

**STAKEHOLDERS PERCEPTION OF CONFLICT MANAGEMENT STYLES
OF BUILDING PROJECTS IN LAGOS STATE OF NIGERIA**

BY

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CERTIFICATION

This is to certify that the thesis "STAKEHOLDERS PERCEPTION OF CONFLICT MANAGEMENT STYLES OF BUILDING PROJECTS IN LAGOS STATE OF NIGERIA" was done by UDEOZOR, UGOCHUKWU .C. with the registration number 20174075878 in partial fulfillment of the requirement for the award of Master of Science (M.Sc.) Degree in Project Management Technology, School of Management Technology, Federal University of Technology, Owerri.


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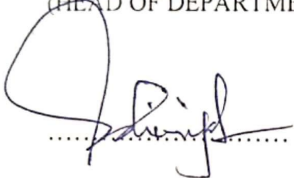

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DEDICATION

I dedicate this research work solely and whole heartedly to God Almighty, to my father, Mr. Louis C. Udeozor, Udeozor - Oke Esther and my wife Ugochukwu Chidimma for their financial and moral support during the course of my program.

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ABSTRACT

Building projects universally depends on the contributions of several actors involved in construction projects, whereby stakeholders' play major role in project execution. Many building projects fail to meet the aim and goal of stakeholders involve in construction projects as required with the use of building codes, whose roles and interest may collide in the course of the project execution, which may lead to conflicts if is not well managed. The study seeks stakeholder views on conflict management styles to resolve conflicts with the adherence to building codes as a base for building projects to reduce conflict among stakeholders. The study aims to contribute stakeholder's views to conflict management in building construction projects to building codes. The research used a qualitative design in combination with cross-sectional survey on construction projects of public and private sectors projects using descriptive method to evaluate the influence of stakeholders in project. A formed questionnaire was distributed and received, which was analyzed through the use of Statistical Package for Social Scientist (SPSS) as a statistical software tools for analyzing, using Spearman's correlation method. With the use of informed flow of decision at stakeholder's involvement of project collaborating with proper managerial skills set to resolve conflict in accordance to existing building code. In my findings, I was able to deduct that collaborative and accommodating approaches to conflict helps to manage conflict in adherence to building code. The study recommends prompt and iterative approach in identifying, analyzing and communicating with stakeholders at each level of the project and adhering to existing building codes stated, both internal and external individuals as key indicators to the project.

Keywords: *Stakeholders Management, Building Projects, Management Styles, Private and Public Construction Projects, Conflict management, Project Management, Building codes.*

CHAPTER ONE

INTRODUCTION

1.1 Background Information

Conflicts are inevitable, as an unavoidable occurrence in a project with correlation in this research thesis to public and private projects in building construction projects. The possibility of conflict in building construction projects is usually high because it involves individuals with different backgrounds, ideologies, rules, and orientations working together to complete complex tasks. The sources of conflict in project stakeholders can be associated to differences in ideals, attitudes, needs, anticipations, perceptions, resources, and personalities. Proper skills in dealing with conflict can assist project managers or personnel's as arbitrators or solicitors to manage and resolve conflicts effectively which leads to improving stakeholders' performance in the project and overall productivity value for parties involve.

The construction industry plays a significant role in the economy, with action on the sector is also noteworthy to the accomplishment of national socio-economic development goals of so long as a place to stay, structures and job opportunities. Apparently, construction activities influence nearly every aspect of the economy and the industry is vital to the continued growth of the nation's economy. Surprising, the construction industry was not ignored from the list of major growth drivers of the economy. In order for construction to perform this role, there is a need to provide information on its economic value and its place in the overall economy of a country needs to be placed in perspective .The construction industry plays an important role in the economy, the activities of the industry are also vital to the achievement of national socio-economic development goals of providing shelter, infrastructure and employment. Both Gross Domestic Product and construction output lead each other by one year. Gross Domestic Product from construction in Nigeria increased to 662431.53 NGN Million in the fourth quarter of 2018 from 544228.74 NGN Million in the third quarter of 2018. Gross Domestic Product from construction in Nigeria averaged 571429.34 NGN million from 2010

until 2018, reaching an all-time high of 747860.30 NGN million in the second quarter of 2018 and a record low of 369190.91 NGN million in the third quarter of 2010, As recorded by National Bureau of Statistics in the first quarter of 2018, recorded 4.04% as contributory factor to the Gross Domestic Product (GDP) to the Nigeria economy (source:tradingeconomics.com/National bureau of Statistics, Nigeria). Today's construction projects become more complex in nature. The complex, interactive and extensive process of designing and building makes construction a process in which disputes often occurs. Furthermore, the involvement of many parties in the construction project also leads to conflicts among the parties. It seems that conflict and disputes are inevitable to the construction industry especially when most of the construction projects are facing so many uncertainties and people are involved.

Because of the dissatisfaction with traditional methods of conflict resolution in the construction industry, a wide range of options has been and continues to be explored. The attention of authors of other work referred this work is concentrated on the earliest chronological stage of the continuum of a construction project, namely the education and training of the stakeholders who will be involved, especially the professional consultants. Hancock states that "problems and conflicts within the construction industry are a result of misunderstanding and a lack of perception founded in our education of construction industry professionals". The basic belief of these researchers is that the inculcation of different attitudes can help avoid conflict while second stage, chronologically, also depends upon avoidance of conflict, more mechanistically.

In this research, a deterministic and iterative approach in each phase of the project is more applicable to the execution portion of a construction project during all phases of the project with the use of the building code by resolving disputes base on various stakeholders in the level of project in a responsive and inclusive manner swiftly, as there still has to be some fairly serious upfront planning. Major changes late in a construction project are generally hard to do efficiently. However, agile concepts such as customer collaboration and responsiveness to change have a place in a construction project.

The methods applied to construction are beneficial in regards to creating material and information flows, maximizing value generation, and the use of plan-execute-and-control paradigms. Therefore, the success of most public projects is contingent on how these inevitable conflicts are managed and resolved. The study, therefore, seeks to identify the kinds of conflict that occur in the construction of public and private building projects, how the projects are affected by these conflicts and how they are managed by the project participants in Lagos.

1.2 Statement of Problem

There seem to be rising cases of unsuccessful building construction projects in Nigeria, where negligence to existing building codes, as stakeholders involved in the project do not abide to guides and regulations of building construction projects that have caused several collapsed buildings, inappropriate cost estimation, and fire outbreak on building projects. Conflict may arise among parties in the construction industry as it involves various stakeholders such as clients, contractors, consultants, regulators, and others. Divergence among participating parties rise during the execution of projects which unfavorably obstructed the capability of the management teams to deliver the construction project within the allocated time, budget and expected degree of quality. These divergences are often caused by inappropriate identification and management of the different stakeholders involved in a project amongst other factors which seem to occur at various levels of the project. Conflicts are inevitable in a project and cannot be avoided based on stakeholder constraints that affect the project.

This, therefore, makes the construction of public buildings a notorious area for conflicts; where contractors bring claims against owners, designers hide off blame for faults and omissions, and builders or contractors are confronted with an on-site challenge which yet had not been captured by the designers, and neighbors and residents raise red flags in protest to the project. Conflicts encountered mainly in public project cause delay, waste of time and money which may affect the life of the project

from the initialization stage till the closure of the project or the usage of the project which may pose risk to the parties using the project as it may affect them both directly or indirectly.

1.3 Objective of study.

The aim of study is to contribute to conflict management in building construction for better management techniques with the use of building codes among stakeholders in building construction projects.

1. To ensure compliance to existing building codes use for building construction projects.
2. To identify stakeholders and their roles in project execution phase in building construction project.
3. To ensure common understanding of stakeholder's conflict area involved in building construction projects

1.4 Research Questions

The following research questions formed the basis of the study:

- i. Does stakeholder comply with existing building codes for building construction projects?
- ii. What the stakeholders' roles in the lifecycle of the project in building construction projects?
- iii. Are there common understanding of stakeholders involve in building construction projects?

1.5 Hypothesis

H₀₁: Conflict management styles in building construction project has no significant relationship between stakeholders in public and private project.

H₀₂: The identified stakeholders in building projects have no significant relation on the project success.

H₁: Conflict management styles in building construction project has significant relationship between stakeholders in public and private project.

H₂: The identified stakeholders in building projects have significant relation on the project success.

1.6 Justification of study

The study hopes to assist in conflict management in building projects with compliance use of building code, to manage stakeholder's perception in building construction project to properly and identified their problem in various stages in order to fulfill their needs and expectations.

The study moreover discover conflict management resolution approach that can easily manage conflicts among stakeholders in building construction projects based on their influence in the project life cycle, to guide stakeholders in construction industry in resolving such factors that predispose construction teams to conflict and the one that causes in the likely future in construction of projects in Lagos state and Nigeria at large and find ways to manage it effectively. Participants in the construction industry especially project managers and managing contractors may use the findings in the study as a guide in enhancing the positive aspects of conflict and lessening the negative impact of conflict on the construction of private and public buildings project.

The research put forward a number of conflict management methods used in the construction sector for the purpose of informing the public especially those in the built environment. Likewise, others in a similar industry may use the methods in handling conflict or disagreements that might take place in their respective firms. The information thus contained in the study may equally be used as a base for developing a Framework for controlling conflicts in the construction of private or public buildings and other public-related works by the State. And to sum up, a study of such breadth may be used as a reference point for advance research in conflict management not only in construction but other project team-related areas of work or fields.

1.7 Scope of Study

The research scope is limited to stakeholders in building construction project with selected public and private building construction projects, in project-related conflicts with stakeholders and disputes that occur between project stakeholders in project construction phases. The key-player (Stakeholders) may comprise the client, consultant, contractors, Town planner, Architects, Quantity surveyors, and the End-user, etc. A conflict that may result tangential to the project or unrelated to the project will not be the focus of this study. This includes interpersonal conflicts that are not project induced. There are lot more construction of public buildings and private buildings project going-on in several parts of Lagos state. The study, therefore, focuses on selected projects currently under construction in Lagos state. Lagos state as a study area was particularly chosen because of its high density of construction projects in the area and as the most urbanized region in the country as compared to other states in Nigeria. The geographical region for the research was done in Lagos State, South-West of Nigeria, with focused on both public and private building construction projects in the state, the findings are within building construction projects. The assessment of construction stakeholders in Lagos state is partial to the selected sample of stakeholders.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Framework

The framework adopted in this research was advanced by Yu and Leung (2001) in the research of an investigation of Construction Conflict Resolution in Hong Kong. And within the model, conflict management is divided into two important stages, that is, Analysis and intervention. The analysis involves the measurement as well as the analysis level for recognizing the conflict within the individual or organisation, though intervention includes structural and behavioural methods for setting the ideal level of conflict. By the Behavioural method or approach, conflict may be resolved by assertiveness (concern for self) or by cooperativeness (concern for others). Conflict according to Ban (2005) is like liquid; too much and it causes damage to people and assets; too little and it creates a dry and unproductive land devoid of life and color, Therefore, an optimum level of conflict is needed to yield high job performance and participant fulfillment. And as in the model, the stage of fulfillment is the feedback tool inducing likely conflict between the stakeholders in successive works and thereby making the model cyclical in its application. The figure shown in (Fig. 2.4) presents a framework for solving conflicts in construction industry.

2.1.1 The Concept of Stakeholder

The construction sector consists of various participants and experts that do interrelated function to execute a project. And when these members of the project team interact during the execution of work,

there are potential for conflict and conflict situations may arise. One of the key factors that predict danger or threats in construction of public projects is a conflict between project stakeholders (Gardiner P. and Simmons .J, 2005; Fenne .P, Lowe and Speck. S, 2007; Emit, 2013). This is mainly as a result of their diverse background, training, skills, customs to work and associate's viewpoint (Duestch, 2003; in Mba 2013). Conflict remains a challenge in the construction industry (Kassab .M, Hegazy.T,Hipel .K, 2010) to date. This section appraises existing writings on the concept of stakeholder, conflict, conflict types, conflict management styles or approaches and models in the construction sector. The section terminates with the research's conceptual framework with an agile approach.

Many industries are concerns with making everything possible to meet the expectations and needs of stakeholders today, Project stakeholders are a relatively new phenomenon. Legally, the concept is however not new, neither is it a concept of "having a stake" in an enterprise also not new. Apparently, the concept of delivering a satisfactory product to meet the needs and expectations of the end-user, customer or client is also not new as it can be said to be individual or group of individuals that are directly or indirectly involved in the project.

2.1.2 Stakeholders in Building Construction Project

The term stakeholder comes in many diverse terms. Different kinds of entities can be stakeholders, such as persons, groups inside as well as outside an organization (Baron, 2007). Stakeholders act dependent on their interests and use their influence on a product in the direction of their needs (Nilsont Faqerstroin, 2006). The definition of stakeholder by Freeman (1984) as "any group or individual who can affect or is affected by the achievement of the organization's objectives" has been widely accepted by many authors (Verma, 2008;Cheng, 2008). Stakeholder can also be defined as any person or organization that has legitimate interest in project (Easterby -Smith, et al, 2008) who can affected or be affected by establishments with their managerial behaviours (Assaf, Al-Khaliil,Al-hazmi, 2005) and

by the project throughout the project life cycle those who share specific set of understandings and connotations concerning the development of a given product or item having material.

According to Shapiro (2005) ,Building projects are assumed by key participants; Clients, Quantity Surveyors, Town planners, Site Engineers, Architects, Project managers, contractors, Structural Engineers/designers, and Civil engineers. And depending on the size and complexity of the project team advances that may comprise the client/financier, general contractors, suppliers, and consultants (architects, engineers, quantity surveyor, and Government agencies/Regulators). And as the project proceeds these individuals and institutions, and their personnel interact and interrelate, forming a mini-society as Murray et. al. (2009) named in Femi (2014) referred to as a temporary project coalition, with a common goal of bringing into being a project. This society as formed by the key project participants' further relationship with the larger society that comprises public authorities, public institutions, the local government representatives, and the different townships in which these projects are sited or located. Fenn et al., (2007) proclaims that excellent control of communication, time and other resources by a well-coordinated and collaborative key member of the project team will result in successful project completion. Conflict produces tension and distracts team members from performing the task. According to Cheung & Suen, if dispute is not properly managed, it may cause project delays, undetermined team spirit, increase project costs and above all, damage continuing business relationships. Thus, it is not surprising that many construction stakeholders still overwhelmingly view conflict as negative and something to be avoided or resolved as soon as possible. However, there are many authors who have pointed out conflict is a phenomenon that may give rise not only to functional but also dysfunctional effects on individuals, groups, and organizations. As today's claims and disputes keep increasing, the construction industry struggles to find ways to equitably and economically to resolve them. According to Shin, managing disputes should become a part of normal project management during project operation because disputes in construction projects are commonplace and the resolution need to occur immediately on the project site.

Freeman (1984) defined stakeholders as ‘groups or individuals who can have effects on, or are affected by, the objectives of an organisation.’ Starik (1994) refined this saying that stakeholders could also be those who are, or could be, influenced by or could themselves influence an organisation (Kolk and Pinkse 2006). It is widely accepted that stakeholders have a claim or interest in a project and its activities (Nguyen et al. 2009; Mitchell et al. 1997; McElroy and Mills 2007).

Many parties have been identified as stakeholders, from both within and outside of a firm’s direct operations. Project managers, site personnel, contractors, subcontractors, local government, communities, media and professional bodies have all been cited as possible stakeholders (Newcombe 2003; Ward and Chapman 2008; Chinyio and Akintoye 2008). According to Jones and Wicks (1999) and Savage et al. (2004) there are numerous basic principles of stakeholder theory. Firstly, the organisation enters into relationships with many groups that are impacted on or have the ability to impact on an organisation (Mainardes, et al. 2011). Stakeholder management is about understanding the nature of these relationships.

Modern procurement methods have led to a higher number of stakeholders for construction projects to contend with. The very existence of relationships means stakeholders need to be managed. Chinyio and Akintoye (2006) suggest that a number of stakeholders mean that participants are not always going to be in agreement. The different interests represented can influence and at times threaten projects (Freeman 1984; Cleland 1999).

Likewise, Cleland (1999) suggests that success in construction projects is significantly dependent on meeting the needs of stakeholders. Bourne and Walker (2005) attribute many project failures to poor consideration of stakeholder needs. In their study of public-private infrastructure projects, El-Gohary (2006) claim that stakeholder input is crucial. Waddock et al. (2002) suggest that stakeholders need to be managed due to pressures not only from stakeholders themselves but because of social trends and institutional expectations, as well as serious ethical and legal obligations. Smyth (2008) suggests that the most common form of stakeholder management used in construction is utilitarianism. This

approach is largely concerned with maximizing the utility of a firm in terms of profit and growth. Newcombe (2003) agrees with this, suggesting that there is a ‘Machiavellian approach’ to stakeholder management that is more pragmatic than ethical. He suggests that a more ‘Kantian approach’ will become the norm where the project will be managed to the benefit of all stakeholders and trusting relationships will be formed.

By the same token, Bourne and Walker (2005) believe stakeholder management should be approached in a corporately responsible way. Part of this, they state, is to adapt a sustainable approach to projects while simultaneously learning and innovating. On the other hand, Kolk and Pinkse (2006) describe ‘stakeholder mismanagement,’ characterized by a lack of moral responsibility.

Building Condition Survey report “is a comprehensive report of the actual conditions of all the elements, components and installations of a building prepared by a consortium of registered architects, registered builders, registered engineers and registered quantity surveyors” (National Building Code, 2006).

The National Building Code and the Construction Professionals in the Nigerian built environment from an angle of statutory requirements and responsibilities pertaining to the professions, the professionals’ regulatory services to be provided under the conditions stated in the code using the building profession directly relevant and related aspects of the professionals’ roles in accomplishing their professional input in a unit of building. A registered professional builder is a technically and legally qualified person who has a valid registration/license to practice the profession, issued by the relevant statutory regulatory bodies established for the control of that profession in Nigeria. Therefore, one cannot be a professional builder in Nigeria unless he holds a valid license or registration issued by Council of Registered Builders of Nigeria (CORBON).

In the words of Standen (1990) “if you are a member of an organization having a code of ethics or a code of professional conduct, then you have ethics. Your conduct contrary to the code is unethical”. They include Client, Project Manager, Contractor, Architecture, Quantity Surveyor, Town planner, Regulatory body/Government Agency (COREN, NIQS), End-users Funding Body/Investor (E.g. ITF, TefFund), Civil Engineer/Construction Technician, Estimator, Structural Engineer, Facility Manager, Building Surveyor and Emergency Service.

2.1.2.1. Client

A client can be known as an 'Entity, individual or organization contracting and funding the project, directly or indirectly'. The client is also sometimes referred to as: *The Employer*. Being in charge of the execution of the project from the initial idea to implementation, May also be sponsor and eventual owner. (www.google.com)

2.1.2.2. Project Manager

A project manager is a person responsible for managing a project from its inception to execution. This includes planning, execution and managing the people, resources, and scope of the project. Project managers must have the discipline to generate clear and attainable objectives and to see it through to successful completion. The project manager has full responsibility and authority to complete the assigned project. A project manager's spot may end with the completion of the assigned project, or it may be a semi-permanent position for a limited time or until a predetermined point in the project's schedule or stage of completion. (www.iosrjournals.org)

2.1.2.3. Contractors

A contractor is a person or corporation that performs work on a contract basis. A contractor is a person or a company that seeks to execute the function by obtaining contracts and carrying them out. Being a contractor is comparable to being a business owner – you negotiate your deals, work for yourself. A construction contractor offers a particular set of skills that he can do for clients on an agreement basis. As a contractor, you will likely be paid more for work than you would be as a worker because you have put in the struggle of discovering the customer yourself. Therefore, any profits from contract work belong to the contractor.(www.iosrjournals.org)

2.1.2.4 Architects

An architect is a person who plans, designs and evaluates the construction of buildings. To practice, architecture means to provide services in connection with the design of buildings and the place within

the site surrounding the buildings that have human occupancy or use as their principal purpose and skills.(www.iosrjournals.org)

2.1.2.5 Quantity surveyors (QS)

A quantity surveyor (QS) is a construction industry professional with skilled knowledge on construction costs and contracts. They are not to be confused with land surveyors or building surveyors. Quantity surveyors who are devaluation specialists assess, calculate and report the tax deductions a property investor can claim annually for the depreciation of their investment property. A depreciation schedule prepared by a quantity surveyor is key to ensuring you maximize the tax deductions available for your building works cancel, as well as depreciation of all assets included in the property. (www.iosrjournals.org)

The duties of quantity surveyor are as follows:

- 1) Cost estimate, cost planning, evaluation of subcontractor payment, and cost management.
- 2) Tender management including preparation of bills of quantities, contract conditions and assembly of tender documents
- 3) Contract management and contractual advice with claim preparation and negotiation.
- 4) Valuation of construction work and delay analyses for project.
- 5) Claims and dispute management

2.1.2.6 Town Planners

Planning a town is generally considered to be an extremely challenging task. Since a town planner is typically changing or upgrading an existing town rather than planning a new one, his first task is to decide what features and systems are successful in the area where he or she resides.(www.iosrjournals.org)

2.1.2.7 Civil Engineers

Civil engineering is a professional engineering discipline that deals with the design, construction, and preservation of the physical and naturally built environment, including public works such as roads, bridges, canals, dams, airports, sewerage systems, pipelines, structural components of buildings, prepares work to be estimated by gathering tenders, drawings, specifications, and related documents. Identifies labor, material, and time requirements.(www.iosrjournals.org)

2.1.2.8 Structural Engineers

Structural engineers analyze, design, plan, and research structural components and structural systems to accomplish design goals and ensure the safety and well-being of users. Structural engineering is a sub-discipline of civil engineering in which structural engineers are trained to design the 'bones and muscles' that form and shape of man-made structures of the construction projects.(www.iosrjournals.org)

2.1.2.9 Facility Managers

Facility management is a professional management discipline engrossed with the efficient and effective delivery of support services for the organizations that it serves, a facilities manager is the individual charged with taking care of the routine maintenance, upgrades, and management of these systems. Facilities operations managers may run one or many locations, and they are generally responsible for ensuring everything to do with the physical infrastructure of the project. (www.iosrjournals.org)

2.1.2.10 Building Surveyors

A Building Surveyor is a type of Chartered Surveyor involved in all features of property and construction, from supervising large mixed-use developments to planning domestic extensions. Building surveying is one of the widest areas of surveying practice.

(www.iosrjournals.org)

2.1.2.11 Estimators

The term 'estimate' is a very comprehensive one that refers to any activity that tries to quantify something. In the construction industry, it is typically used in relation to the approximate costs associated with a construction project, used, for example to assess the viability or affordability of the project or aspects of it. An estimator, also known as a cost planner or cost engineer, is responsible for calculating how much it will cost a supplier to provide a client with products or building work. The estimator typically becomes involved during the tender process when a supplier is submitting a bid to try and win a contract. They are concerned with pricing the contract competitively but need to ensure that, if they are successful, the work/products can be provided whilst still making a reasonable profit for the supplier.

An estimator compiles estimates by assessing the materials, labour and equipment that will be required and analyzing quotes that are obtained from different contractors and suppliers. Estimators can produce an estimate based on bills of quantities, schedules, drawings, specifications and other tender documents provided by the client. (www.iosrjournals.org)

2.1.2.12 Regulatory Bodies

National governmental bodies, are answerable for formulating and enforcing laws that protect the safety of the people and set basic quality standards. A regulatory body is a public organization or government agency that is set up to exercise a regulatory function. This involves imposing requirements, conditions or restrictions, setting the standard for activities, and enforcing in these areas or obtaining compliance. Some of these bodies are related to the construction industry are COREN & NIQS just to name a few.

(www.iosrjournals.org)

The Council for the Regulation Of Engineering in Nigeria(**COREN**): The Council for the Regulation of Engineering in Nigeria, COREN, is a statutory body that regulates and controls the training and

practice of engineering in Nigeria and also enforces the registration of all engineering personnel (i.e. Engineers, Engineering Technologists, Engineering Technicians, and Engineering Craftsmen) and consulting firms wishing to practice or engage in the practice of engineering. Hence, COREN is empowered to determine who is engineering personnel.

- i. The Nigerian Institute of Quantity Surveyors (**NIQS**) is the professional umbrella body for quantity surveyors in Nigeria. It is one of the two major bodies associated with the profession in the country. The other is the Quantity Surveyors Registration Board of Nigeria (QSRBN), which is the regulatory body of the quantity surveying profession and practice in Nigeria.

2.1.2.13 Funding Body/Investors

An organization or department that provides funds for a particular purpose, a person or organization that puts cash into financial structures or property, etc. with the expectation of achieving profit. (www.google.com)

2.1.2.14 Emergency Services

Emergency services and rescue services are establishments that guarantee public safety and health by addressing diverse emergencies. Some of these agencies exist solely for addressing certain types of emergencies whilst others deal with ad hoc emergencies as part of their normal responsibilities. (www.iostjournals.org)

2.1.2.15 Media

Mass media is the means used to communicate to the general public either by TV or Radio. Communication channels through which news, entertainment, education, or promotional jingles are dispersed. Media includes every broadcasting and narrowcasting media such as newspapers, magazines, TV, radio, billboards, direct mail, telephone, fax, and internet.(www.google.com)



Figure 2.1a

(Source: PMBOK, 2013)

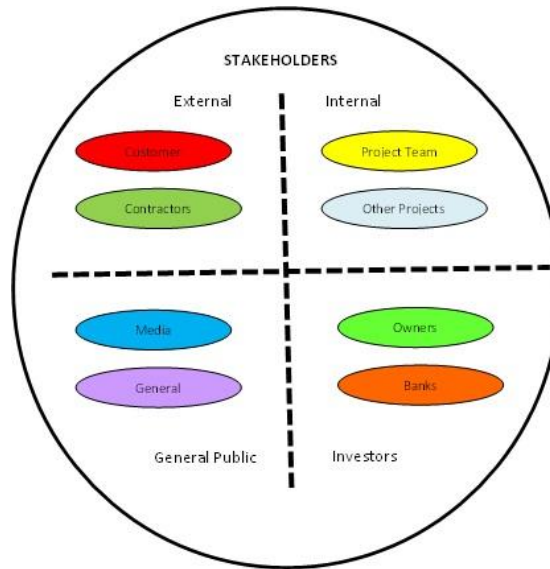


Figure 2.1b

(Source: www.google.com)

a) The Relationship between Stakeholders and the Project” Source: (A Guide to the Project Management Body of Knowledge (PMBOK, 2013)

b) Internal and External Stakeholder in Project construction.(Source: www.google.com)

2.1.3 Concept of Conflict

When individuals converge in union instigated by negative vice, conflicts are unavoidable (Fenn .P, Lowe. D, and Speck. S, 2007), In an effort to safeguard team player among team participants, there are often variances of view with respect to the ideal manner of accomplishing the group’s shared objectives. Individuals within the group pursue their personal concerns and obstruct outside controls, dreading discordance in view of contradictory positions. Often conflict is seen as worrying and may deteriorate into a ruin. Such an intensifying situation would involve people, more time, and increase in

costs (Harmon, 2003 cited in Peansupap et. al., 2013). Therefore, it is more often than not shunned. On the other hand, when the conflicts properly fare, they engender healthy relations that permit singular innovation and proficiency (Uline et al., 2003).

2.1.3.1 Meaning of Conflict

Conflicts, as found in the construction industry, is defined as non-conformance with procedures/means or techniques, in a situation where two or more persons seem to be at variance and mismatched set of objectives, goals, and priorities and work functions (Gardiner and Simmons, 2005). In backing Lee (2008) avows that social relations in establishments are crowded with opposing principles or standards and conditions which result in tension. Thus, disagreements follow when individuals working in a group seem to be at variance. According to Price and Chahal (2016) the basic three conventions of conflicts concept exist, that is, exiting in opposition instead of agreement, a basic social characteristic; structural biases in influence and recompense, are key characteristics of societal arrangements; and radical transformation, regularly resulting conflict from opposing concerns instead of adaptation.

Different Author has given conflict different definition; each description describes the author's view and reason on conflict. Conflicts, as brought out by Wall and Callister (2005), is "when one individual observes that his or her welfare or interest is being resisted or adversely affected by a different individual or group". It has also been perceived as disagreement and opposition between people about something relating to individual's interest, beliefs, opinion, and goals (Hellard, 2008; cited in Tashi et. al., 2013). Other authors describe conflict as a collective process revealed in discordance, dissension among social bodies or persons (Rahim, 2012). And per Atreyi, K. and Bernard.T, (2007) conflicts are "differences between group participants that stand in an opposing side of goals or interests". As contained in previous writing, a shared description of conflict is articulated as a tussle among a minimum of two interdependent members who observe separate objectives, limited funds, and costs, in addition to possible intrusion coming as of the other participants in achieving their set objectives. (Baron, 2007; Hocker and Wilmot, 2005).A more renowned meaning of conflict consistent with the

building sector as Rahim (2006), who defines conflicts “as an irreconcilable collective process at implied and obvious stage where opposing concerns, groups and organizations in the building processes, overindulges the verge of concentration”. Owing to rigorous interface between the participants, conflict controlling or handling is a noteworthy aspect in regard to the whole project managing procedures (Lu and Leung, 2005).

According to Rahim (2006) conflicts may ensue among individuals, teams, organizations, and even states. Conflicts are an in-house opposition (Chong, 2011) that occurs amongst task members, attributable to twisted goals, collapse communication and incorrect placement of participants in positions, for being the main predominant roots of conflicts in the building sector.

Ng, H. S., Pena-mora, F. and Tamaki, T. (2007) also concluded that conflicts could arise from organizational issues of structure, people or processes and also from the uncertainty that could be either internal or external. In trade, conflicts are progressively obvious in groups as an essential element of work. Although teams profit for adjoining their shared wealth, the co-dependence nature unquestionably creates conflict (Green, Leslie, and Marks, 2001). Yiu and Choung (2006) equally agreed and clarified that some issues increase tension and influence to conflict in projects. Mba (2013) perceived the term conflict conveys to our understanding an appearance for instance antipathy, wrangles amongst participants, resistance practices and threats to collaboration, but not all conflicts come in these forms especially in the construction industry, “they come in a form of need to be met or desires to be satisfied, disagreement to be settled and ideas to be shared that eventually leads to change of attitude, feelings, and perception”. Femi (2014) agrees that managing a project without any form of misinterpretation, ill-feeling, and crisis is almost impossible because misunderstanding is natural to human beings in every sphere of life. Rosenhead (2006) equally contends that the “root of “complexity theory” is that a conflict-free atmosphere is unobtainable and as well unappealing. Thus, rather than organizations challenging a position of steady balance (that is, conflict-free), it ought to reasonably purpose itself in a position of tailored in volatility”. Jarvenpaa et al. (2014) assume that

team goals ought to be comprehended and communal to the different groups irrespective of their miscellany. The study, therefore, focuses on stakeholder conflict that occurs in building construction projects of public structures or private structures. The succeeding discourses offer the kinds of conflicts that occur in the construction of buildings.

2.1.3.2 Conflict Types

Mba (2013) observed that there are two sides to conflicts, one is destructive and unhealthy, and the other has a problem-solving base where the people involved are willing to redirect personality differences, to listen to other's views and to be open as well as sincere to each other, and to be supportive and helpful whereas the former defeats collaboration. Gorse (2013) equally suggests that conflict can be natural, functional and constructive or unnatural, dysfunctional, destructive, and unproductive. Functional conflict (Gorse, 2013) results from challenges, disagreements, and arguments relating to the task, roles, processes, and functions, this type of conflict often involve detailed discussions of relevant issues. The classification of conflict by excess of literature has been presented semantically diverse by different writers though, their meaning and description are like-minded and convergent. (Atreyi, K., Bernard. T , 2007) . Conflict can be issue base or interpersonal; affective and cognitive conflict (Uline, C. L., Tschannen-Moran, M. and Perez, L. (2003); functional or dysfunctional (Rahim, 2002).

Smith (2002) held that functional conflict is fundamentally a construction community problem when it is an inescapable consequence of the relationship in the construction industry whereas dysfunctional conflict may have arisen if the actions of the parties have gone beyond what is recognized as functional conflict. Functional conflict is assumed to be positive Gould, N., Capper, P., Dixon, G. and Cohen, M. (2009) and productive whilst dysfunctional can slow down the progress and withhold success. According to (Atreyi, K., Bernard. T, 2007) issue-based conflict can be attributed to task and explicate that it happens as variances in views allied to the group's duty. They describe subject-centered conflict as usually conspicuous with intense arguments and individual excitement, bereaved of troubles and

adverse sentiments similar to relational conflict. An interpersonal conflict conversely, is defined as relational centered and is considered by agitation, aggravation, and infuriation amongst group participants (Atreyi, K., Bernard. T, 2007).

Gale (2004) recognize that exchanges within the construction teams have been described as argumentative, conflict and crisis-ridden, and as a result, individual worker in the industry are exposed to extreme hostility. These conflicts according to Harmon (2003) results from differences in ways of solving the spot site-related problem, insufficient planning, ill-prepared contract documents, and the want of coordination between the contracting parties. As these exchanges transpire on a building project, members form a community with an intricate set of intertwined relationships. Harmon reiterates that conflicts emanating from such difference can ruin a project and result in thorny litigation, amplified cost and a collapse in communication. Approving Verma (2008) points to breakdown in communication as the most common, the most evident and the overarching cause of conflict. According to (Lee, 2011; in Femi 2014) conflict is “as indispensable as peace, since the only reason for quest of peace, there exists conflict, which is inevitable in the construction industry as in any other human endeavor.” Femi (2014) concludes that conflict is an inborn trait of social human relations and steps should be taken to ensure the conflicts do not degenerate into dysfunctional conflict. In the view of Borvan (2011) cited in Femi (2014) there exist no project that can overwhelmingly be protected from conflict, such conflicts may result to damage.

A study by Kumaraswamy (2004), gave a good reference to the common sources of construction disputes that are largely associated with contractual matters, including variation, extension of time, payment, quality of technical specification, availability of information, administrative and managerial supervision, unrealistic client expectations and willpower. In Killian(2003) hinted that conflicts may develop as a result of limited resources such as no enough time, money, labour, materials or tools. Smith describes conflict and disputes as an endemic problem in the construction industry. Conflict may

difficulties communication between individuals, break personal and professional relationships and reduces effectiveness.

A large scope of literature contends that subject-based conflict is useful and advantageous to group achievement; it permits for a crucial assessment of other options and expands the responsibility of team participants. Per Atreyi et al., (2005) the absence of subject-based conflict may precede an adverse result for instance groupthink. Task-based or issue-based conflict has repeatedly been referred to as productive conflict, for the reason that it supports escape dominance and lack of progress, pursues answers for queries, and stimulates inventive thinking (Carte and Chidambarum, 2004). Emmitt and Gorse(2003) in agreement with the stated position upholds that functional conflict more often than not is beneficial, helping to expose problems, reduce risks, integrate ideas, produce a range of solutions, develop understanding, evaluate alternative and improve the solution. Darling and Walker (2001) insist that conflict which supports the objectives of the team and encourages team achievement is categorized as useful conflict or disagreement. Constructive conflict desires impartial dialogue of divergent views. The purpose of defense as an advantage from differing views, a team forerunner is anticipated to uphold reciprocal respect even though conflicting (Tjosvold, 2007).

Inversely, relational disagreement includes collective detestation and personality clashes. It is understood as typically detrimental to the group's achievement (Atreyi, Bernard, et al. 2007). Conflicts that are threatening to determine the motive behind are most unusual conflict or dysfunctional conflict. Dysfunctional conflict according to (Gorse, 2003) occurs when one participant enters into an agreement with the solitary aim of destructing and incapacitating the other. Personal insults, criticism that boost self-ego and remarks that be short of regard for other's emotional state are often described as dysfunctional. Carte and Chidambarum (2004) also referred to interpersonal conflict as “destructive conflict; (Uline et al., 2003); as an affective it consists of alleged threat to one's individual or team character, standards, and principles; it happens in the method of personality clashes, resistance, and upsetting” (Jehn, 2007). Jehn maintains that relational conflict in total situations capitalizes on

personality clanks and reduces shared knowledge crucial for work success. Affective conflict may end in fruitless, inferior judgment quality and approval (Amason and Schweiger, 2007).

It may be understood that conflict may normally be labeled as helpful or detrimental. With respects to adverse conflict, Hocker and Wilmot (2005) study provides answers like destruction, resentment, discrepancy, antagonism, aggression, anxiety, strain, isolation, wildness, rivalry, peril, despondency, agony, and desperateness. Unwavering with these representations is Simons (2002) declaration that conflict is unsolicited and of necessity should be ignored. Deetz and Stevenson (2006) conversely illustrate helpful conflict as accepted, worthy, essential and realistic variances. The highpoint on the controlling of conflict and never the conflict per se. Teams can undergo the two types of conflict within a group or working atmosphere, however, the way it is handled or fared makes the difference. Nonetheless, some researchers have different opinions on the grouping of conflict explained in relative to building construction. Again, the contest that conflict in the building sector ought not merely be termed as dysfunctional or functional (Leung et al., 2005). Rather they are with the view that rational stages of conflict may develop satisfaction in work environs up until a stage where conflict worsens and reduces satisfaction (Gardener and Simmons, 2005). Tjosvold (2006) argues in his opinion, that conflict may offer incentive for employing intra-group differences; an expert regulatory of these in-house conflicts, nevertheless the transient distraction, strengthen relations between group participants. Hellriegel, (2005) explained conflict as a positive driver for social change or positive response to change. In support Dahrendof (2007) suggests that conflict is the driving force for man's progress.

2.1.3.3 Five Conflict management styles

No matter the source or the exertion put into resolving conflicts, if conflict exists, one of these styles is used to manage it.

Conflicts can arise at any time. How you utilize conflict resolution strategies depends on both your conflict style and your conflict resolution skills. There are many different ways to respond to conflict

situations; some conflict styles involve a considerate or cooperative approach while others involve either a competitive or passive approach.

The five conflict management styles all have the goal of bringing the involved parties to a resolution. They just have different ways of accomplishing goals or project success. Each style exhibit different levels of cooperativeness and assertiveness. For each illustration at each one and when they should be used.

- **Accommodating**

An accommodating conflict management style is used when you set aside your own wants or needs and focus on those of others. You leave your own concerns behind and accommodate for those of someone else.

While pressing conflicts should be immediately addressed, others aren't worth the trouble and will eventually disappear, leaving no major impact on either party involved. Accommodating the other party requires a lot of cooperation and little courage. Basically, you agree to accommodate the other party by acknowledging and accepting his point of view or suggestion. This style might be viewed as letting the other party have his way. While this style can lead to making peace and moving forward, it can also lead to the accommodator feeling resentment toward the other party. An accommodating manager is one who cooperates to a high degree. This may be at the manager's own expense and actually work against that manager's own goals, objectives, and desired outcomes. This approach is effective when the other person is the expert or has a better solution.

- **Compromising**

A compromising conflict management style tries to find a way to partially satisfy people on both sides of the argument. Modifications are made on both ends to resolve the conflict at hand. While both parties will not be fully pleased with the end result, sometimes a compromise is the best stake.

Compromising is a big step toward conflict resolution. Both courage and consideration are used when both parties look for common ground. You agree to negotiate larger points and let go of the smaller points; this style expedites the resolution process. Occasionally, the person compromising might use passive-aggressive tactics to mislead the other party.

Compromising is a loose-loose scenario where neither person nor manager really achieves what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where you need a temporary solution or where both sides have equally important goals.

- **Collaborating**

A collaborating style includes finding a solution that will completely appease all involved parties. A win-win situation, if you will.

Collaboration plays a major role within conflict resolution and requires great courage and much consideration. Collaborating with the other party involves listening to their side, discussing areas of agreement and goals, and ensuring that all parties understand each other. Collaboration requires thinking creatively to resolve the problem without concessions. Collaborators are usually admired and well-respected.

A win-win situation is obviously the best-case scenario, but it can sometimes be the hardest to reach. Honest communication with person, is crucial when using a collaborative conflict management style. All concerns need to be openly expressed for them to be addressed in the solution. Collaborating managers become partners or pair up with each other to achieve both of their goals in this style. This is how managers break free of the win-lose paradigm and seek the win-win. This can be effective for complex scenarios where managers need to find a novel solution.

- **Competing**

A competing style is for all you headstrong folks. With this approach, you take a firm stance and refuse to budge until you get what you want. You are impassive by the perspectives of the other parties

involved in the conflict. Competing is a win-lose approach. A manager is acting in a very assertive way to achieve his or her own goals without seeking to cooperate with other employees, and it may be at the expense of those other employees. This approach may be appropriate for emergencies when time is of the essence.

- **Avoiding**

Avoiding an issue is one way a manager might attempt to resolve conflict. This type of conflict style does not help the other staff members reach their goals and does not help the manager who is avoiding the issue and cannot assertively pursue his or her own goals. However, this works well when the issue is trivial or when the manager has no chance of winning. Avoiding conflict requires no courage or consideration for the other party. By avoiding the conflict, you essentially pretend that it never happened or does not exist. Some examples of avoidance or withdrawal include pretending there is nothing wrong, evading or completely shutting down.

2.2 Theoretical Review: Theory of conflict management

It can contrast from an insignificant discrepancy to a win-or-lose, emotion-packed, confrontation (Kirchoff and Adams, 1982). There are two theories of conflict management.

The traditional theory is on the assumption that conflicts are bad, are caused by trouble fabricators, and should be submissive. Contemporary theory recognizes that conflicts between persons are inevitable. They arise as a natural result of change and can be beneficial to the organization, if managed efficiently. Contemporary theory (Kirchoff and Adams, 1982) contemplates innovation as a mechanism for bringing together various ideas and viewpoints into a new and different union. An atmosphere of tension, and hence conflict, is thus essential in any organization dedicated to emerging or working with new ideas.

2.2.1 Approaches to Conflict Resolution

The impact of the conflict resolution styles used by individuals in shaping their workplace and affecting the level of ongoing conflict and stress. The consequences of the study showed that persons who use a certain style to conflicts can create environments with varied grades of conflicts. Individuals who use more of a confronting style create an environment with lower levels of task conflict, which reduces relationship conflict and pressure. Whereas, individuals who use more of the forcing or avoiding styles tend to create an environment with more task conflict, which rises relationship conflict and pressure. The study suggests conflict develops not only in environmental circumstances but in the styles used by persons when confronted with a conflict. The manner in which a person responds to organizational opposition and uncertainty will influence the responses of others and the individual's work experience.

Another work goes further to examine the relationship between the three forms of organizational justice (procedural, distributive, and interactional) and the conflict resolution styles. The research concluded that higher interactional justice was related to greater use of the confronting style when distributive justice was low and procedural justice was high. The use of the avoiding style was positively related to distributive justice. This work suggests when workers perceive organizational justice, they are likely to use more cooperative modes like confronting, smoothing, and compromising, in dealing with conflict. Outcomes from this work have implications for organizations. Managers at all levels of an organization should be attentive to improving employee sensitivities of organizational justice in order to encourage the use of more cooperative styles for organizational conflict management, with these steps

1. Identification of the Conflict Domain
2. Generation of Conflict Cases
3. Exercise of Judgement
4. Analysis of the Results

5. Communication of the Judgement Differences (Cognitive Feedback)

6. Negotiation among Conflicting Parties. (www.google.com)

The use of the cognitive analysis approach resulted in more agreement among the parties in conflict. Cognitive feedback provided information on reasons why the disagreement occurred among the parties and on areas that needed to be addressed to reach an agreement. This approach allowed the project stakeholders involved in the conflict to concentrate on the real variances that triggered the discrepancy rather than only discussing the effects of the conflicting situation. The results from this study suggest the use of cognitive feedback can be effectively applied to conflict resolution.

Active listening is a proven technique manager mostly especially project manager can use to help resolve conflict. Developing this skill takes practice and consistency, but it can be extremely effective when mastered. Paying attention (Listening) allows the conflict to take its natural course by giving individuals the opportunity to disagree, show their strong views, and demonstrate a passion for ideas and personality. Esteem for individual differences is demonstrated and an atmosphere of understanding is nurtured. Listening accommodates in achieving an endearing resolution by enabling a member to recognize the criteria that are considered an acceptable outcome. When a project manager is able to comprehend the needs and interests of stakeholders, the probabilities of acceptably resolving the conflict for both parties are increased. As a result of this process, trust and an association bond will help to form make a person pay attention to the needs of other stakeholders. Responsiveness of the potential approaches to conflict resolution and good comprehension of the consequences can offer project managers with an invaluable set of tools to create an optimal work environment.



Figure 2.1 c: Project Stakeholder analysis in construction.

Source: www.google.com

2.2.2 Functional Conflict Outcomes

Task-based or constructive conflict is functional; it has a supportive impact on the organization or the working team member or stakeholder. Great things exist in the literature that is associated with functional conflict. Task-conflict or functional conflict endures theories, thoughts, and conventions to be tested (Bagshaw, 2008); following an enthusiasm to admit new strategies, revolution, straightforward and honesty of opinions, and information exchange (Menon et al., 2006). First-class prearranged verdicts (Amason and Schweiger, 2007), may be achieved, after a group's varied abilities, competencies and views can be accredited, assessed and united into a decision. Thus, perceptive diversity in a team allows procedures that may bond together that capacity, which is a significant feature pointed at a decision-making group. They settle that constructive conflict has the tendency to develop the efficiency of team practices and the lead of preferences and their application.

Furthermore, functional conflicts may lead to the best possible solution to the problems under discussion and become an opportunity for organizational learning, creativity, and fulfillment of organizational and individual potential (Hughes, 2004).

Higgerson (2006), improves that desirable conflicts also identified as positive or helpful conflicts advance trouble-solving, explain concerns or hopes, increase member participation and obligation, add

outcome in superior choice or result, and improves modification that results in improvement frequently originates out of conflict, since stakeholder lean towards identical views on almost all the issues.

Contrasting functional conflict, dysfunctional conflict is likely to have a negative consequence on an organization. Socio-emotive conflict also known as dysfunctional conflicts is seen as vicious and harmful in nature. Maltz and Kohli (2000) mention an example of interdepartmental conflict that can negatively affect the creativity of another department. The dysfunctional conflict has a propensity to be spiteful or powerful and prevent parties or groups from achieving their set objectives. At the immediate violence break out, social relationships breakdown and this outcome in extended tension (Crossin and Banfield, 2006). Verma (2008) cited in Mba (2013) states that, when conflict is destructive, it results in the ongoing loss of performance. Excess of studies interprets dysfunctional conflict to be injurious to organizations and bow to that it should be completely ignored. Gardiner and Simmons (2002) opine that while restraining the impairment caused by dysfunctional conflict, project managers should reassure functional conflict to harness its effect and to benefit alter projects for the better.

2.2.3 Conflict Viewpoints

The project linked to conflicts may be seen from three dissimilar viewpoints, specifically interactionist, traditional, and behavioral perspectives (Verma, 2008 cited in Femi, 2014). From excess of literature, outdated viewpoint identifies conflict for instance as destructive and has a negating consequence on achievement. And to avert viciousness, damage, and unreasonableness, conflict ought to be completely sidestepped. An outdated viewpoint responds to conflict by way of reducing, soothing or eradicating it completely. In an endeavor to put aside conflict, the project manager in control, as stated Verma (2008) becomes autocratic, and this makes task tough for the main reasons to be known, thus upsetting constructive features of conflict to show. This standpoint by Verma is generally held by organizations and commercial groups which mostly control and affect our society. Unfortunately, old-style understanding of conflicts produces labour unions (Verma, 2008).

The behavioural view, as well known as the view of the social relations which appeared (Verma, 2008) maintains a view that conflict is a normal existence and as such unavoidable in all institutions; the result may be either a supportive or destructive subject to the way it is handled. Approximately conflict possibly will result in rise in accomplishment growth but may distract achievement once conflict declines or unrestraint and unsettled (Verma, 2008). It is acknowledged by Khanaki and Hassanzadeh (2010) that conflict can be valuable, and to that degree team leaders or managers must take the control to enhance innovation and resourcefulness, instead of pacifying or engraving it out. The behavioural viewpoint recognizes conflicts, then commends that organization manage it efficiently to be aware of the positive significance of conflict. Nevertheless, participants on various construction projects have stuck some basic conflict resolving tactics which are not readily evident in handling conflict.

The interactionist perspective intimates that conflict is essential to increase achievement. Distinct from the behavioural view of obliging conflict, the interactionist relatively encourages it, since it is presumed that a too pleasant-sounding, amiable, peaceful, too submissive project firm is to be expected to develop into inert, unconcerned, inactive, and inept in reacting to adjustment and invention. The perception encourages managers to preserve conflict within a suitable confine that may make projects self-effacing, viable, innovative, and ground-breaking (Ogunbayo, 2013).

2.2.4 Nature of Construction Industry

Human beings or people are the principal resources of all construction projects (Langford et. al., 2002). Construction professionals such as project managers, engineers, architects, and quantity surveyors are all core participants of each construction project. They are usually assembled or pooled from different firms and companies to form a project team. And each project team is a mini-society with an intricate set of interrelationships requiring collaboration and cooperation from initialization to close-off of the project (Ogunbayo, 2013). They have diverse goals and needs, and each expects to make the most of their own interests (Newcombe, 2006; Cheung et. al., 2006).

The relations between associates of this momentary project alliance often leads to conflict sometimes as a result of a discrepancy of insight or outlooks of other associates. Again, relationships in the industry are characterized as being aggressive and hostile (Saad et. al., 2002), there is a blameworthiness culture with strong temper to using hearing to resolving conflict (Colledge, 2005).

Tazelaar and Snijders (2010) quoted in Dada (2013) referred to other works to conclude that the severity, pressures, and hardness of the construction industry predisposes it to conflicts. Brief-term financial concerns often dominate the potential assistance of emerging and preserving relations beyond the limit of the project duration. The result is often the development of a hostile ‘conqueror takes all’ project mentality. The use of intimidations, financial manipulations and other forms of compulsion almost inevitably become an established part of the project environment or the construction industry.

Newey (2002) argues that since the industry is so large, there are so many individuals, companies, partnerships and Authorities involved in it, construction work has to be carried out on the open sites in conditions very different from that which pertains in the manufacturing industry. He settles that failure by one or more can affect all engaged in a project and work often takes substantial periods during which economic conditions can alter, it is therefore unavoidable that conflict arises. Researchers agree that construction exists in an antagonistic environment and that conflict is inevitable on projects (Kassab et. al., 2010; Ng. et. al., 2007). Gale (2002) opines that the construction industry is conflictual in nature as a result of the industry’s manlike culture“. He went on to propose widening the base of feminine representation within construction disciplines, as a way of watering down the manly culture of the construction industry with some feminine attributes.

2.2.5 Conflict Sources in Construction of Projects

Many professionally qualified individuals are entirely or partly involved with the construction industry in Lagos, including Town Planners, Architects, Service, Electrical engineers, Mechanical engineers, Civil engineers, Structural Engineers, Project Managers, and Quantity Surveyors, etc. All these individuals are pooled from self-governing firms or organizations to form a unit or a project coalition

where the connection between them grows into organizationally mutual purposefully for precise project execution. Walker (2009) cited in Yu and Leung (2011) perceives the status quo to be predisposed to conflict, for the reason of their different backgrounds and the requirements of the participants and that of the venture or project. Current texts propose various causes of conflict in the building sector or the built environment, though other scholars used ten (10) variables in their study as causes of conflict, others settled on less than six (6) variables in their research. But Lu and Leung (2001) gave five (5) wide regions of conflict in current writings that relate to construction and that is; design, time, management, contract and economic. Kumaraswamy (2007) in his research shows some divergence between two key motives of claims and conflict in the construction industry, namely the core causes and contiguous causes. He further explained that contiguous or proximate causes are those that are straightaway obvious and are incited by the client while central or source causes originate from other stakeholders.

Conflict can also ensue from technical issues and performance trade-offs. Team members on a project can have different proposals and methods for solving a problem, but each proposal may have its advantages and disadvantages. But the demonstration, communication, and acceptance from other team associates may meet glitches or impediments. Group relations and personal relationships may also show or contribute some conflict situations. Resources for project execution have also been in issue in respect of availability in adequate quantities and acceptable form of the resources for the execution of the project. The resources in inquiry include machinery, materials, money, manpower, etc. required for the execution of the project. Similarly, organizational pressures, unpredictable or inconsistent demand from team associates, time and other deliverables could cause tension leading to conflicts on projects (Dada, 2013). The Table shows some causes of conflict presented by various authors in their works (refer to Table 2.1, Appendix 1)

The apparently unforeseen causes of conflict are linked with project origination and description. These originate from unrealistic expectations, misunderstandings, absence of consistency, communications, adjustment of scope, insufficient contract records (Yu & Cheung, 2007; Blake Dawson Waldron, 2006).

However, Hellriegel (2006) quoted in Femi (2014) categorizes conflict into levels based on interaction between persons or humans working within and outside the group or crew. These groups of conflict are the intrapersonal conflict, the interpersonal conflict, the intragroup conflict, and the intergroup conflict. The intrapersonal level which he states thus occurs to an individual in respect of the conflict of the mind, a state of contradiction. The kind of conflict most human faces within themselves. Intrapersonal conflict arises when one is faced with having to take a critical verdict.

On the other hand, the interpersonal conflict is a form of conflict which occurs between two or more individuals have opposing views, goals, interest, attitudes, or values among other things. In detail, literature has it that, interpersonal conflict is one of the top occupational job stressors (Liu, 2002). And intragroup conflict speaks of a conflict between some or all of a group's associates within the team or a particular group. It refers to members of the same group, simply put as fighting within a group, probably as a result of task-related differences or emotion-based disagreement. Unlike intragroup, the intergroup conflict thus occurs between two or more groups within a canopy organization. It is sometimes driven by ethnicity, religion, and levels of position. These groups could be either recognized groups or informal in nature and may differ in their agenda, prestige and work activities. Similar to the intragroup is the intra-organisation, which occurs between two or more parties working together on a common project in an organisation. And it may come about as a result of the location of formal authority and the manner in which functions are designed.

2.2.6 Conflict arising from contract document

According to Nasir and Khamid (2013) quoted in Femi (2014), the noteworthy point still remains that the construction industry is well known for its high level of inter-personal and inter-organizational conflict. Scholars and Government Reports (Lathan, 1994) emphasize that the construction industry is

observed to have a culture of conflict (Langford and Murray, 2008), project performance is thus consequently reduced and dissatisfaction ensues; in which all parties apportion blame and seek redress from contract provisions. As Shapiro (2005) stated contracts in the construction industry are the primary source of most conflicts in the industry. Such substantial percentage of most claims originating out of construction stand-off stems from the contractual relationships among the parties. Additionally, he adds that it is the consideration by way of agreement which defines most of the responsibilities between the contracting parties; and has therefore been the very basis of most of the claims by the parties against each other. To reduce such stand-off in the construction industry, the use of Normal Forms became the norm but as with most construction projects, the distinctiveness of each project made it a challenge in using the Normal Forms. Therefore, the one-size fit all agreement or contract did not work as predicted. This brings the amendment of Normal Forms for specific projects, but a number of professionals believe that contracting parties should not alter or change Normal Forms by choice, as there is a complex interaction between many of the terms (Ndekurgi and Rycroff, 2009), such modification can change the balance of risk and create legal vagueness, and by extension conflict. Although the contract document hexes out the responsibilities of each of the parties involved in the construction, very little attention is given to the well details in respect of time and effort by the principal players, resulting in critical oversights and areas of uncertainty. The construction sites (Clegg, 2002) are well organized by contractual relations to a greater extent than many other establishments. Clegg continues that aside labour agreements with labourers which are fundamental, virtually everything at the construction sites are put in the contract form or contractualized: “who can do what”, when, where, and in what order and using what resources, and per what tech-know-hows, and at what measured expenses, etc. Clegg, predicted that contract specifies the significant variables appropriate to construction, but deficient in its own classification; the way it must be delivered, construed and be used by work-related and administratively unprincipled or self-seeking parties to the prescribed relationship. Borvan (2011) initiates that the degree of conflict is dependent on its nature of cause, content, and complexity of the contract agreement. The construction industry is perceived by Clegg (2002) as

integral to conflict because of its complexity tied with vested inter-group and inter-work-related interest.

There are two main issues in the contract document according to Shapiro (2005) that may result in conflict namely the abuse of Standard Forms and faulty contracts.

2.2.6 The Five “I’s” Of Contract

The attempts in customizing Normal Form or drafting additional terms results in what Shapiro (2005) calls the five “I’s”, that is, incomplete contracts, inappropriate contracts, incompatible contracts, incomprehensible contracts, and inequitable contract. The five “I’s” of contract by Shapiro (2005) affirms that lead to mismanagement and finally to irreconcilable inconsistencies at an enormous cost and time expenditure to the stakeholders. He explained the five “I’s” as; Incomplete contracts are insufficient and do not entirely resolve all the material facts, which when group together signify an inherent risk to the project. And when part of the risks is unaccounted for or unassigned, it can lead to conflict and disputes which may be challenging and problematic to settle.

An Inappropriate contract is a contract that is not appropriate or does not include words that speak to the threats accompanying a specific building project condition. Contracts of this kind are likely to result in imminent resentment and litigation. An incomprehensible or inconceivable contract is “contract which is internally confusing, unclear, fluctuating or unrealistic, such that these types of contracts or agreement typically leads to misuses in the contract routine by the participants involve”. An incompatible or irreconcilable contract is a contract which ends in disparity among the project threats and duties of the different contracting parties. Since the players are interrelated and act together among themselves in an on-going construction project, it is prudent that the contract links so well spell out that, the responsibilities of the players are well laid without gaps and overlaps. For example, the contract between the project design professional or team member and the vendor and the contractor be so distinct from each other. As a consequence, the vendor’s agreement with the design team or professional is compatible with the vendor’s separate agreement with the contractor. And by so doing a

seamless joint is formed between the various agreements, so that the designer will have the authority to provide contract administration services as may be stipulated in the contractual plan between the vendor/supporter and the contactor without glitches or any confrontation.

An inequitable or unfair contract does ensue when contracts are bereft of fair-mindedness or “impartiality” amongst contracting participants to the contract, in a way that makes the contract lopsided, imbalanced or skewed in support of one contracting participant, usually the vendor/supporter. This consequently will result in doubt and demands as the work progresses.

2.3 Empirical Review

2.3.1 Conflict between Stakeholders

Conflict between contracting firms or organizations may be seen as an inevitable by-product or result of organizational activities. The parties to a project, be the client, consultants, contractors, suppliers, professionals, community dwellers or end-users unquestionably have an interest in the successful completion of a project in a way satisfactory to each of them.

As such conflict between these individuals or organization is a must as the project advancements. Clients of projects are often arguing and interrogating their consultants in respect of incomplete design, omissions in scope brief, low aesthetic appeal, and budget overruns (Shapiro, 2005). Conflict again is relatively common between the client and the main contractor usually related to late payment, construction failures, disagreement over the payment for extra works and change orders.

Client and contractors often contend over the design as contrasting to construction failures. In addition, the comparative responsibility of each stakeholder, for a failed design or a construction element, culminating in a structure which neither meets the owner’s fiscal or useful requirements nor fulfill the very motive envisioned by the client/vendor may lead to tripartite conflict, that is, conflict involving all three major stakeholders at the same time – the client, the design team/consultant and the contractor. Each trading fault, allegations, and counter-accusation. Also, consultants and contractors more often

accuse one another, over material quality, design and workmanship errors. Another area of conflict commonly identified is between the main contractor and sub-contractors (Harding, 2001), and is often about late payment of interim certificates, discrepancy over the payment for extra works, and schedules. And these conflicts can be resentful but these are usually solved by the dominance of the main contractor or by legal means allowed or permitted by the contract. Conflict between domestic sub-contractors often presents an interesting challenge because of their relative equal stature, and does not directly have any relation between them but owe their allegiance to the main contractor. This kind of conflict regularly occurs between the Functioning subcontractor and the Service sub-contractor. Role uncertainty in construction leads to conflict as well. A major source of conflict between contractors or between sub-contractors is at the boundaries of their work schedules. Occasionally it is the gap between the schedules that causes the uncertainty, when it becomes apparent that, due to an oversight by the consultant or the construction manager or the management contractor, vital work is left undone because it was not precisely assigned to anyone or included in any of the schedules. Additional factors that cause conflicts to arise between the team members include a poorly defined scope, poor communications among team members, divergence of interests, uncertainty and impracticable expectation (Yu and Cheung, 2007; Shapiro, 2005). A poorly defined scope generates hostility between the client and the contractor (as the contractor demand payment the “creep”), and between the client and the design professionals. The design professionals as part of their responsibility are obliged to outline and design the project scope which meets the client’s requirement in respect of usage, safety, aesthetics, life cycle cost, time and quality project criteria. And when the designed project fails in meeting these requirements, the client becomes dissatisfied and unpleasant communication arises between the parties. Much the same way, when the scope is ambiguous and uncertain it may result also in unfavorable and unpleasant relations between the client and the contractor.

Communication is basic to all working environments, communication, in fact, is the central spine of every organisation, construction organizations not excluded. Communication failure is similarly seen as a universal cause of conflict among the project team players (Cheung and Yu, 2006). Issues in

communication often arise as a follow up to a condescending behavior, lack of veneration or regards to work members, insight incongruence and defective listening. Communication breakdowns result in incorrect interpretation of drawings; misconstrued change orders, increased and wrong lead times for crucial material delivery to site; incorrect execution of instructions (Ogunbayo et. al., 2013)

Discrepancy and impracticable expectations according to Li et. al. (2012) can also generate conflict between stakeholders of a construction team, especially when the party's hopes are raised and disappointed. For instance, when the project is running behind a planned schedule when the budget is over, and labour is not equaled to what was envisaged to be of higher quality construction. The client in the state of disappointment will make claims or pursue legal steps or processes. Anderson Jr. and Polkinghorn (2008) confirming also states circumstances that could cause conflicts in construction works specifically; designers challenge fault for errors and mistakes, contractors bring claims against owners; the public repeatedly feels not integrated into the project in term of decision-making process. The works may face environmental challenges that the designers didn't reflect on in their design, or team parties may rise and oppose the project only after it takes effect. The above-listed situations by Anderson Jr. and Polkinghorn lead to adjournments, safety issues, cost overruns, inconvenience to the public or end-user, and timewasting lawsuit.

2.3.2 Managing Construction Conflict

It is a shared belief that the construction industry's culture is "antagonistic" and prone to conflict in its negative sense (Lathan, 2004). Supportive Esquivel (2007) confirms that construction conflict is dysfunctional and something undesirable to be ignored because it produces ineffectiveness in firms and injurious to organizations. Lathan (2004) by reference to the construction industry's "culture of conflict" portrays construction conflict as unwanted, perhaps because it is conflated with challenges, doubt, and arguments. With the above position is Higginson. M. L. (2006), who regarded conflict as a self-evidently "a bad thing", one of construction's key issues; misinterpretation, unproductive work, delays, confusion and errors. And the focus have always been on avoidance and removal.

But Rahim (2002) discourses that “Organisational conflict must not necessarily be reduced, repressed or removed, but managed to enhance individual, group and organisational effectiveness”. Position such as this has been considered as “rational” that is by accepting the inevitability of conflict and focusing on their administration instead of their removal. Problems in the construction industry such as unsteadiness, lack of appropriate communication, disintegrations, improper direction, and proper work schedule have indeed emphasis some minds on leaving the potentially adversative effects of conflict, instead of maximizing the potential benefits that may arise from the conflict. Mary Parker Follett (2000) saw conflict as inescapable (rather than a failure of a system), and performing positive functions if properly managed. She further deduced that “all polishing is done by friction”. Nonetheless, the use of the conflict management models is conditional on a specific circumstance, that is, a particular style may be more appropriate than the other theme to the situation (Lee, 2008).

Conflict management proposed by Follett (2000) can be conceptualized under five methods namely; avoidance, suppression, domination, integration, and compromise. Also, Follett's common conflict management style has been proposed by other researchers and authors. The ones that are often quoted by other researchers and authors include the Two-Factor Theory by Rahim and Bonoma (2009); the Single-Dimension Model by Deutsch (2003) and the Thomas-Kilmann Mode Instrument (2010). Excess of Literature nonetheless differentiates among the two key models as Single dimension model or Two-dimension model, while maintaining that the widely quoted is the Two-dimension model though in different names.

Rahim and Bonoma (2009) define the Two Dimension Model as concern for self and concern for others, but Blake and Mouton (2000) describes it as self-oriented and other-oriented concern. Conversely, the Single Dimension Model does not consider concerns of both parties, but rates only the level of self-centeredness. Rahim and Bonoma (2009) assume five different conflict management styles namely; avoiding, dominating, obliging, integrating and compromising. The dimension thus

explains the level to which an individual is willing or would be willing to satisfy the other person's concern.

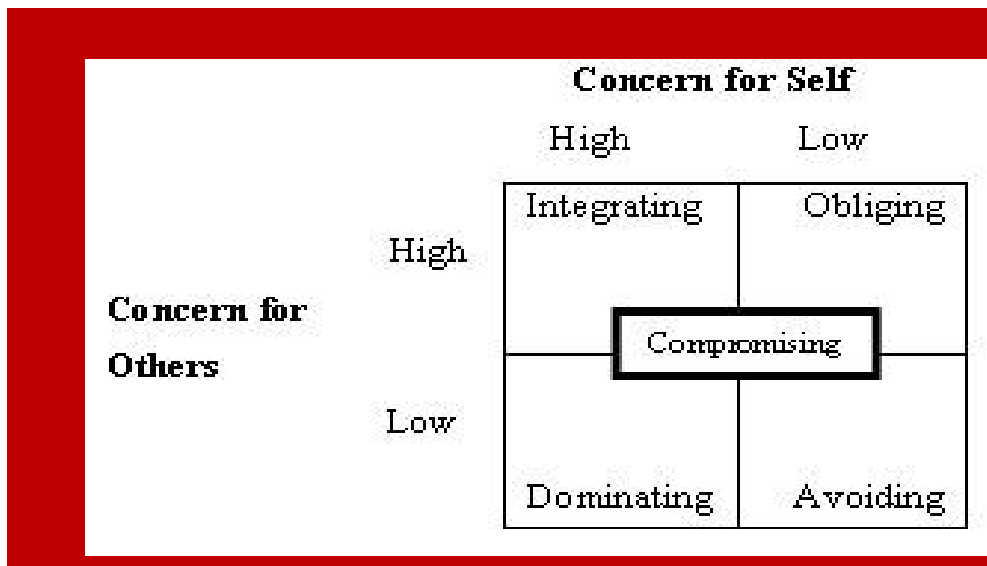


Figure 2.2: Conflict Management Model (Concern for self and concern for others)

Source: Rahim and Bonoma (2009).

Thomas and Kilmann (2010) offer five (5) modes conflict management namely: compromising, competing, collaborating, accommodating and avoiding. The Thomas- Kilmann Conflict Management Mode Instrument (TKI) “measures a person’s attitude in conflict situations, that is, in situation where the concerns of two individuals are incompatible”. They describe individual’s behaviour in two basic dimensions; assertiveness and cooperativeness. Assertiveness measures the extent to which the individual attempts to satisfy his/her own concerns, whereas Cooperativeness refers to an individual’s willingness to satisfy the other person’s concerns (Figure. 2.2). Refereeing from Bonoma and Thomas-Kilmann’s description of the Two-dimension model, it can be resolved that the two perspectives are consistent and meet in fact. As a result, the study chose the two-dimensional model as an ideal style in managing construction conflicts. Conflict management suggested by Thomas and Kilmann is employed.

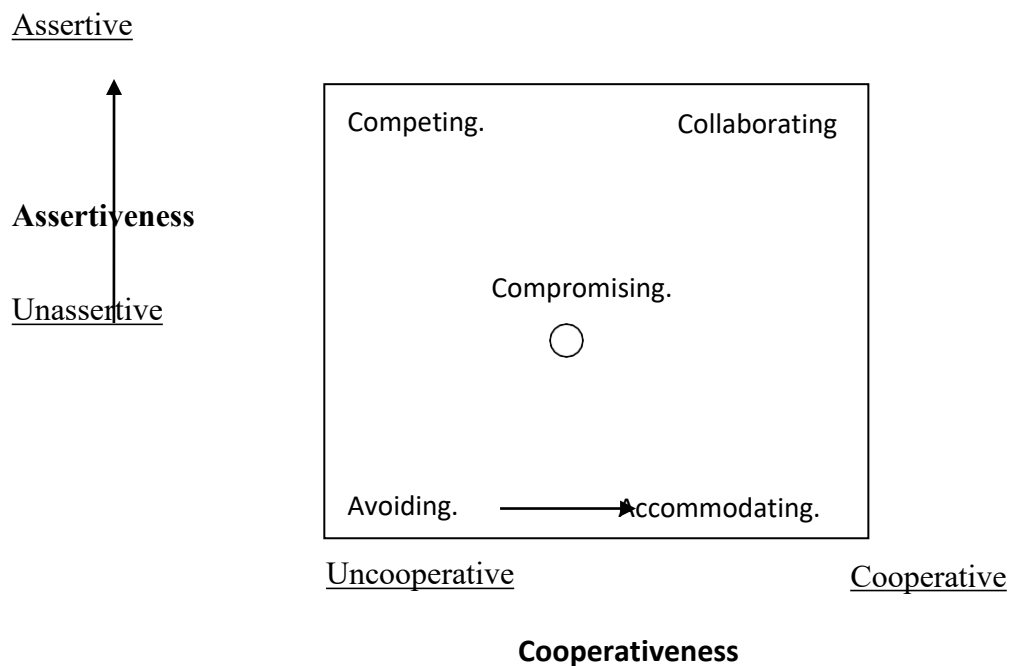


Figure 2.3: Conflict Management Model (Assertiveness and Cooperativeness)

Source: Thomas and Kilmann, (2004)

2.3.2 Using Thomas-Kilmann Conflict Management Model.

Thomas-Kilmann model of conflict management "suggests five (5) styles namely, avoiding, accommodating, competing, compromising and collaboration. Competition has been called the “zero-sum game” where one wins and the other loses. The individuals in conflict situation incline to be an extremely assertive and very concern for self (dominating) than for others. Lu and Leung (2001) referred to competing mode as win-lose style. An individual dominating often uses intimidation, power tussle, hostility, manipulation, and the protection of presumed positions (Zikmann, 2002; Lee, 2008). The obsession with winning under competing mode according to Zikmann (2002) results in the opposite party retreating cooperation and taking a stand to defend his/her assumed stand. Blake and Mouton (2004) describe the competing mode as direct and uncooperative. But effective when quick,

decisive action is crucial in organisational contexts. This mode has been critiqued for its social inappropriateness as well as the likelihood in worsening response to conflict; because it demotes the concerns of other individuals (Zikmann, 2012).

The avoiding style is neither cooperative nor assertive. It offers no priority or preference to both concerns relative to the parties; it is regarded as a loose-loose style (Lu and Leung, 2001). To Thomas-Kilmann (2010), a party may be aware of a conflict within a project team but may diplomatically avoid or suspend the issues. It may according to Thomas-Kilmann also mean withdrawing entirely from a threatening situation. They stated that this style is normally useful when the cost of resolving a conflict far outweighs the benefits of its settlement. Lee (2008) in support also referred to this style as a side-stepping and a low-grade- pass of the issues in conflict. He pronounces that the Avoiding style is most useful when the issues in conflict are small or have a tendency of becoming critical.

The accommodating style is unassertive and cooperative and is also considered as a lose-win style of managing conflict. Individuals who choose this mode of managing conflict are referred to as conflict absorbers. They tend to avoid their own concerns in favour of the opposing party's interest or concern. Individuals who take this mode of conflict management according to Lu and Leung (2001) will rather maintain a relationship than to have their way. Rahim and Bonoma (2012) referred to the attitude of low concern for self and high concern for others as obliging, otherwise called accommodating by Thomas-Kilmann (2010). There is a selfless attitude or self-sacrifice in this mode of conflict management. It may be used when one wants to develop social recognition as a tactic for later issues that may be of top interest to the individual. Especially when it is equally important to preserve harmony and to protect the project from disruptions (Thomas-Kilmann, 2010).

The collaborating style is both assertive and cooperative in equal magnitude, that is, high on assertiveness and high on cooperativeness. Collaborating according to Rahim and Bonoma (2009) is same as integrating. The individuals are highly concerned for self and high concern for others in the same measure. Most works refer to this style as a win-win style. In collaboration the individual works

in cycle with the other party to find a common solution that fully answers the concerns of both parties. Collaborating between two individuals according to Thomas-Kilmann (2010) might make the process of exploring differences to study from each other's intuitions, resolving concerns that would otherwise have them competing. The individuals are willing to settle the difficulty by making modest the differences between them by forgoing part of their assertiveness to gain on cooperativeness. The parties often deliberate until an acceptable decision is reached between them. Collaboration increases individual and team member effectiveness, as characterized by greater satisfaction and feelings of self-efficacy among conflicting parties, and more beneficial solutions reduce the likelihood of future conflict (Tjosvold, 2007 quoted in Kiani et. al., 2012). This style is more appropriate when you want to merge insights from people with different perspectives on a problem and when you wish to gain other's commitment by fitting in their concerns in the final decision.

Compromise style is a style that declares neither a loser nor a winner. For the French, the compromise mode is a "lose-lose" decision, something that should not be encouraged. Zikmann (2002) abruptly contrasts the French position and affirms that most managers in the construction industry submit to the opinion that compromise is the best response as it usually assures that the requests of all parties are at a minimum "partially met". And when individuals can be contented that their desires can in time be met, it will be far more probable that they will be eager to adjust their adopted positions. Compromise according to Thomas-Kilmann (2010) might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position. Thomas-Kilmann enhances that compromise is appropriate when two opponents with equal power are strongly committed to mutually exclusive goals, example, labour-management negotiating. But over-reliance or overuse of this mode generate a cynical environment of sportsmanship.

2.3.4 Conflict Management Techniques

Conflict Management Technique is the practice of recognizing and dealing with disputes in a rational, balanced and effective means. Subsequent are the techniques one needs to apply based on the

circumstances. Techniques should be appraised and applied based on the own needs vs other's needs .Table 2.2 (Shown in appendix)

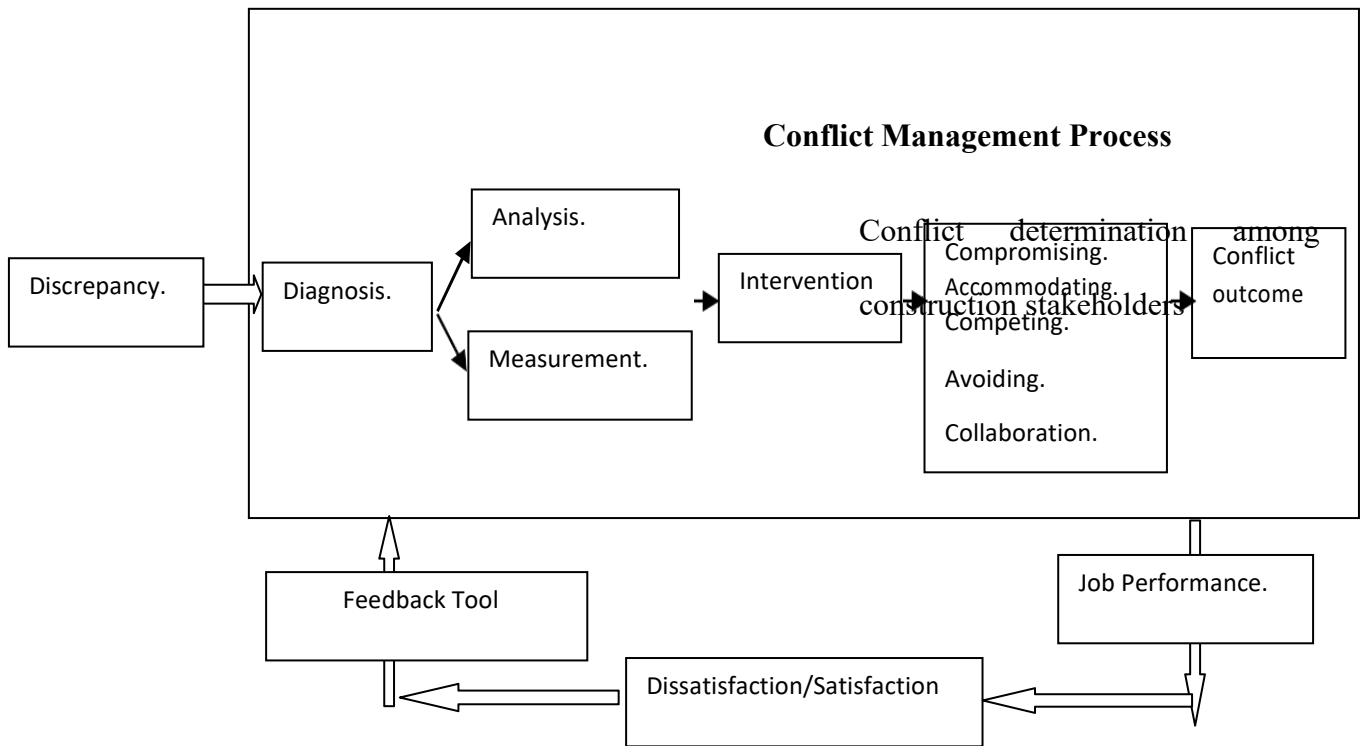


Figure 2.4: Cyclical Model for Conflict Management in the Construction Sector.

Source: Adopted model Lu & Leung, (2001)

2.4 Research Gap

Although extensive research has been carried out on conflict management involving stakeholders in building construction project sponsored to be a public or private projects, very little of the research do not contains information appropriate to the area of study in Lagos state as it relates to negligence to the use of existed building code for stakeholders in building construction project. A cursory look at some previous authors contribution in this area will help create and enabling environment to treat instances.

According to Harmon (2005), a well-organized project is a project which has been properly designed, appropriately planned, and accordingly built to specification, cost and within the scheduled time. Most projects, particularly in the public sector, rarely get completed in time, within the budgeted cost and the quality as expected (Femi, 2014). In affirming Femi (2014) states that construction conflicts are not so common in private and internationally funded projects distinct from public projects where politics is often involved in the award of the contract. Public building projects like any other project demand the work of numerous personnel from the labourer through to the skilled men, from the administrator to the site engineer, the project manager, the architect, the client, and their representatives and institutional inspectors and regulators each having a particular job to perform. And for a project to be delivered successfully, all these individuals must work and resonate together in cooperation and collaboration, with respect to scheduling time, the use of resources and the stated budget. Unfortunately, these individuals with varying education and skills deployed at various stages of the project have differing understanding of project delivery making disagreements and conflicts unavoidable (Ankrah and Langford, 2005). Resolving the complex nexus of conflict between project participants, and good management of these conflicts according to Hellard (2008) is preventative medicine for dispute. As Conflict management in the construction industry has been highly technical,

exceptionally complex, systematically driven, and legally controlled and this continued to create rescindment of contract, incomplete projects and project abandonment (Shapiro, 2005).

The study identified stakeholders involve in building construction projects to abide to building code based on stage or phase of project executions, with interest in the project. Information of past project was collected and included variables of projects of varying sizes, similar work of this nature which can be verified from literature has not been carried out in Lagos state. Hence this work is unique in the sense that it would holistic compare the public project with the private project to resolve conflicts as it affects stakeholders in building construction project in Lagos state, Nigeria. Finding from the study would proffer solution that would help building professionals in the public and private sector to abide by the building code as a policy to improve their knowledge and application of stakeholder conflict management in building construction project within Lagos state and its environs.

CHAPTER THREE

METHODOLOGY

3.1 Methodology

The research method is descriptive where qualitative method was used to form the research. A number of methods are available that one can use in carrying out research, however, the method employed was necessitated depending on the research strategy, design and philosophy. The very rationale behind the choice of a particular method or a way of carrying out the research is for the process to be scientific, severe, systematic and as much as possible free from biases. The chapter defines the study strategy assumed and then discuss the population, the sample determination method, the data collection tools and processes, and the diagnostic tools employed .Some of the selected project where the research was carried out are:

Public Projects

1. Construction of New MSTO at Alimosho, L.G.A, Lagos state.
2. Construction of Oshodi Transport Terminal Interchange
3. Construction of Oshodi Post-Office, Oshodi.

Private Projects

1. Building construction of Christ the king Catholic Church, Akwonjo, Lagos.
2. Construction of residential building in Okota.
3. Construction of private residence at Lekki.

3.2 Design

Techniques used in carrying-out a research are quantitative, qualitative and mixed-method according to Neuman (2007). A particular design may be contingent on the assumptions in respect of the nature of data and actuality, and how an individual determines knowledge and

actuality, as well as the procedure of obtaining knowledge about reality (Saunders, Lewis, and Thornhill, 2007). And based on the aim of this research, a qualitative and quantitative research design was appropriate use. The qualitative method consists of large population and permits non-numerical analysis built on information collected via surveys and experiment (Saunders et al., 2007)

A cross-sectional survey method was seen as appropriate for such research and information was gathered via administration of the questionnaire. The survey applied standardized instruments so that the changing viewpoints and experiences of people suited a limited number of scheduled response categories, to which numbers were allocated and measured statistically (Mason, Marchal, and Lind, 2009) As a survey study, a sample was taken and the result was used to make inferences about the population which was immensely costive to study (Neuman, 2007).

3.3 Study Population

Based on the subject of the research and the need for diverse views across the construction industry building contractors involved were all included in the target group. From the table in the appendix 1, the population (N) size of 400 is used. The focus of the study is on the stakeholders in the construction industry who carry out projects specifically in Lagos and its immediate environs with building construction. The stakeholders are mainly Clients/Owner, Project managers, Contractors, Civil engineer, Structural Engineer, Site engineer, Quantity surveyors, Architects, Land planner, Facility managers, Estimators, Regulatory bodies (such as COREN, NIQS), Emergency service (E.g. Fire service), Funding Bodies (e.g. ITF, Teftund), Media(Press) etc., and since these stakeholders are within a selected Private and Public Project, the research is limited in Lagos state and its immediate environs where participants were chosen and identified as key player in building construction projects. The selected participants for the research are

construction firms that had registered with Nigeria cooperate affairs commission undergoing both public project and private projects.

Formula for determining population size

$$S = X^2 NP (1-P) + d^2 (N-1) + X^2 P (1-P) \dots\dots\dots\text{equation (i)}$$

S = required population size

X² = the table value of chi-square for 1 degree of freedom at the desire confidence level (3.841)

N = the assumed population size.

P = the population proportion (assumed to be 50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (0.05)

Source: (Krejcie & Morgan, 1970)

Using equation... (i)

$$s = \frac{(1.96)^2(400)(0.5)(1-0.5)}{(0.05)^2(400-1)+(1.96)^2(0.5)(1-0.5)}$$

$$s = \frac{3.8416(200)(0.5)}{0.0025(399) + (1.9208)(0.5)}$$

$$s = \frac{384.16}{0.95799}$$

$$s = 401.01 \approx 400$$

3.3.1 Sampling Technique and Sample Size

The obtained population, a sample of registered firms were carefully chosen for the research. And using Krejcie and Morgan's table as a guide a sample size from the known population was established. The firms were coded and the sample randomly picked. And for any of the company that was picked, a representative of the company, either the project manager, the site engineer or the quantity surveyor was made to stand in for the concern. The list as obtained from the gatherings, however, was considered by the researcher to be incomprehensive, since it lacked

certain class of companies. Then I, the researcher however, purposively chose this construction project names whose names I did not give in the list and added it to the sample mainly because of the volume of work undertaken within the area under the study, sixteen (16) stakeholders were also conveniently picked from architects, project managers, quantity surveyors and clients etc., for the research, making a total of 196 participants for the research. And by statistics, the sample size was sufficiently big for a significant analysis

3.4 Data Gathering

And to address the question of the research, appropriate information needed to be collected in a manner permitted under such a study. The data needed for the study according to Hussey (2007) can be either collected as secondary data or primary data. The primary data as explained by Hussey are data gathered from the field and secondary data are data collected from existing writings. And both primary and secondary data are used in this study.

The theory-based discussion done in chapter two of this study was developed essentially from a secondary source. The current literature like journal articles, web sites of professional bodies, databases and books were all consulted for indebt information on sources/causes of conflict, its effects, and its management. The primary data, on the contrary, was the data gathered from the field using the data gathering tools like a questionnaire survey, from which the key findings and results originate. The data thus, therefore, become the new revelation in respect of the study area.

3.5 Questionnaire Development

One technique used in collecting or gathering data for the purposes of the study is the use of questionnaire survey. Questionnaires are highly structured way of collecting precise information as a reply to highly directed questions. Some researchers like Al-Assaf (2005) proclaims that a questionnaire has the benefit of increasing the generalization of data while at the same time

granting respondents the freedom to express their views. The study data, therefore, was gathered through questionnaire survey. A questionnaire survey was considered appropriate because is cheaper and less time consuming than conducting an interview, besides very large samples can easily be gathered. This technique is consistent with the assertion by Easter by-Smith et. al., (2002) that questionnaires are the most frequently used method in the social science field.

The measurement of items formed from existing literature and the writings of Thomas- Kilmann (2010), Yu and Cheung (2001), Kumaraswamy (2007), and Rahim and Bonoma (2009). The questionnaire is structured in two sections, that is, the General information of the stakeholder and identification of stakeholder management with key performance indicators (KPIs) on building construction projects. The questions were to ease off challenges in construction industry to conflict management resolution in private and public project, which may be specified particularly in nature to the participant. The majority of the questions are close-ended questions are very constrictive asking participants to measure issues of conflict management on a five Likert scale and nominal rating method.

3.5.1 Questionnaire Administration.

The structured questionnaires were thoroughly checked to confirm it's unambiguous, lucid and well understood. This was achieved by pilot testing with sample questionnaire to some selected projects initially in and desk-checked to correct all ambiguity and repetitions. This was to make sure that responses from participants were in accordance with the purpose of the study.

The researcher before administering the questionnaire brief participants about the study's purpose and expectations. The anonymity and confidentiality of participants were guaranteed by the nature of the survey.

3.5.2 Measurements

The study questionnaire administered was to measure the objectives of the research. The first

measure was to identify and compare exiting building codes within the private and public projects easily as well as stakeholders' roles in building construction projects. A number of cases were identified in the literature. A number of items were acknowledged in existing writings as, Respondents were tasked to show the degree to which the item's outcome in conflicts on five (5) point Likert scale where 1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree; The penultimate, To identify and compare current conflict management approach to resolve conflict among stakeholders in building construction projects, a number of items were listed and respondents were tasked using nominal rating. Conflict managing approach be it competition, collaboration, compromise, avoidance, and accommodation. Respondents were tasked to specify the method or style through which conflicts are to be handled. And lastly the questionnaire sought to get out experience by allowing participants to freely deduce their view on conflict resolution management.

3.6 Data Analysis

Statistical Package for Social Scientists (SPSS 22.0) as a software analytical tool was used in analyzing the collected data. Although number of software thus exists for such research computations, the researcher's insight in SPSS made the techniques the preferred choices. The SPSS was used to perform Krejcie & Morgan generated sample size to depict findings. The package was applied in generating descriptive statistics and Spearman correlation analysis. Mean values derived from the measurement of the items and the relationship between the variables are established.

3.6.1 Spearman Rank Correlation

A Spearman rank correlation coefficient is used to determine whether there is evidence of a linear relationship between two ordinal variables, or, if both variables are interval and the normality requirement may not be satisfied. The sample Spearman correlation coefficient is

denoted r_s and is given by:

Where:

$$r_s = 1 - \frac{6 \sum_{i=1}^n d_i^2}{n(n^2-1)} \dots\dots\dots \text{equation ii}$$

r_s = Spearman's rank correlation coefficient

d = the difference in ranking between the usage and effectiveness of factors

n = the number of factors

3.7 Profile of Lagos State.

Lagos is presently the second most urbanized in the country after the after Kano state. the high level of urbanization is due to the high concentration of the population in the metropolis and it's immediate environs and high works of building construction in the area. The population in the metropolis and it's immediate environs account for one third (1/3) of the country's population (Population census, 2016). Lagos state also has the second-largest economy in the country and has a tendency to attract people from all walks of life, particularly because of its central location. It is the most populous region in the country and occupies a land size of 24,389 square km. Lagos state is politically divided into twenty (20) Local Government Area of which Ikeja is the capital city. Economic activities in Lagos state can largely be classified into construction, civil organization and co-operate bodies, Production industry, wholesale and retail trade, manufacturing and community dwellers, social service sectors. The regions that make up the Lagos state are; Agege, Ifako-Ijaiye, Somolu, Amuwo-Odofin, Lagos Mainland, Ikeja, Eti-Osa ,Badagry, Apapa ,Lagos Island, Epe, Ibeju-Lekki, Alimosho, Ajeromi-Ifelodun, Kosofe, Mushin, Oshodi-Isolo,Ojo,Ikorodu, Surulere.

CHAPTER FOUR
RESULT AND DISCUSSION

4.1 Data Presentation and Analysis

The chapter is structured in line with the objectives of the study together with the demographic characteristics of the respondents. The findings are also structured and put forward in the body of frequency distributions, descriptive statistics, chart, and tables to facilitate examination and analysis of the patterns of the responses.

And from a total of 280 questionnaires that were circulated, 250 were received and thoroughly checked for completeness. The number of questionnaires that were available for the analysis was 196, producing a response rate of 95%.

Table4.1 (a) *Frequency of both private and public project.*

Frequency of response

	Frequency	Percent	Valid Percent	Cumulative Percent
Private	86	44.2	44.2	44.2
Valid Public	110	55.8	55.8	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

Table4.1 (b) *Private and public expected and Observed values.*

	Observed N	Expected N	Residual
Private	86	98.5	-11.5
Public	110	98.5	11.5
Total	196		

(Source: SPSS Output)

From the responses gathered from the participants, the Public project imbalance in the construction industry in the study are was ubiquitously clear as against the Private projects. Out of 196 stakeholders, an unduly high number of public projects participants represented more parities involves in the project which may not be easy to manage all parties in the area effectively as compared to the Private project that is few with many skilled parties in the area that can easily manage and resolve skills easily. This brings to fore the argument for resolving conflict in public sector is more tedious to manage as against private project, the number of stakeholders in construction project. Proponents of this argument suggest that acknowledging the common interest of stakeholders can easily help to manage more parties involved in complex construction.

Table 4.2 Stakeholders work experience

Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
<3(Lessthan3)	30	15.2	15.2	15.2
3-5years	32	16.2	16.2	31.5
Valid 5-10 years	38	19.3	19.3	50.8
above10years	96	49.2	49.2	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

4.2 Comparisons of Public Project and Private Projects of Conflict Resolution.

Construction project conflicts from the survey, are either caused by stakeholders' difference or inability to manage conflicts related to constructions. The percentage values as calculated from the survey responses are much higher for the public project of 55.8% conflict compared to the private project 44.2%. The minimum mean value obtained was 0.56, a value when compared with the mean values of the Public-Private Project conflict resolution. This copiously or evidently shows the potency level of the two groups in regard to causes of conflict in Lagos state. It is without doubt that the stakeholders in the private project of conflict resolution can be more resolve among stakeholders in public projects.

The position as espoused by the participants through this study again contradicts the position of Clegg (2002) that contracts are basic and obviously the main cause of conflict in the construction

industry. The contrary situation as established by this study may probably be due to different study areas and the culture and beliefs of participants in the Lagos state. A pictorial comparison is presented by figure, showing the percentage values of various stakeholder (both public and private projects) that shows conflict in the construction of buildings projects in the Lagos state. And in respect of the level of work experience of the participants the survey (Table 4.2) reveals 15.2% is Less than 3 years; 16.2% are between 3-5 years, 19.3% are between 5-10 years and 49.2% of the total number of participants were above 10 years. Closely related to the respondent's experience is their level of experience in or with the construction industry. The respondents in the survey have various levels of experience ranging from year one (1) to sixteen (16) and over. And judging from the responses a total of 68% of the respondents have worked in the construction industry for more than six (6) years. While 32% of the respondents representing those that have worked less than five (5) years in the building industry. The entire number of respondents under the study were learned and capable of giving plausible responses to the questions that were asked. The high level of skills of the respondents reflected in the kind of responses that were given in the area of main parties in the building construction area as finding common interest in resolving conflicts, and the skills in their stage of project execution how they should be managed at various project site. Their responses can, therefore, be relied upon as a true picture of the construction industry as of today.

Spearman Correlation for both Private and Public Projects

Table 4.3 *Spearman Correlation for both Private and Public projects (2-tailed test)*

Correlations

			Private Project	Public Project
Spearman's rho	Private Project	Correlation	1.000	-.047
		Coefficient		
		Sig. (2-tailed)	.	.510
		N	196	196
	Public Project	Correlation	-.047	1.000
		Coefficient		
		Sig. (2-tailed)	.510	.
		N	196	196

(Source: SPSS Output)

Spearman Correlation for both Private and Public Project

Table 4.4 *Spearman Correlation for both Private and Public projects*

		Private Project	Public Project
Private Project	Spearman Correlation	1	-.051
	Sig. (1-tailed)		.479
	N	196	196
Public Project	Spearman Correlation	-.051	1
	Sig. (1-tailed)	.479	
	N	196	196

(Source: SPSS Output)

Table 4.5: Attempted conflict resolution approaches

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Collaborating	15	7.6	7.6	7.6
	Compromisin	43	21.8	21.8	29.4

g				
Accommodati	87	44.2	44.2	73.6
ng				
Competing	30	15.2	15.2	88.8
Avoiding	22	11.2	11.2	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

Table 4.6: *Most Effective conflict resolution approaches*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Collaborating	54	27.4	27.4	27.4
Compromising	32	16.2	16.2	43.7
Accommodating	57	28.9	28.9	72.6
Competing	24	12.2	12.2	84.8
Avoiding	30	15.2	15.2	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

Hence, it is reasonable to believe that avoidance and withdrawal conflict resolution approaches are mainly introduced by less prominent stakeholders or secondary Stakeholders since these have little and in some cases no influence at all on the outcome of the project.

4.3 Demographic Characteristics of Stakeholders

The figure depicts the demography of respondents who were carefully chosen for the study. The respondents who participated in the survey were predominantly

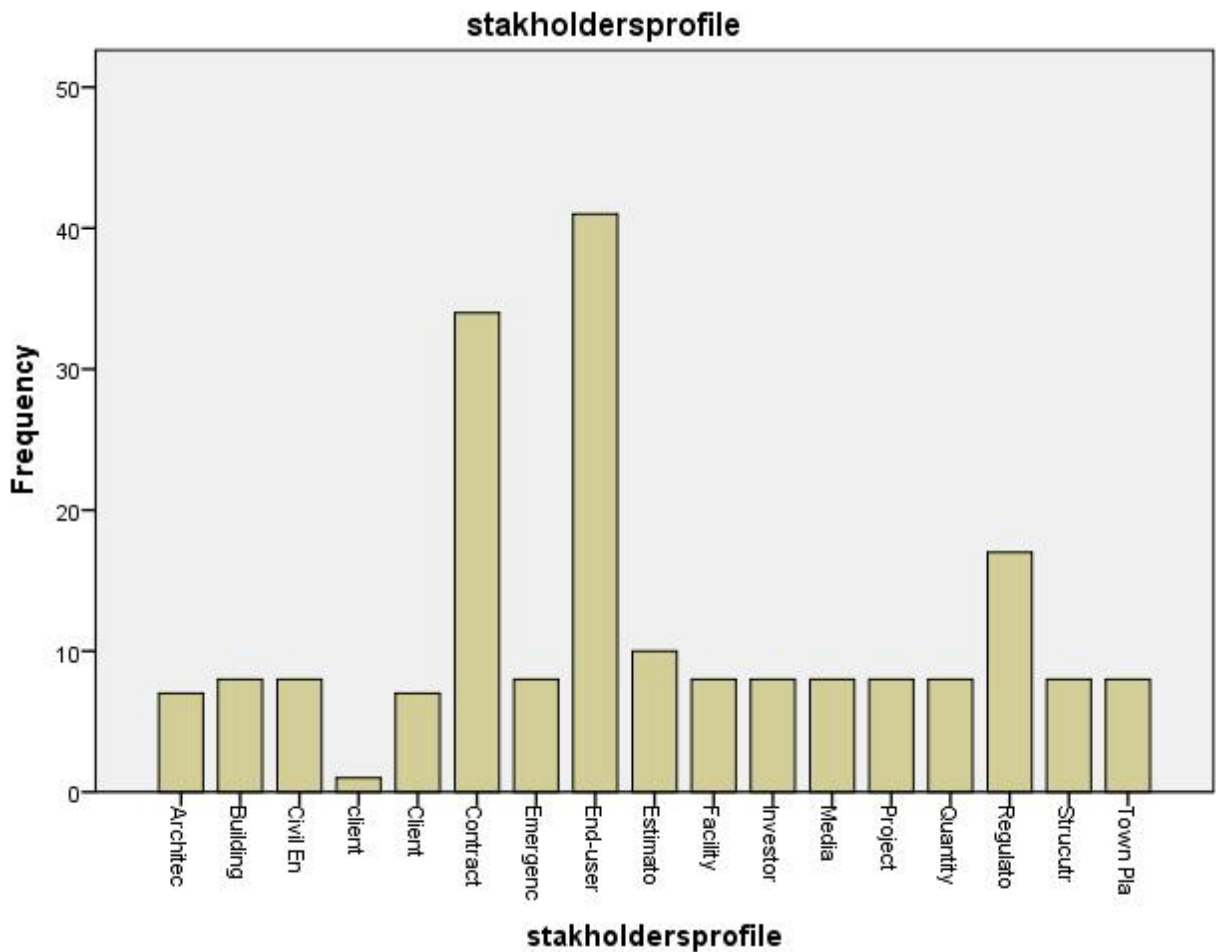


Figure 4.1: Stakeholders profiling involved in the project

Source: Field Survey 2019

From the survey, Architecture were 3.6%; Building Engineers were 4.1 %; Civil Engineer were 4.1%; Clients were 3.6%; contractors were 17.3%; Emergency Units were 4.1%; End-user were 20.8%; estimators were 5.1%; Facility Managers were 4.1%; Investors were 4.1 % Media or Press were 4.1 % Project Managers were 4.1%; Quantity surveyors were 4.1%; Regulators were 8.6% Structural engineers were 4.1% and 4.1% were Town Planners. The bracket of client contains public companies, department and agencies, state own-companies, metropolitan, municipal and district assemblies.

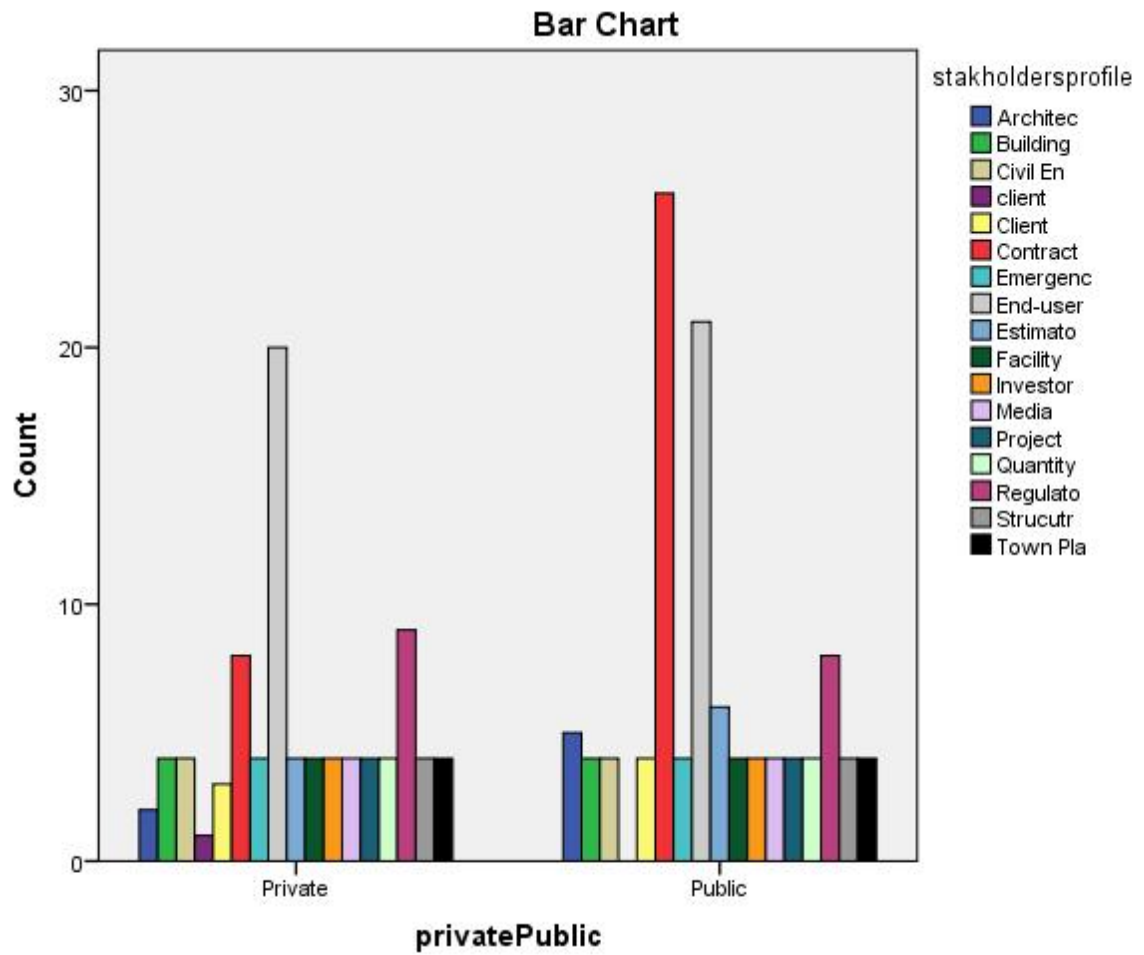


Figure 4.1 Bar chart of Private and Public Stakeholders

Source: Field Survey 2019

4.3.1 Internal Validity of the Questionnaires

Table 4.8 clarifies the correlation coefficient for each factor of the group "management support" and the total of the factors. The p-values (Sig.) are less than 0.05, so the correlation coefficients of these factors are significant at $\alpha = 0.05$, so it can be said that the factors of this group are consistent and valid to be measuring what it was set to.

4.3.1.1 Relative Importance Index

The Relative Importance Index (RII) was used to rank factors for the analysis. Retrieved questionnaires were analyzed using the Relative Importance Index (RII) to rank the success factors for stakeholder management in construction projects.

The respondents were required to rate the importance of each factor on a 5-point scale using: 5 for Strongly Agree, 4 for Agree, 3 for Neutral, 2 for Disagree and 1 for Strongly Disagree. Then, the Relative Importance Index was computed using the following equation:

$$RII = \frac{\sum w/A * N}{\dots\dots\dots} \text{equation (iii)}$$

Use a scale of 5= Strongly agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree.

Where:

W - Scale for rating a factor (ranges from 5 to 1);

A - The highest weight in the scale;

N - Total number of respondents.

The analysis of the survey response data produced the means, which indicated that all respondents consider the factors for stakeholder management in construction projects.

Table 4.2 *Correlation coefficient of each factor of "management support" and the total of this field.*

No	Factors	Total	Mean	Std. Error	Std. Deviation	RII %	Ranking
1	Managing Stakeholder with corporate social responsibilities	196	4.25	0.071	0.871	85	1
2	Flexible project organization	196	3.94	0.058	0.721	79	2
3	Project manager competencies	196	3.67	0.076	0.933	73	3

Source: Field survey, 2019

Table 4.3 clarifies the correlation coefficient for each factor of the group "Information Input" and the total of the factors. The p-values (Sig.) are less than 0.05, so the correlation coefficients of these factors are significant at $\alpha = 0.05$, so it can be said that the factors of this group are consistent and valid to be measuring what it was set to.

Table 4.3: *Correlation coefficient of each factor of "information input" and the total of this field.*

No	Factors	Total	Mean	Std. Error	Std. Deviation	RII %	Ranking
1	Setting common goal and objective of the project	196	3.64	0.047	0.582	73	1
2	Identifying stakeholders	196	3.05	0.073	0.905	61	2
3	Exploring the stakeholder need and expectation	196	3.01	0.063	0.780	60	3

Source: Field Survey, 2019

Table 4.4 clarifies the correlation coefficient for each factor of the group “stakeholder assessment” and the total of the factor. The p-values (Sig.) are less than 0.05, so the correlation coefficients of these factors are significant at $\alpha = 0.05$, so it can be said that the factors of this group are consistent and valid to be measuring what it was set to.

Table 4.4 *Correlation coefficient of each factor of "stakeholder assessment" and the total of this field .*

No	Factors	Total	Mean	Std. Error	Std. Deviation	RII %	Ranking
1	Assessing stakeholders' attitude	196	4.35	0.073	0.871	86	1
2	Understanding area of stakeholders' interests	196	3.84	0.053	0.676	79	2
3	Predicting the influence of stakeholders	196	3.72	0.047	0.582	73	3
4	Analyzing conflicts and coalitions among stakeholders	196	3.63	0.041	0.585	70	4
5	Evaluate the stakeholder power	196	3.05	0.073	0.445	65	5
6	Evaluating the stakeholder legitimacy	196	3.01	0.063	0.903	60	6
7	Understand the stakeholder urgency	196	2.92	0.044	0.546	58	7
8	Determine the stakeholder proximity	196	2.64	0.066	0.456	53	8

9	Determine the stakeholder Knowledge	196	2.58	0.058	0.411	50	9
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Source: Field survey, 2019

Table 4.5 clarifies the correlation coefficient for each factor of the group “decision making” and the total of the factor. The p-values (Sig.) are less than 0.05, so the correlation coefficients of these factors are significant at $\alpha = 0.05$, so it can be said that the factors of this group are consistent and valid to be measuring what it was set to.

Table 4.5: *Correlation coefficient of each factor of “decision making” and the total of this field.*

No	Factors	Total	Mean	Std. Error	Std. Deviation	RII %	Ranking
1	Transparent evaluation of the alternative solution based on stakeholder concern	196	3.28	0.062	0.767	66	1
2	Ensuring effective communication between the project and its stakeholder	196	3.19	0.041	0.511	64	2
3	Formulate appreciate strategy to deal with stakeholder	196	3.01	0.085	0.616	58	3

**Source:
Field
survey,
2019**

Table 4.6
clarifies

the correlation coefficient for each factor of the group "action and evaluation" and the total of the factor. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this group are significant at $\alpha = 0.05$, so it can be said that the factors of this group are consistent and valid to be measuring what it was set to.

Table 4.6 : *clarifies the correlation coefficient for each factor of the group*

" action and evaluation " and the total of the factors.

No	Factors	Total	Mean	Std. Error	Std. Deviation	RII	Ranking
1	Implementing the strategy based on schedule plans	196	4.21	0.091	1.118	67	1
2	Flexibility in implementing strategy to deal with stakeholder' reaction	196	3.32	0.073	0.989	64	2
3	Evaluation the stakeholder satisfaction	196	3.18	0.067	0.821	58	3

Source: Field survey, 2019

The p-values (Sig.) are less than 0.05, so the correlation coefficients of these factors are significant at $\alpha = 0.05$, so it can be said that the factors of this group are consistent and valid to be measuring what it was set to.

No	Factors	Total	Mean	Std. Error	Std. Deviation	RII	Ranking
1	Communication engaging stakeholder properly and frequently	196	3.28	0.062	0.766	65	1

2	Stakeholder involvement in decision-making	196	3.19	0.041	0.511	61	2
3	Keeping and promoting an ongoing relationship with stakeholder	196	3.01	0.650	0.616	57	3
4	Analyzing change of multiple stakeholder engagement	196	2.87	0.050	0.787	53	4
5	Obtain support assistant from higher authorities	196	2.63	0.070	0.876	52	5
6	Mutual trust and respect amongst the stakeholder	196	2.61	0.086	1.062	49	6
7	Reduce the uncertainty	196	2.30	0.089	1.103	46	7
8	Maintain alignment between or among the stakeholder	196	2.25	0.080	1.109	45	8
9	Access to resource and knowledge	196	2.23	0.076	1.111	43	9

Source:
Field survey, 2019
The p-values (Sig.) are less than 0.05, so the correlation coefficient of these factors

are significant at $\alpha = 0.05$, so it can be said that the types of this group are consistent and valid to be measuring what it was set to.

Table 4.8: Clarify the correlation coefficient each attribute of the stakeholder collaborating, compromising, accommodating, competing, avoiding and the total of each attribute.

No	Factors	Total	Mean	Std. Deviation	RII	Ranking
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1	Accommodating	196	4.3	0.399	0.876	1
2	Collaborating	196	3.9	0.404	0.758	2
3	Compromising	196	3.2	0.673	0.549	3
4	Avoiding	196	2.8	0.615	0.544	4
5	Competing	196	2.3	0.616	0.413	5

**Source: Field
survey, 2019**

No	Stakeholders Involve in the project	Collaborating		Compromising		Accommodating		competing		Avoidance	
		Spearman Correlation coefficient	P-Value (Sig.)	Spearman Correlation coefficient	P-Value (Sig.)	Spearman Correlation coefficient	P-Value (Sig.)	Spearman Correlation coefficient	P-Value (Sig.)	Spearman Correlation coefficient	P-Value (Sig.)
1	Client	.313	0.005	.306	0.006	.337	0.003	.310	0.005	.376	0.000
2	Project Manager	.471	0.000	.384	0.001	.607	0.000	.542	0.000	.426	0.001
3	Contractor	.428	0.000	.233	0.029	.344	0.002	.515	0.000	.431	0.000
4	Architecture	.473	0.000	.364	0.001	.356	0.002	.255	0.019	.452	0.000
5	Quantity Surveyor	.437	0.000	.566	0.000	.621	0.000	.450	0.000	.524	0.016
6	Town planner	.617	0.000	.640	0.000	.577	0.000	.468	0.000	.254	0.001
7	Regulatory body	.661	0.000	.636	0.000	.444	0.000	.518	0.000	.452	0.002
8	Funding Body/Investors	.493	0.000	.483	0.000	.455	0.000	.451	0.000	.256	0.000
9	Civil Engineer	.493	0.000	.518	0.000	.331	0.003	.399	0.000	.435	0.001
10	Communities	.376	0.001	.338	0.003	.304	0.006	.235	0.001	.532	0.001
11	Estimator	.426	0.000	.525	0.000	.261	0.016	.254	0.000	.423	0.000
12	Structural Engineer.	.431	0.000	.525	0.000	.261	0.000	.304	0.001	.321	0.016
13	Facility manager	.394	0.000	.492	0.000	.664	0.000	.642	0.000	.213	0.012
14	Building Surveyor	.602	0.000	.701	0.000	.668	0.00	.565	0.001	.532	0.001
15	Emergency Service	.385	0.001	.681	0.000	.448	0.000	.254	0.016	.423	0.000
16	Media	.649	0.001	.581	0.000	.349	0.000	.255	0.000	.213	0.001

Table 4.9 Comparing Stakeholders With Conflict Management Strategy Using Spearman's Correlation Coefficient.

(Source: SPSS Output

4.3.2 Structural Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each factor and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the factors of the questionnaire that have the same level of liker scale. The table clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the factors are significant at $\alpha = 0.05$, so it can be said that the factors are valid to be measured what it was set for to achieve the main aim of the study.

4.3.2.1 Tests on Linkert Scale Parameters with Results on Questionnaire.

Table 4.10: Analysis on management Support

Management Support

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	1.5	1.5	1.5
Disagree	6	3.1	3.1	4.6
Valid Neutral	37	18.9	18.9	23.5
Agree	110	56.1	56.1	79.6
Strongly Agree	40	20.4	20.4	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

This result reflects the satisfaction of respondents regarding management support based project manager competencies. In decision making, 76% of the agreed respondents presents data to audiences who do share the values of their technical culture. This means that the role in project management must involve not just an understanding of the technical process, but also an understanding of the links between technique, and the community. The obtained result clarifies that project manager should acquire knowledge and uses his competencies to

engage stakeholder effectively. Thus, the implemented agencies should hire the project manager with a high competence, to manage the stakeholder.

Table 4.11 *Analysis on Information input.*
Information input

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	7	3.6	3.6	3.6
Neutral	22	11.2	11.2	14.8
Agree	96	49.0	49.0	63.8
Strongly Agree	71	36.2	36.2	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

This result illustrates clearly the influence of setting common goal and objective of the project in the stakeholder management process on information input. Since the project manager should have a good understanding of the tasks and objectives at each particular stage of the project lifecycle, including such as the issues about cost, schedule, and budget. This result reflects the satisfaction of respondents regarding the importance of exploring the stakeholder need and expectation during the project process; all stakeholders' needs should be assessed so that a satisfactory and realistic solution to the problem being addressed is obtained. Failing to address and meet the concerns and expectations of the stakeholders involved has resulted in many project failures.

Table 4.12: *Analysis on Stakeholder assessment*

Stakeholder assessment

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	8	4.1	4.1	4.1
Neutral	44	22.4	22.4	26.5
Agree	81	41.3	41.3	67.9
Strongly Agree	63	32.1	32.1	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

This result illustrates clearly that the respondents agreed to this factor and have a strong conformity at this factor to be in the first position. Because stakeholders may have negative or positive impacts on projects, there is a need to determine objectors and supporters. The

result indicates that attitude is the main attribute that affect the project’s decision-making process.

Table 4.13: *Analysis on Decision making*

Decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	.5	.5	.5
Disagree	8	4.1	4.1	4.6
Valid Neutral	48	24.5	24.5	29.1
Agree	91	46.4	46.4	75.5
Strongly Agree	48	24.5	24.5	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

This result reflects the full agreement of respondents regarding the importance of transparent evaluation of the alternative solution based on stakeholder concern, since this factor reflects the style of management of the construction manager that leading the success of construction projects.

Table 4.14: *Analysis on Action and evaluation*

Action and evaluation

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	.5	.5	.5
Disagree	9	4.6	4.6	5.1
Valid Neutral	47	24.0	24.0	29.1
Agree	82	41.8	41.8	70.9
Strongly Agree	57	29.1	29.1	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

The respondents’ perceptions showed that, this factor plays a significant role in influencing stakeholder management influencing its action and evaluation process. It has been emphasized that if a project’s key stakeholders are not satisfied with the ongoing project outcomes, the project team will as a result be required to adjust scope, time, cost and quality in order to meet the stakeholders’ requirements and expectations.

Table 4.15: Analysis on Continuous support

Continuous support

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	3.1	3.1	3.1
Neutral	39	19.9	19.9	23.0
Agree	85	43.4	43.4	66.3
Strongly Agree	66	33.7	33.7	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

The respondents' perceptions showed that, this factor plays a significant role in Influencing stakeholder management. The result indicates that it is wrong to ignore the stakeholders or attempt to impose a rigid detailed control on the project stakeholder relationship. These are challenging and demands which the project manager cannot overlook, but have to take into consideration and address their needs as it relates to the project.

Table 4.16: Analysis on Strategy Types

Strategy Types

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	.5	.5	.5
Disagree	16	8.2	8.2	8.7
Neutral	25	12.8	12.8	21.4
Agree	92	46.9	46.9	68.4
Strongly Agree	62	31.6	31.6	100.0
Total	196	100.0	100.0	

(Source: SPSS Output)

When I examine data collated from the survey, stakeholders in public project are top of the list of perceived generators of conflict. They are followed in succession by Clients, Consultants, Local Planning Authority and Project Team

Members and others. This means that on the minds of respondents, conflict in construction seems to be mainly fueled by public projects. On the other hand, data collated from actual experiences slightly differs from the perceptions of the response group. Even though Contractors top the list of both perceived and actual generators of conflict, the correlation for other stakeholders is inconsistent. For instance, Project Managers, Project Team Members and Consultants generate more conflict than perceived; and Clients, Project Sponsors, End Users and Local Planning Authorities generate less conflict than perceived .There is high number of respondents showing the negligence to building code as a policy for guild in building construction project where parties involved do not abide to the building code.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Conflict as inherit as it is in any human society, which is equally present in the construction industry and even more inevitable. Conflict may come with tension, inconsistency, and delay when it's dysfunctional, but conflicts may also come with benefits such as new insights, curing group behavioural approach, and it can be used to stimulate performance. John Dewey puts it better that “conflict is like the gadfly of thought. It stirs us to observation and memory, it instigates invention. It shocks out of sheep-like inactiveness and sets at noting and contriving”. The chapter puts forward significant findings from the study and offers recommendation to find common ground and interest to resolve conflict and management style used. The conclusions are then drawn from the presented findings. The chapter is structured, based on the objectives of the research.

As inevitable as change, is the issue of conflict in construction. At any project site where project team members work together in the course of completing their work and obligations, there exists always an obvious possibility of conflict which is not a negative influence to any project but rather a cause to help mitigate effects of stakeholders' involved in the project. Indeed, it is absolutely and completely impossible to have people of different experience, training, and upbringing work together, decide on issues and work towards project objectives and goals without conflict.

A plethora of literature have put forward several reasons for conflict as pertains to the construction industry. And to ascertain the effects of construction-related conflicts in the

Lagos state a number of items were selected and employed. It was thus affirmed from the findings that finding not determining the common difference stakeholder's role in the project and not managing it skillfully on time were the cause of conflict in the construction of private and public building projects. However, a correlation analysis performed proved that, though the Stakeholders in private building project well manage and conflicts easily resolve than stakeholders in Public Building projects, the effects of such conflicts resolve in Private building Projects were significant compared to the significance level of Public Projects in the Lagos state.

The outcome of the study partially agrees and confirms assertions by some existing literature while contesting others. The study research findings the effect, when it does, is very significant than the regular general conflict in the Lagos state. The study again recognizes inadequate communication as a major cause of conflict and this is in agreement with Tipili et. al., (2014) claim that poor communication often results in project delays, cost overruns, and project abandonment.

This is similar to majority of research finding that communication hindrances are one of the major causes of conflict (Ogunbayo, 2013; Cheung and Yui, 2006). Again, the study identifies ambiguous and contradicting instructions as one of the causes of construction conflicts. And this agrees with or is compatible or consistent with the assertion that ambiguity creates conflict (Acharya and Lee, 2006). And between the different management styles of managing conflict in construction found in literature, collaborating and the compromising styles are the most favored conflict management style used by players in the construction industry in Lagos state per the study

5.1 Stakeholder's View about Conflicts in Construction

Based on the findings, an overwhelming majority of stakeholders in the private project

affirmed that conflicts in construction is easily managed as compared to Public sector driven projects and must be managed so as not to upset the success of the entire project. But some stakeholders felt conflict in the construction industry is good when properly managed. For them conflicts in the construction of public building projects especially in the Lagos state helps cure groups perceptions within the project team. And again, helps in stimulating and provoking new ideas.

5.2 RECOMMENDATIONS

The following recommendations are suggested to mitigate management styles as it effect conflicts in the construction of private and public building projects in the Lagos state.

Every project begins and ends with communication; therefore, communication is the life wire of all construction projects both in private and public building projects, it will be of progressive deed with the use of building code which was postulated by then Honorable minister of Housing & Urban development in 2006 as signed can be put in use as stakeholder's involve in building project. Communication from a superior to a subordinate, subordinate to a superior, and communication between peers or colleagues does happen in construction projects teams which will help determine the common goal or interest of each stakeholder in the phase of the project. And it is critical that a technique is put in place to facilitate and to enhance a smooth transmittance of information, guidelines and ethics from one individual to another within the project team and parties. And to curb the problem of inadequate communication or the lack of information spread to form compromise, it is the suggestion of this study to institute communication strategies like team meeting discussions, site review meetings, and project status reporting. These meeting opportunities enable and helps members within the team to apprise themselves fully of the happenings around the project and be fully informed.

And on all these platforms members within the team will be giving and receiving information on the project, and the problem of inadequacy of communication is comprehensively cured.

Besides, the information that is shared should be doubly checked to authenticate its veracity to avoid ambiguities and contradictory instructions being issued. Since poor and inaccurate information transmitted does affect work performance and productivity on site. Design teams on public building projects should thoroughly check and recheck their design works before sending it out as a finished drawing for implementation at site. Junior design team members should not be left unsupervised on final works of designs to avoid excessive change orders. Again, detailed and much attention should be given to site investigation work prior to the start of the design works, in order not to err on any fact that may finally result in excessive change orders. All necessary steps should be taken on time to avoid project abandonment and where there exists disagreement in respect of works executed, certified value should be paid while the disputed extra works are being looked at. Risks associated with any public building project should be well identified and correctly assigned to avoid hanging risks which are neither assigned to the client nor the constructing team members.

Adequate time and duration should be allowed and the interest of all stakeholders understood and met even if not implemented immediately to deliver work up to the standard required. Project duration should be convincingly planned and properly allotted. When contractors are given adequate time to finish projects set which otherwise would have taken rightly a much longer time to finish, quality and durability suffers, stakeholder's work technique statement should be given careful consideration because it does represent understanding of how long or short the project will take to complete, more especially when the contractor is well skilled in the project area.

Conflict in project management is not necessarily unfavorable when properly managed. Several advantages have been identified such as increasing personal growth and morale,

enhancing communication, and producing better project outcomes. However, conflict can be the decline of an organization if it is not effectively managed. The challenge for organizational leaders and project managers is to try to maintain the right balance and intensity of conflict in project management. By utilizing project management principles, understanding the dynamics of conflict, and learning approaches to conflict resolution, managers will be able to establish an environment in which creativity and innovation are encouraged and project goals are accomplished.

In conclusion, while all project does not need this kind of formalized approach to identify, analyze and plan communication with stakeholders, mobilizing the important individuals is a key factor for success for every project. Having a solution in place to improve a project is only half of what is necessary. The other half is ensuring that the stakeholders support implementing this solution and sustaining the gains far beyond the immediate project. As there are several techniques for resolving techniques which include confrontation, withdrawal, comprising, use of force, Smoothing, negotiation, mediation, and diplomacy, sometimes arbitration, litigation, and formal complaint processes such as ombudsman processes are also referred as conflict resolution. Hence, this research work tends to find quick means of resolving conflict by determining the common difference /interest that causes conflicts with good managerial skills in order to handle it diligently.

5.3 Contribution to Knowledge

The National Building Code (2006) as a draft document to be used by Nigerian professionals in building projects as signed by the then Honorable minister of Housing and Urban development, Abuja as a guide should be used and not neglected in the current procedure to building project. Which will be step advancing in realizing stability and sustainability in the Nigerian built environment, the document needs to be circulated, publicized and enacted

among the professionals and other stakeholders for effective compliance with the sustainable construction measures in it. There is necessity for a well-organized implementation system, free from corruption to gear up the enforcement of the building code, hence achieving sustainable built environment. This study suggest a possible management style to conflict which cannot be totally eradicated or remove in the cause of building construction project but can be properly manage to mitigate conflict. My contribution to knowledge is for better management style to conflict resolution in building construction project to abide to the use of existing building code as a document for guide public and private building projects, with accommodation and collaboration styles as a better management approached to resolve and mange conflict as they arise in the lifecycle of the project to its sustain life of the project.

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QUESTIONNAIRE

Department of Project Management Technology,
Federal University of Technology, Owerri
Imo state.

June, 2019

Dear Sir/Madam,

STAKEHOLDERS PERCEPTION OF CONFLICT MANAGEMENT STYLES OF BUILDING PROJECTS IN LAGOS STATE OF NIGERIA

I am a postgraduate student of the department of Project management technology, in the School of Management Technology, Federal University of Technology, Owerri. I am carrying out a research on the topic for a Masters' Degree in Project management technology.

I would be most grateful, if you could kindly complete the questionnaire below. your response will be treated strictly on a confidential basis largely due to the research would be exclusively used for academic purpose. You can mark "X" in the box provided where appropriate

Thanks in anticipation

Yours faithfully,

Ugochukwu Udeozor

SECTION A: General Information

The information provided will be used for the research purpose only. None of the information will be misused and all information will be kept confidential.

This Survey is an attempt to find means in conflict resolution in today's construction industry between Private and Public projects. So, I request you to please cooperate by filling this survey.

Please forward this survey to other professionals.

1. Please mention your work Profile/Position

2. Is it a Private or Public Project?

Check all that pply.

Private

Public

3. Are skilled or unskilled?

YES

NO

4. Which of the following best describes your current involvement in the project? *Mark only one oval.*

Client

Project Manager

Contractor

Architecture

Quantity Surveyor

Town planner

Regulatory body/Government Agency (COREN, NIQS)

End-User

Funding Body/Investors (ITF, TefFund)

Communities

Civil Engineer/Construction Technician

Estimator

Structural Engineer.

Facility manager

Building Surveyor

Emergency Service

Media (TV, Radio)

Others.....

5. How long you have been working in your current occupation? (Total Experience) *Mark only one oval.*

- <3 years
- 3-5 years
- 5-10 years
- >10 years

6. At what stage are you involved in the project?

Initialization Planning Execution Control Closing

7. What conflict management strategy is used?

Collaborating Compromising Accommodating Competing Avoiding

8. Is the National building code 2006 complied with?

Yes No

SECTION B

IDENTIFICATION OF STAKEHOLDER MANAGEMENT

Factors relating to critical success for stakeholder's management in construction projects in Lagos state that influence construction project. With your experience and expertise, kindly indicate the level of influence of each determinant using the scale below.

NOTE: Use a Linkert Scale of 1= Strongly agree, 2= Agree, 3= Neutral, 4= Disagree, 5=

Strongly Disagree

Group 1 #Management Support:

Factors affecting the stakeholder management in the construction project

S/N	To what extent do you think that the following factors are effective in managing the stakeholders?	SA	A	N	D	SD
1	Managing stakeholder with corporate social responsibilities?					
2	Flexible project organization?					
3	Project manger competences?					

Group 2# Information input

S/N	Statement	SA	A	N	D	SD
1	Setting common goal and objective of the project					
2	Identifying stakeholders					
3	Exploring the stakeholder need and expectation					

Group #3: Stakeholder assessment

S/N	Statement	SA	A	U	D	SD
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1	Assessing stakeholders' attitude					
2	Understanding area of stakeholders' interests					
3	Predicting the influence of stakeholders					
4.	Analyzing conflicts and coalitions among stakeholders					

Group 4# Decision making

S/N	Statement	SA	A	U	D	SD
1	Transparent evaluation of the alternative solution based on stakeholder concern.					
2	Ensuring effective communication between the project and its stakeholder.					
3	Formulate appreciate strategy to deal with stakeholder.					

Group 5# Action and evaluation

S/N	Statement	SA	A	U	D	SD
1	Implementing the strategy based on schedule plans.					

2	Flexibility in the implementing strategy to deal with stakeholder' reaction.					
3	Evaluation the stakeholder satisfaction in terms of achievement of the stakeholder pre - project expectation.					

Group6# Continuous support

S/N	Statement	SA	A	U	D	SD
1	Communication with the engaging stakeholder properly and frequently.					
2	Stakeholder involvement in decision-making.					
3	Keeping and promoting an ongoing relationship with stakeholder.					
4	Analyzing the change of multiple stakeholder engagement and the relation.					
5	Obtain support assistant from higher authorities.					
6	Mutual trust and respect amongst the stakeholder					
7	Reduce the uncertainty					
8	Maintain alignment between or among the stakeholder					
9	Access to resource and knowledge					

Group 7# Response strategy to deal with the stakeholder claims

S/N	statement	SA	A	U	D	SD
1	Adaptation strategy: Obeying the demands and rules that are presented by stakeholders.					
2	Avoidance strategy: Loosening attachments to stakeholders and their claims in order to guard and shield oneself against the claims.					
3	Compromising strategy: Negotiating with the stakeholders, listening to their claims related to the project and offering possibilities and arenas for dialogues.					
4.	Dismissal strategy: Ignoring the presented demands of stakeholders. Not taking into account the stakeholder related pressures					
5	Influence strategy: Shaping proactively the values and demands of stakeholders.					

APPENDICES

APPENDIX 1

Authors	Dates	Causes of conflict
Tipili et. al.,	2014	Inadequate communication
Li et. al.	2012	Discrepancy in people's insight and prospects.
Yiu & Cheung	2007	Delay; site access delay, delay in running bill, delay in a decision by owner. Impracticable Expectation; scope definition not clear, excessive change orders.
Acharya & Lee,	2006	Contrary to site condition, Errors and omissions in design, Local people obstruction, Excessive quantity of works, difference in change order evaluation, twofold meaning in specification.
Mgbekem	2004	Task dependence, scarce resources, goal incompatibility, communication failures, poorly design reward system, individual difference.
Killian	2003	planned design, change orders, pre-construction challenges, and quality assurance.

Kumaraswamy	2007	Changes of conditions, changes of scope, unrealistic expectations, communications, delays, unpredictability, contract document.
Conlin et. al.	2006	Payment and budget; delay and time; budget performance; negligence; administration
Rhys Jones.	2004.	Poor communications; Inadequate design; Economic environment; Poor management; Unrealistic tendering; Inadequate contract drafting; Poor workmanship; Adversarial culture

Table 2.1: Causes of conflicts in construction by various authors

Stakeholder's Profile

Stakeholders	Frequency	Percent	Valid Percent	Cumulative Percent
Architects	7	3.6	3.6	3.6
Building Engineer	8	4.1	4.1	7.6
Civil Engineer	8	4.1	4.1	11.7
client	1	.5	.5	12.2
Client	7	3.6	3.6	15.7
Contract	34	17.3	17.3	33.0
Emergency Service	8	4.1	4.1	37.1
End-user	41	20.8	20.8	57.9

Estimators	10	5.1	5.1	62.9
Facility managers	8	4.1	4.1	67.0
Investors	8	4.1	4.1	71.1
Media/Press	8	4.1	4.1	75.1
Project Manager	8	4.1	4.1	79.2
Quantity surveyor	8	4.1	4.1	83.2
Regulatory body	17	8.6	8.6	91.9
Structural Engineer	8	4.1	4.1	95.9
Town Planner	8	4.1	4.1	100.0
Total	196	100.0	100.0	

THE COMPOSITION OF THE NATIONAL BUILDING CODE (NBC, 2006)

The Draft document was restructured from three (3) parts to four (4) parts as follows:

- (i) Part I changes from Administration and Environment to Administration;
- (ii) Part II forms Classifications and Requirements, subdivided into two major divisions: Sections 4 and 5 then Sections 6-12 respectively. The second division charges the major stakeholders in the Building Industry to produce her own requirements as per the working tools from Sections 4 and 5.
- (iii) Part III forms the Enforcement part of the Codes.

The entire Building Process is divided into four (4) convenient stages and developed under two (2) subheadings:

- (a) Pre-Design Stage - Requirements and Enforcement;
- (b) Design Stage - Requirements and Enforcement;
- (c) Construction Stage - Requirements and Enforcement; and
- (d) Post-Construction Stage - Requirements and Enforcement.

(iv) Part IV is made up of a separate part namely, Schedules, where all supportive documents, data, tables, information and all sorts of relevant and approved application forms to Part I, II, and III can be found. (NBC, 2006)

In summary, The National Building Code, 2006 is divided into four (4) parts and fifteen (15) sections as shown below:

- (a) Part 1: Administration (Sections 1-3)
- (b) Part 2: Technical (Classification of the Professionals in the building industry) (Sections 4-12)
- (c) Part 3: Enforcement (Section 13)
- (d) Part 4: Schedules and References (Sections 14-15)

The building process was divided into four (4) stages:

- (i) Pre-design Stage
- (ii) Design Stage
- (iii) Construction Stage
- (iv) Post- construction Stage.

CORRELATION COEFFICIENT OF EACH STAKEHOLDER "COLLABORATING, COMPROMISING, ACCOMMODATING, COMPETING AND AVOIDING" AND

THE

**TOTAL
OF THIS
FIELD**

No	Fields	Spearman's Correlation coefficient	P-value (Sig.)
1	Management Support	.369	0.000
2	Information input of stakeholder management	.383	0.000
3	Stakeholder assessment	.293	0.000
4	Decision making of stakeholder	.412	0.000
5	Action and evaluation	.542	0.000
6	Continuous support	.703	0.000
7	Factors affecting the stakeholder management in the construction project	.570	0.000
8	Response strategy types to deal with the stakeholder claims	.655	0.000
	Collaborating	.825	0.000

	Competing	.775	0.000
	Compromising	.673	0.000
	Accommodating	.757	0.001
	Avoiding	.752	0.000

(Source:SPSS Output)

Krejcie & Morgan Table

Approaches	Strengths	Limitations
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<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

<p>Avoiding (No winners, no losers) Avoids conflict by withdrawing, sidestepping, or postponing</p>	<ul style="list-style-type: none"> • When the opponent is forcing / attempts aggression, you may choose to withdraw and postpone your response until you are in a more favorable circumstance for you to push back • Withdrawing is a low stress approach when the conflict is short • Gives the ability/time to focus on more important or more urgent issues instead • Gives you time to better prepare and collect information before you act 	<ul style="list-style-type: none"> • Important decisions may be made by default • Postponing may make matters worse
<p>Accommodating (I lose, you win) Accommodating the concerns of other people first of all, rather than one's own concerns</p>	<ul style="list-style-type: none"> • In some cases smoothing will help to protect more important interests while giving up on some less important ones • Gives an opportunity to reassess the situation from a different angle 	<p>There is a risk to be abused, i.e. the opponent may constantly try to take advantage of your tendency toward smoothing/accommodating.</p> <ul style="list-style-type: none"> • May negatively affect your confidence in your ability to respond to an aggressive opponent • It makes it more difficult to transition to a win-win solution in the future • Some of your supporters may not like your smoothing response and be turned off
<p>Competing (I win, you lose) Also known as forcing. An individual firmly pursues his or her own concerns despite the resistance of the other person. When goals are extremely important, one must sometimes use power to win</p>	<ul style="list-style-type: none"> • May provide a quick resolution to a conflict • Increases self-esteem and draws respect when firm resistance or actions were a response to an aggression or hostility 	<p>May negatively affect your relationship with the opponent in the long run</p> <ul style="list-style-type: none"> • May cause the opponent to react in the same way, even if the opponent did not intend to be forceful originally • Can escalate conflict
<p>Compromising (Win some, lose some) Compromising looks for an expedient and mutually acceptable solution which partially satisfies both parties.</p>	<ul style="list-style-type: none"> • Faster issue resolution. Compromising may be more practical when time is a factor • Can provide a temporary solution while still looking for a win-win solution • Lowers the levels of tension and stress resulting 	<ul style="list-style-type: none"> • Important values and long-term objectives can be derailed in the process • May require close monitoring and control to ensure the agreements are met • May not work if initial demands are too great • Does not contribute to building

	from the conflict	trust in the long run
<p>Collaboration (I win, you win) Collaboration involves an attempt to work with the other person to find a win-win solution to the problem in hand – the one that most satisfies the concerns of both parties</p>	<p>Leads to solving the actual problem</p> <ul style="list-style-type: none"> • Leads to a win-win outcome • Reinforces mutual trust and respect • Builds a foundation for effective collaboration in the future • Shared responsibility of the outcome and one can earn reputation of a good negotiation 	<ul style="list-style-type: none"> • Collaborating may not be practical when timing is crucial and a quick solution or fast response is required • Requires a commitment from all parties to look for a mutually acceptable solution • The process takes lots of time and energy • Some may take advantage of other people's trust and openness

Table 2.2 Approaches for stakeholder analysis and engagement in construction

(Source:www.iojournal.org)

TABLE COMPARING STAKEHOLDERS WITH CONFLICT MANAGEMENT STRATEGY USING SPEARMANS CORRELATION COEFFICIENT

No	Stakeholders Involve in the project	Collaborating		Compromising		Accommodating		competing		Avoidance	
		Spearman Correlation coefficient	P-Value (Sig.)	Spearman Correlation coefficient	P-Value (Sig.)	Spearman Correlation coefficient	P-Value (Sig.)	Spearman Correlation coefficient	P-Value (Sig.)	Spearman Correlation coefficient	P-Value (Sig.)
1	Client	.313	0.005	.306	0.006	.337	0.003	.310	0.005	.376	0.000
2	Project Manager	.471	0.000	.384	0.001	.607	0.000	.542	0.000	.426	0.001
3	Contractor	.428	0.000	.233	0.029	.344	0.002	.515	0.000	.431	0.000
4	Architecture	.473	0.000	.364	0.001	.356	0.002	.255	0.019	.452	0.000
5	Quantity Surveyor	.437	0.000	.566	0.000	.621	0.000	.450	0.000	.524	0.016
6	Town planner	.617	0.000	.640	0.000	.577	0.000	.468	0.000	.254	0.001
7	Regulatory body	.661	0.000	.636	0.000	.444	0.000	.518	0.000	.452	0.002
8	Funding Body/Investors	.493	0.000	.483	0.000	.455	0.000	.451	0.000	.256	0.000
9	Civil Engineer	.493	0.000	.518	0.000	.331	0.003	.399	0.000	.435	0.001
10	Communities	.376	0.001	.338	0.003	.304	0.006	.235	0.001	.532	0.001
11	Estimator	.426	0.000	.525	0.000	.261	0.016	.254	0.000	.423	0.000
12	Structural Engineer.	.431	0.000	.525	0.000	.261	0.000	.304	0.001	.321	0.016
13	Facility manager	.394	0.000	.492	0.000	.664	0.000	.642	0.000	.213	0.012
14	Building Surveyor	.602	0.000	.701	0.000	.668	0.000	.565	0.001	.532	0.001
15	Emergency Service	.385	0.001	.681	0.000	.448	0.000	.254	0.016	.423	0.000
16	Media	.649	0.001	.581	0.000	.349	0.000	.255	0.000	.213	0.001