variables” (kothari,2004)

“if “r” value is positive which indicates that positive association between the variables (independent and dependent variables) , while negative values of “r” indicates negative relation (i.e., changes in the two variables taking place on the opposite way). While, if the value of “r” is Zero which expresses that, no relationship among the two variables (independent and dependent)”. (Cohen,et al,1988)

Tabel 4.8.1 pearson correletion value

| No Pearson Correlation Coefficients value | Description |
|--|-------------|
| $r=.10$ to 0.29 or $r=-.10$ to -0.29 | Small |
| $r=0.30$ to 0.49 or $r=-0.30$ to -0.49 | Moderate |
| $r=0.50$ to 1 or $r=-0.50$ to -1 | Large |

Source: Cohen, et al

The researcher tried to compute how the independent variables (Avoidance, Forcing, Compromising, Accommodation and Confrontation) and the dependent measures (Project performance) interacting each other by using its Pearson's correlation.

Tabel 4.8.1 Pearson Correlation 38

| Correlations | | | | | | |
|--------------|---------------------|--------|--------|--------|---------|---------|
| | | COMP | CON | ACO | AVO | FOR |
| OUT | Pearson Correlation | .885** | .625** | .878** | -.721** | -.806** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |
| | N | 44 | 44 | 44 | 44 | 44 |

** Correlation is significant at the 0.01 level (2-tailed).

Source; Survey result, 2023

As indicated in the above table 4.8.1 shows that the association between As we can see the relationship between Compromising conflict management strategy with Project performance the correlation coefficient $r=0.885$, $N=44$ with $p < 0.05$ was found. This indicates that there is strong, positive and direct interaction between managing conflicts by compromising and Project Success. Similarly Confrontation conflict strategy correlation coefficient shows that $r=.625$, $N=44$ with $p < 0.05$ these indicate there is positive and strong relation ship among the strategy and project success.thirdly Accommodation conflict strategy relatively has highly strong relationship with conflict success with the correlation coefficient $r=.878$, $N=44$, $p < 0.05$.

Avoidance conflict resolution strategy and Project outcome was explored and correlation coefficient of $r=-.721$, and $N=44$, $P < 0.05$; this express that there is Negative and direct relationship between the variables. This considers that as the level of managing conflict with

avoidance increases the project success decreases. Similarly the association between Forcing managing conflict between Project performance have correlation coefficient $r = -.806$, $N = 44$ and $p < 0.5$; this also express that there is Negative and direct relationship between Forcing conflict resolution strategies and project performance but which has less significant than others.

4.3.2 Regression analysis the impact of conflict resolution techniques on project success.

“Regression analysis is a statistical technique for estimating the relationship among variables with reason and result relation. The main focus of uni variate regression is to analyze the relationship between a dependent and one independent variable and formulates the linear relation equation between dependent and independent variables. Regression models with one dependent variable and more than one independent variable are called multi linear regression” (Kaya & Güler, 2013). Multi Linear regression analysis was used in the study.

4.3.2 Tests for the Model Assumptions

4.3.2.1 Multicollinearity

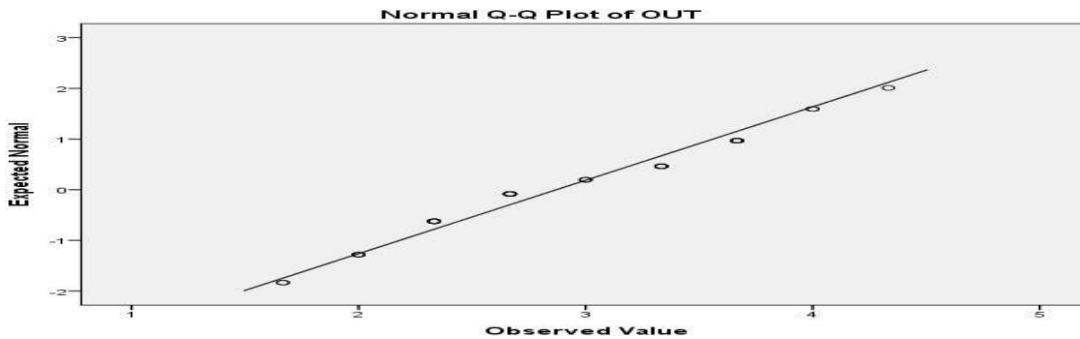
Test for Multicollinearity In statistics, multicollinearity is a state in which two or more predictors in a multiple regression model are extremely associated, implies that one can be linearly predicted from the others with a significant level of correctness Hair et al(2010, as cited in Mulatie 2020). The results of multicollinearity for the variables under study are documented in the table below.

| Model | Collinearity Statistics | |
|---------------------------|-------------------------|-------|
| | Tolerance | VIF |
| (Constant) | | |
| AVO | 0.49 | 2.042 |
| FOR | 0.46 | 2.166 |
| COMP | 0.39 | 3.423 |
| CON | 0.62 | 1.597 |
| ACO | 0.32 | 3.466 |
| a Dependent Variable: OUT | | |

Source: SPSS Result, 2023

0.10 or less has been cited as problematic collinearity. Additionally, problematic collinearity is frequently indicated by a variance inflation factor (VIF) value of 10 or higher. Dependent variable's VIF values in this study fell within the range of > 5 and Tolerance value is < 0.3 . This demonstrates that multicollinearity was not an issue for this study.

4.3.2.2 Normality Test



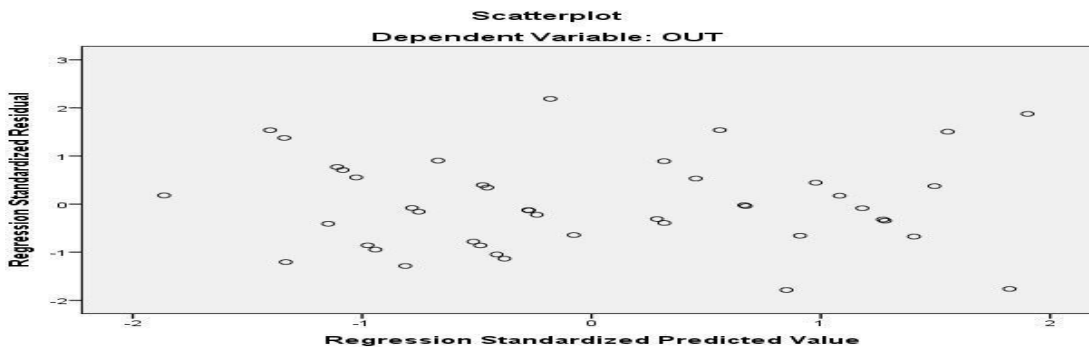
Source: SPSS Result, 2023

A Q-Q plot, also known as a quantile - quantile plot, contrasts the quantiles of observed data (such as project success) with those of a theoretical distribution, usually the normal distribution. If the data points on the Q-Q plot roughly follow a straight line, it is likely that the data has a normal distribution.

The Q-Q plot, which is shown above, sheds light on the normality of the data pertaining to the dependent variable, in this case project success.

4.3.2.3 Homoscedasticity Test

Source: SPSS Result, 2023



The aforementioned residual scatter plots visually analyze the homoscedasticity assumption, which is defined as the equal variance of prediction errors across various levels of the predicted dependent variable scores.

4.3.2.4 Model Summary

The residuals of a regression analysis or statistical model are tested for auto correlation using the Durbin Watson (DW) statistic. The Durbin-Watson statistic will always have a value between 0 and 4. A result of 2.0 means that no auto correlation was found in the sample. Positive auto correlation is indicated by values between 0 and less than 2 while negative auto correlation is indicated by values between 2 and 4.

Table 4.8.5 Model Summary

4.3.3 Significance and distribution of coefficients

Table 4.3.3 Significance and distribution of coefficients

| Model | R | R Square | Adjusted R Square | Std. Error Estimate | Durbin-Watson |
|---|-------|----------|-------------------|---------------------|---------------|
| 1 | .737a | 0.543 | 0.483 | 0.4335 | 1.723 |
| a Predictors: (Constant), FOR, CON, AVO i, ACO, COMP | | | | | |
| b Dependent Variable: OUT | | | | | |

Source: SPSS Result, 2023

| Model | | UnStandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.655 | 0.487 | | 3.4 | 0.002 |
| | COMP | 0.288 | 0.118 | 0.297 | 2.44 | 0.02 |
| | CON | 0.183 | 0.07 | 0.177 | 2.6 | 0.013 |
| | ACO | 0.248 | 0.108 | 0.272 | 2.29 | 0.028 |
| | AVO | -0.097 | 0.07 | -0.115 | -1.38 | 0.174 |
| | FOR | -0.223 | 0.082 | -0.236 | -2.71 | 0.01 |

According to the data in Table 4.8.6 above Compromise in conflict management strategy has a favorable correlation with project success, and the correlation is significant at the 5% level of significance. ($B = 0.288$ and $p = 0.02 < 0.05$), "The findings from MAUREEN showed that the regression model revealed there existed a relationship between compromise strategy and performance. The compromise strategy had a significance of 0.03 against the significance level of 5% (0.05)" MAUREEN (2021, p.68)

Confrontation conflict management strategy has a positive association with Project success the relationship is statistically significant at the 5 percent level of significance ($B = 0.183$; $p = 0.01 < 0.05$), Accommodating conflict management strategy has also a positive relationship with organizational performance which is statistically significant at the 5 % level of significance. ($B = 0.248$; $p = 0.028 < 0.05$). However, the Avoidance conflict management strategy has negative relation with the project success and the associations is not significant at the 5 % level of significance ($B = 0.097$; $p = 0.174 > 0.05$). furthermore, Forcing conflict management also has negative relationship with Project success but statistically significant at the 5% level of significance ($B = 0.223$; $p = 0.01 < 0.05$). According to the aforementioned findings, compromising, confronting, and accommodating conflict management strategies were discovered to have positive statistically significant relations with project success, while avoidance and forcing conflict management strategies were discovered to have weak correlations that, and avoidance was not statistically significant. These variables may have had a significant impact on organizational performance to varying degrees, according to the regression coefficients.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Summery of the findings

Male participants made up the greater number of the group. However, a nearly similar percentage of the overall respondents hold a BA or MA, which allows them to understand how to resolve disputes and the impact of unresolved conflicts on Project effectiveness. In addition, the organization-selected employee's total professional experience is more than five years makes it the collected data more accurate valuable, and simpler to resolve conflicts by lessons learned from the past with current methods.

In terms of causes of conflict, the participants show that almost all of the requested sources of conflict occur throughout the bank IT projects, with communication and scarcity of resources scoring higher than the rest, and personality clash scoring low for all listed causes of conflict.

Furthermore, the study's findings demonstrate that the bank's approach to conflict resolution has an adverse effect on the project as a whole. A large proportion of the respondents believed that the bank's resolution of conflict procedures negatively affects team productivity, project quality, and timetable. It indicates that disagreement resolution techniques and approaches need to be enhanced.

5.2 Conclusion

The aim of the study is to analyze the effect of conflict resolution techniques on Project success the case of IT projects at Wegagen Bank. The researcher use Quantitative data collection method over all 48 population size. SPSS data analysis tool is used for data analysis. Primary data was collected from a total of 44 self administered questionnaire distributed to participants in IT projects at wegagen Bank.

Secondary data sources were also used to triangulate the findings. As per the research finding the most adopted conflict resolution methods at Wegagen Bank IT projects are “Compromising” and “Accommodating” while the least adopted conflict resolution strategy is “Forcing”. This is reflected on the average project outcome result of 2.7%.

Compromise in conflict management strategy has a favorable correlation with the current projects at Wegagen Bank IT Projects success, and the correlation is significant at the 5% level of significance. ($B = 0.288$ and $p = 0.02 < 0.05$).

The results of the study indicate a negative relationship and impact for forcing and avoidance as conflict-handling modes. However, according to Thomas and Kilmann's conflict resolution model, all five conflict-handling modes (forcing, avoiding, compromising, accommodating, and collaborating) are considered valuable and appropriate in different situations and types of conflict.

The negative relationship results suggest that there may be a problem with the implementation or utilization of conflict-handling instruments within the bank. It is possible that the bank's current conflict management practices are not effectively utilizing all the available instruments, including forcing and avoidance. This could indicate a need for improvement in the bank's conflict management strategies and a more comprehensive utilization of conflict-handling instruments.

By recognizing the negative relationship and impact for forcing and avoidance, the study highlights the importance of a balanced and adaptable approach to conflict resolution.

5.3 Limitation of the Study:

One limitation of the study is the exclusive use of quantitative data-gathering methods without incorporating alternative approaches like interviews or qualitative methods. The study may miss out on capturing nuanced or in-depth information that qualitative methods can provide. Additionally, the study only includes internal stakeholders as participants. This limited pool of participants may result in a narrow perspective of the research subject.

5.4 Recommendations:

Examine the bank's current conflict management practices and identify any areas that need to be improved. Consider utilizing more proactive and efficient techniques to resolve problems fast.

According to the study's conclusions, the bank's PMO should support the use of collaborative and unassertive dispute resolution tactics, particularly in the context of IT projects. Given the

importance of flexibility and effective cooperation, implementing these strategies can improve dispute resolution and contribute to project success.

The Project management office ensure that communication channels are well-establish, allowing team members to openly share their ideas and engage in fruitful conversations. Regular team meetings and feedback sessions can aid in the effective resolution of problems..

The study raveled that the use of procedures while resolving conflicts is not good enough so the bank need to work to improve its producer implementation with monitoring and evaluation. To determine the impact of the changes and make the necessary modifications, collect input from the project team and stakeholders.

To prevent disagreement and misunderstandings, the project managers should ensure that all team and stakeholder discussions regarding a particular job are on the same page. To prevent disputes among stakeholders, they should employ the right procedures.

By implementing these recommendations, the bank can work towards improving conflict management practices, leading to better project outcomes, enhanced team performance, and increased project success.

5.5 Recommendation for further study

The aim of the study is to find out how the five Conflict MODE Instruments affect the effectiveness of IT projects, namely those involving Wegagen Bank and just internal project stakeholders. The researcher also suggests further research on the same topic but on another financial industry to have insight same effect held in the Ethiopian banking industries. This topic could be much broader with insightful assessments on identifying conflicts with external stakeholder and their effects on projects.

Additionally, the researcher suggests that future research should investigate the effect of conflict resolution techniques on each indicator of project success. This would provide a deeper understanding of how different conflict resolution approaches impact specific project outcomes and could guide practitioners in selecting the most effective techniques for managing conflicts within their projects.

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Appendix- 1



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Graduate Program Department of Project Management

Questionnaire

Dear participant,

This survey is conducted to gather data for a research paper titled as "**Effect of Conflict Management on IT project In the case of wegagen Bank**". The research is aimed to "To assess the cause of conflicts and practice of conflict management strategies that used, and effect of conflict management in IT projects" and your participation is very crucial.

The paper is done for academic purpose in which the privacy of the respondent is fully secured that will not be exposed to any third party. I would like to thank you in advance for taking your precious time to respond to these questions. The estimated time to cover all questions is about 20 minutes.

Please contact me through email [ymadi61@gmail.com] or Phone number [-] for any assistance you required or additional comments.

Mahder Yilma

AAU, School of Commerce

Section 1: Demographic Questions

Please answer the following questions on the spaces provided and with the mark

(X) where appropriate.

1.1 Gender

Male Female

1.2 Position in the Company/Project:

Project Manager Business Team Technical Team Team Leader

1.3 Qualification

First Degree Msc Other

1.4 Experience

1-3 years 4 -5 years Above 6 -10 years Above 10 years

Section 2 Close Ended Questions

Please rate the following statements from 1 - 5 corresponding to the occurrences.

1 = Almost never

2 = Occasionally

3 = Half of the time

4 = Usually

5 = Almost always

| Item Code | Item | Rate interval | | | | |
|-----------|---|---------------|-----|-----|-----|-----|
| | | 1 | 2 | 3 | 4 | 5 |
| | Occurrence of Conflict | | | | | |
| 1 | How frequently do conflicts arise in the projects you have been involved in | [] | [] | [] | [] | [] |
| 2 | Have you been involved in any project conflicts | [] | [] | [] | [] | [] |
| | View Of Confilict | | | | | |

| | | | | | | |
|----|--|-----|-----|-----|-----|-----|
| 3 | Conflict can lead to a better decision - making and innovation within a project team | [] | [] | [] | [] | [] |
| 4 | Conflict can result in better outcomes and improvements within a team | [] | [] | [] | [] | [] |
| | Conflict Sources | | | | | |
| 5 | Miscommunication is the cause of conflict in my project work environment | [] | [] | [] | [] | [] |
| 6 | Project scope changes is the cause of conflict in my project work environment. | [] | [] | [] | [] | [] |
| 7 | Schedule is the cause of conflict In project environment | [] | [] | [] | [] | [] |
| 8 | Scarcity of resources is the cause of conflict In project environment | [] | [] | [] | [] | [] |
| 9 | Personality and interpersonal relations are the cause of conflict In project environment. | [] | [] | [] | [] | [] |
| 10 | Difference in Technical Opinion/Approach are the source of conflict in my project environment. | [] | [] | [] | [] | [] |
| 11 | Risks are the source of conflict in the project environment. | [] | [] | [] | [] | [] |
| 12 | Poor leadership is the source of conflict in the project environment | [] | [] | [] | [] | [] |
| | Conflict Resolutions | | | | | |
| 13 | Conflicts are identified and well Communicated | [] | [] | [] | [] | [] |
| 14 | Project conflicts are quickly resolved | [] | [] | [] | [] | [] |
| 15 | Project managers provide guidance and support to team members in resolving conflicts that impact the project | [] | [] | [] | [] | [] |
| 16 | The Bank has clear policies and procedures in place for managing project conflicts | [] | [] | [] | [] | [] |
| | Conflict resolution Style | [] | [] | [] | [] | [] |
| | “I lose, you lose” style. (Avoidance/Withdraw) | | | | | |
| 17 | I ignore the issue when the cost of confronting it far outweighs the benefits | [] | [] | [] | [] | [] |

| | | | | | | |
|---|---|-----|-----|-----|-----|-----|
| 18 | I ignore the problem when it can lead to destruction | [] | [] | [] | [] | [] |
| 19 | I ignore the situation in other to protect and establish relationship | [] | [] | [] | [] | [] |
| Competing/Forcing | | | | | | |
| 20 | I use my influence to make my views accepted | [] | [] | [] | [] | [] |
| 21 | I use my authority to make a decision in my favor | [] | [] | [] | [] | [] |
| 22 | I perceive my views as much higher than the views of others | [] | [] | [] | [] | [] |
| “I lose, you win” style. (Compromise) | | | | | | |
| 23 | The conflict is decided cordially on mutual agreement | [] | [] | [] | [] | [] |
| 24 | I try to ensure that the interests of both parties are taken-on board in solving the problem | [] | [] | [] | [] | [] |
| 25 | Parties examined the basis for disagreement an attempt to ensure that all concerns and interests are taken care off | [] | [] | [] | [] | [] |
| A “Win, Win” style (Collaborate/Confrontation) | | | | | | |
| 26 | I explore the issue with others to find an agreeable solution | [] | [] | [] | [] | [] |
| 27 | I work in tandem with others to satisfy our individual concerns and expectations | [] | [] | [] | [] | [] |
| 28 | All concerns are openly tabled and resolved in a best possible way | [] | [] | [] | [] | [] |
| Accommodating/Smoothing | | | | | | |
| 29 | I submit to outcomes when it is even against my concern | [] | [] | [] | [] | [] |
| 30 | Proposals and opinions of other individuals are well considered when deciding on a problem | [] | [] | [] | [] | [] |
| 31 | I take responsibility when there is a problem | [] | [] | [] | [] | [] |

| | Conflict Outcomes | | | | | |
|----|---|-----|-----|-----|-----|-----|
| 32 | I usually notice the Bank's conflict resolution mechanisms Positively impacted the project Timeline | [] | [] | [] | [] | [] |
| 33 | I usually notice the Bank conflict resolution techniques Positively affect group performance | [] | [] | [] | [] | [] |
| 34 | I usually notice the Bank conflict resolution techniques Positively impact on the overall project quality | [] | [] | [] | [] | [] |