

# Conflict Management of Construction Projects – A Research



Mohammad Kh Th E Alazemi, A. K. M. Mohiuddin

**Abstract:-** Conflict in management is a commonly occurring problem. In terms of construction projects, conflicts lead to problems such as increase in project costs, project delays, reduced productivity, loss of profit or damage in business relationships and internal/ external disputes. This paper aims to explain the different types of conflicts based on organization, human behaviour and their aftermath. In the later section of the paper, the discussions are about conflict sources in construction projects, stakeholders and concludes with functional and dysfunctional conflict phenomenon. The intention of this paper is to provide an overview of the different aspects for the project in-charge to be able to assess conflicts/ challenges in a broader perspective and mitigate the risk efficiently.

## I. INTRODUCTION

Conflict of construction projects today are becoming more complex in nature. "The complex and long-term design and construction process makes construction a process in which conflicts are effectively guaranteed" (McManamy, 1994). Moreover, the involvement of disciplines in the construction project into disputes between the parties. It seems that conflict and conflict is inevitable for the construction industry especially when construction projects face a lot of uncertainty (Whitfield, 1994).

The conflict is essential for individuals, teams, contractual relations and organizations. It is inevitable in most construction projects given their unique and complex nature and the presence of different parties and multifunctional teams. The construction project environment, therefore, is an appropriate environment for conflict exploration and management (Ellis & Baiden, 2007), Disputes on the construction site are common. Disputes and disputes will arise when you have multiple parties such as general contractors, owners, architects and subcontractors who work together to complete the project. These stakeholders have different opinions and interpretations on how things are done.

Revised Manuscript Received on August 30, 2019.

\* Correspondence Author

**Mohammad Kh Th E Alazemi\***, Department of Manufacturing and Materials Engineering, Faculty of Engineering, International Islamic University Malaysia, Kuala Lumpur, Malaysia.

**A. K. M. Mohiuddin**, Department of Mechanical Engineering, Faculty of Engineering, Faculty of Engineering, International Islamic University Malaysia, Kuala Lumpur, Malaysia.

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an [open access](https://creativecommons.org/licenses/by-nc-nd/4.0/) article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

These different opinions often lead to conflicts (Fenn & Gameson, 1992) to fix the correspondence issue, the investigation recommends methodologies like the study suggests strategies follow up the progress reporting, opening the decision, motivation to site team work, communication with by BIM software digital to follow up (approval or approve as not or rechecked, progress the project, checklist action, site review, save database, delays, costs, latest action, review contractual documents, any issue related the project to avoided conflict).

Although, as El-Adaway and Kandil (El-Adaway and Kandil, 2010) have noted, conflict is often inevitable, conflict within the construction industry is often excessive and often a major negative factor in industry (Panagiotis and Howell, 2001). There are two types of conflicts that usually occur within Large-scale construction projects, which are internal conflicts and interface conflicts. Including internal conflicts involved within the project; while the interface conflicts involved parties outside the project. In this study, will focus on the internal conflict faced by internal stakeholders in the construction project, such as developers, contractors and consultants. There are a Many Parties involved in the construction project stakeholders are called project stakeholders Project stakeholders can be defined as individuals or groups actively participating in the project whose preferences are positively and negatively affected and that result in successful completion of the project (Project Management Institute, 1996).

Building exercises are a vital part of each type of life. Consider houses, schools, emergency clinics, malls, and so forth that we utilize each day, all are results of structure exercises. Also, building exercises devour different assets that by their tendency are rare. Accordingly, it is imperative that construction missions are carried out in the most productive and practical way. Conflicts in structure projects are referred to by various creators, for example, Langford (1992), Walker (1996), Fenn et al (1997), Ambrose and Tucker (1999), Kumaraswamy (1998), Loosemore et al (2000), Maiti (2018), Gamil and Rahman (2018); as one of the components that weaken the development and achievement of the mission.

## II. TYPES OF CONFLICTS

Two types of conflict were identified in groups: task conflict and conflict of relations (Simons & Peterson, 2000). Conflict of tasks, also referred to as cognitive or substantive conflict,

focuses on task-oriented difference and originates from perceived conflicts of views or perspectives regarding the task being carried out, while conflict of the relationship, also known as emotional or emotional conflict, concerns the individual. The dispute is directed or related to the relationship and arises from the incompatibility of persons who have nothing to do with the task, which often involves emotional tension or rivalry with respect to personality, trust, attitude, strength, appreciation, trust or respect, etc. (Jehn et al., 2008; Yang & Mossholder, 2004). Contrasting tasks is useful for group performance and decision-making quality because it facilitates the exchange of information among members; on the contrary, conflict of relations harms groups because it results from tension and hostility that prevents members from performing the task (Yang & Mossholder, 2004); however, the most recent meta-analysis revealed that there were negative relationships between both types of conflict with group performance and satisfaction (De Dreu & Weingart, 2003).

### *Organizational conflicts*

The organizations are composed of different groups of stakeholders who collaborate to provide resources to the organization and at the same time compete with each other in order to obtain the resources created by the organization from its various activities and the organization to manage that cooperation and competition between parties with different interests and preferences (Akiner, 2014). Also, conflicts arise between units and departments within the organization. Because of overlapping tasks, variability of objectives, scarcity of resources, but some of these conflicts are functional conflicts with positive effects and can become a motivational force for individuals and groups (Rauzana, 2016).

Other conflicts are non-functional and have negative effects on performance and working relationships and cause disabling decisions and wasting time and resources, which is reflected negatively on the performance and finally the organization's effectiveness. Conflict is inevitable and inevitable within business organizations, but the ability to manage conflicts within the organization is one of the most important skills a contemporary manager needs to deal with those conflicts that arise within the organization. The importance of conflict management is of the importance of decision-making and leadership (Ogunbayo, 2013).

The concept of conflict, in its various implications, has been the subject of many important studies over the years (Akinwumi, 2006; Omotola, 2007; Onwuzuruigbo, 2012). However, the phenomenon of conflict within projects has not received sufficient scientific attention. While such disputes usually receive the attention of business owners, there is a glaring scarcity of scientific interpretations of this development. The problem is not new, as it is deeply rooted in the country's depth, as well as the negative consequences associated with it, including loss of life and property, deteriorating economic levels, and threats to development stability (EA Ajayi, 2008). It is therefore necessary to examine this issue with the aim of building a more precise set of knowledge about these conflicts for future prevention.

Conflict is widespread across the continent and is manifested in various forms and forms. Conflicts in some

places are manifested in sharp political struggles for power and leadership often lead to violence; in other countries scramble for limited geographical space, scarce national resources or shrinking national product (Mohiddin, 2000).

The conflict can be further understood if it is well thought out as a dynamic process involving a series of episodes of conflict. Pondy (1967) identified five stages of conflict: latent conflict, perceived conflict, perceived conflict, apparent conflict, and post-conflict. Pondy suggests that each episode of conflict begins with terms that are seen as some of the potential of conflict and can be seen as a gradual escalation of an unrest with an open war or aggression as the climax of a conflict. However, it does not mean that each episode of conflict must pass through each stage to open aggression. The parties to the conflict may not see a potential conflict or, if they are aware, the conflict may be resolved before the outbreak of hostilities (Vaaland and Håkansson, 2003). For a good understanding of conflict phenomena, each of the five episodes below is discussed.

### *Latent conflict*

It is generally understood that latent conflict is a period or stage of dynamic evolution of conflict escalation or progress (Deutsch, 1973; Galtung, 1996). Is often taken for granted in conflict studies because it is hidden and uncensored, and therefore difficult, a less obvious topic of research. Galtung (1996) identifies the obvious underlying dialectic of conflict formation with the conflict triangle A-B-C. The two pillars of the conflict triangle are "A for Attitudes" and "C" for contradictions (perceived conflicts), while the top is B for behaviors (violent expression of words and actions). Without the summit in the triangle of conflict, the conflict is at a latent level. The aim of this study is to draw this underlying stage of conflict and make it a clearer subject of research. Thus, the underlying conflict is not merely a phase or stage of the conflict; it refers to a situation in which two or more groups have contradictions that lead them to develop positions outside the group that are unfavorable.

As a potential source of contradictions, the underlying conflict presupposes the existence of social or ethno-religious groups, differentiated by class definitions such as religion and ethnicity, which have incompatible but somewhat interrelated objectives (Sterkens and Vermeer, 2015).

In this stage, the conflict is hidden, although there are conditions to start it. The causes of these conflicts are: competition for insufficient resources, differences in objectives and a tendency towards organizational independence (Spaho, 2013).

The underlying conflict is often rooted in long-term economic inequality or unequal access to political power by unequal groups. The government may not respond to the needs of a minority or a less empowered group. There may be strong differences in value or status. Any of these issues can appear as an open conflict after an exciting event. Sometimes, however, the conflict does not appear. The strange social structure tends to suppress the emergence of social conflict.

According to Weir, Marx saw capitalism as working to isolate workers from their work and from each other, thereby discouraging open class conflict. In addition, culture conceals this isolation and defends beliefs and values that support maintaining the dominant group's position. "When race is added to the political, economic and cultural control of a society, as is often the case in the colonial world, the barriers to the emergence of conflict are much greater." (Brahm, 2003). If a conflict is not yet devastating, steps can be taken to reduce its potential collectively. These steps are usually called "conflict prevention" or "violence prevention." These steps include (Kriesberg, N.D.):

- Democratic institutions, which can provide a peaceful means to discuss conflicts.
- Other efforts to build a common identity may be fruitful.
- Facilitators may help facilitate discussions, thus reducing misunderstandings and overcoming grievances and frustrations before reaching their peak.

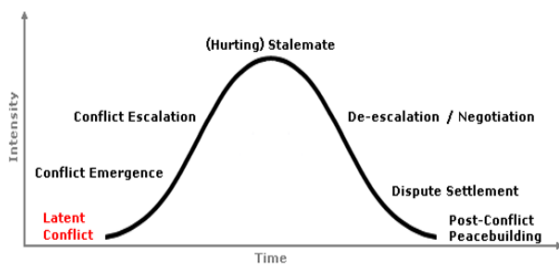


Figure 1 Latent conflict stage (Brahm, 2003)

*Perceived conflict*

With regard to conflict as a dynamic measure, the apparent conflict scene continues to organize the scene of the idle conflict. This is a subjective situation when a place around a group begins to compete in seeing or ending a state of awareness of circumstance, but no one is upset (Hagan, 2015). Another part of the conflict process is how the parties perceive each other's situation. This is an independent group. The parties are often involved in the dispute because one of the parties recognizes that their interests are adversely affected or adversely affected by another. The parties are also involved in the dispute because they consider that the situation involves limited alternatives (Boateng, 2014). By Zakari et al. (Zakari et al., 2010) Examining the relationship between nurse perceptions of conflict and professionalism in three sectors of health care in Saudi Arabia. The perceived conflict scale was used to assess the level of conflict, and the Valiga concept of the nursing scale was used to assess the perception of professionalism among nurses. The study showed a low level of occupational perception among nurses and the type of conflict within the group had a statistically significant relationship with the perception of professional competence. The Ting-Toomey (Ting-Toomey, 2005) theory of facial negotiation was developed to provide a sound illustration structure to explain the differences and cultural similarities in face and face in perceived conflict situations. The theory of face negotiation says that cultural variation (eg, individualism, groupness, distance of force), factors at the

individual level (eg self-interpretation), and situational characteristics (such as intimacy and relational status) affect conflict management and facial work by building the face. (Triandis, 1995) and circumstantial factors (Ting-Toomey et al., 2000; Triandis, 1995). With regard to the variables in this study, face-to-face theory argues that self-interest concerns are related to the control of facial / conflict pattyerns. Other facial interests are related to avoiding and integrating conflict / conflict styles, and mutual concerns are related to relational / relational approaches (Ting-Toomey, 2005). The perceived conflict can be defined as individual or collective awareness of the factors that create the conditions for the emergence of conflict. Here, members recognize the conflict even though they cannot explain why. Sometimes, there may be conflict based on differences of perceptions. Then, when perceived incompatibility or opposition, tensions arise between employees (Yirik et. al., 2015).

*Felt conflict*

Felt conflict is the internalization of conflict. The obvious conflict is the resulting behavior, such as aggression, indifference or strict adherence to the rules. The impact refers to the (new) circumstances created as a result of the conflict, that is, increased cooperation because of a successful solution or dislocated relations because of the lack of a solution. Pondy's (1967) conclusion was that the conflict was destabilizing the organizational balance, and it was the organization's reaction to the imbalance, not the conflict itself, that affected organizational performance. He also noted that the conflict "frequently, but not always, is negatively evaluated by organizational members" (Pondy, 1967). The conflict between the parties becomes apparent when the conflict becomes personally perceived. For example, the project will not have a displeasure or dissatisfaction with the head of the department or manager before the team review is completed. The conflict arises only when it becomes clear to the party that the promotion has not been granted. The perceived conflict then becomes a tangible struggle. The apparent conflict is usually characterized by aggressive behavior by actors. This is the behavior that in the mind of the actor, frustrates the goals of the other participant (Mhehe,N.D.), When the perceived conflict is shared within the staff and the different opinions are shared, the feeling of conflict begins. Constraints within the organization, loss of motivation and tension now must be taken into account with this type of conflict. Above all, it is necessary to be aware of the existence of conflict (Yirik et. al.,2015). In addition to perception, Pondy (2007), assumed that feelings and attitudes change the relationship between objective conditions and may lead to conflicting results. When the parties value cooperation and believe that success in their relationship depends on meeting the needs of the two, it is likely that their behavior will differ from the time when the competing parties believe that winning can only be won at the expense of others, Robbins and Judge (2011) explain this phase as a level characterized by emotions such as anxiety, frustration, tension or hostility.



*Manifest Conflict (Behaviour)*

The most recent view of apparent conflict is that functional and dysfunctional conflicts are separate, which means that one or both types may occur in a collision incident. Specifying the type of occurrence depends on the results of the collision. When the relationship deteriorates and disintegrates as a result of the conflict, a different conflict occurs. When the relationship improves after a conflict event, a functional conflict occurs. At the stage he did not feel a conflict, one of the parties decides to respond and to determine ways of dealing with the party that feels the cause of the dispute. Also, the parties begin to hurt each other and frustrate each other. The apparent conflict can take the form of open aggression or violence between people and the community (Ebhote & Osemeke,2015).

It was found that the apparent discrepancy is negatively related to the importer's assessment of the overall performance of the exporter, which is consistent with previous work. However, customer orientation was found to mitigate the direct negative impact of the apparent discrepancy on the outcome measures, "satisfaction with business results" and "overall performance assessment of the issuer". Moreover, he has already changed the impact from functional to functional impairment to "assess the overall performance of the source". This means that customer orientation changes the nature of the relationship between the outcome of the conflict by shifting it from negative to positive (Civilai et al.,2017).

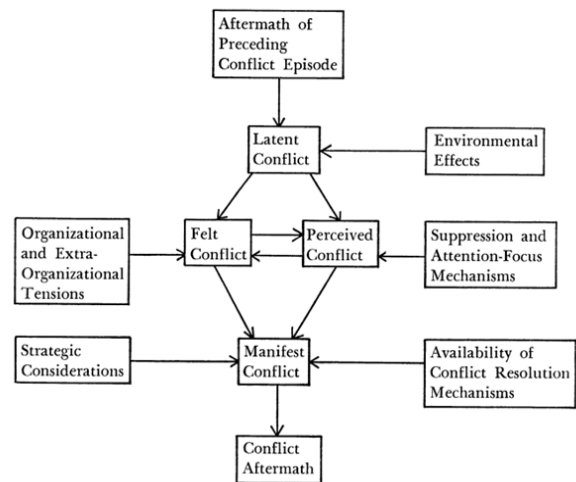
Since the apparent conflict, by definition, is considered an external behavior between the parties, it is logical that some of the ideas or actions preceded these behaviors. In Pondy's (1967) model, decision strategies have modified the apparent conflict phase. In addition, Schul et al. (1983) states that "... channel members suffering from conflict within the channel initially enter a cognitive or emotional stage of conflict before they show any conflict-related behavior. The channel is in tension, tension, and form hostility towards the offending party, The apparent conflict involves the use of measures in the initial phase of the violence force. This includes, for example, verbal pressure, explicit threat of violence or economic sanctions. There is a clear conflict when tensions exist but are expressed by means other than violence, such as quarrels, threats, warnings, intentional disobedience, non-compliance with directives, dereliction of duty, paradoxes and withdrawals from normal activities, failure to respond to greetings, praise, etc (Onwe & Nwogbaga,2014).

Manifest conflict arises when an individual is engaged in an enterprise in a manner that prevents the achievement of another member's goal. Manifest conflict may mean any of the different types of contradictory behavior, from passive resistance to public aggression (Samantara & Sharma,2010).

*Conflict aftermath*

Conflict represents the effects of conflict. As the conflict process evolved, the focus was more on perception as the main core process, where perceived or apparent conflict became less important. This focus on perception is reported as one of the main patterns of conflict that is widely used in literature to study conflict (Williams,2011).

The outcome of the conflict may have dramatic consequences such as anger, dissatisfaction, frustration or feelings of vulnerability, to name a few. It also includes evaluative findings that lead to behavioral modifications such as avoiding similar situations again, excessive caution and / or caution, ridicule or optimism based on the outcome of the conflict. During the discussion of extraction, the facilitator must ensure that students have the opportunity to study their results and inductive assessment of how post-conflict can have an impact on their current and future behavior (Anakwe & Purohit,2006), After that, conflict becomes an environmental factor for the next cycle. If the dispute is resolved, the parties may move towards a cooperative relationship (Kannadhasan & Nandagopal,2010), Figure 2 shows the elements of a contention scene and dynamic discrimination in conflict.



**Figure 2 The dynamics of a conflict episode (Pondy, 1967)**

There may be an inactive link conflict due to the environmental impact or conflict result when the dispute is not resolved. An idle conflict if not going to it can lead to a vision of organized conflict. Whether so, competition may not be due to the quality of concealment systems and centers of view. The apparent conflict can bring up conflicts that would exert pressure among individuals in the Assembly. Both saw and felt conflict when they did not care would show themselves in different structures, for example, damage and hostility, and so on. The settlement tools and procedures that are accessible must be connected to avoid prolonging the dispute. At the same time as plans to compete according to each element of equal inclination, the result of the dispute is more involved and strong relationship, while if the dispute is only stifled, the conditions and outcome of the claims will remain and thus idle conflict will continue, prompting another hover of conflict scene (Hagan, 2015).

### III. MODELS OF ORGANIZATIONAL CONFLICTS

Perhaps the only abstract model that can be applied to the study of all the phenomena of organizational conflict, to be useful in the analysis of real situations, the general theoretical framework should be appropriate for at least several broad categories of conflict, some or all within the same organization. This indicates that different methods are needed to derive or visualize a particular organization, depending on what phenomena are to be studied (Pondy, 1967). The different models are:

#### 1. Bargaining model of conflict

We are expanding the standard conflict negotiation model by introducing heterogeneity into the opposition group and openly thinking about how conflicting interests among members of the opposition group affect the outcome of the negotiation. Income is the opportunity cost of war and ideology is the payoff of war (e.g. adversity towards the government). Because of their heterogeneity, members of the opposition group have different preferences for civil conflict, and whether the opposition group accepts the government's offer depends on the distribution of members' preferences. Therefore, heterogeneity within the group is important for the outbreak of civil conflict (Mizuno & Okazawa, 2015).

The conflict-bargaining model begins by assuming that war, or violent conflict, is costly (Fearon, 1995, Wagner, 1993, Powell, 1999). Both sides can make greater gains by dividing the disputed spoils without having to deduct that cost first. The intuition of the outcome is that conflict is an ineffective or irrational result when there is always a set of potential settlements of greater benefit to both players. Much of the literature has been the analysis of barriers to effective results such as distortion incentives, credible commitments and indivisible goods. What is usually called "greed" approaches the mystery offered by the bargaining model from a different angle - through analysis of phenomena makes conflict costly (Testerman, 2014).

A key element of strategic bargaining is structuring attitudes, with each party trying to secure moral support to relevant third parties, such as the public or the government. An essential element of the conflict of interest is that negotiations should be completed by delegates facing the dual issues of verifying the arrangement between the members of the group concerned and the trade-off between the adaptive requests of the offending party and the requests for inflexibility on its part. Very special collection. In a compromise, an endeavor is usually made either to expand the range of assets that can be accessed or to reduce group requests to the conflict. From time to time, the conflict escalates to the level of supply, given the fact that reliable components of associations and economic positions give a regular distribution of scarce assets, regardless of when they are designated as a vital step (Alazemi, 2019)

#### 2. Bureaucratic model

A bureaucratic model for any project. This model assumes that the majority of projects have inherent characteristics in a bureaucratic institution: the requirement to possess a certain set of skills and experiences in order to

obtain a job, a fixed salary and recognition of the employee's career status, and the appropriate exceptional nature of employers for work (for business organizations) The life of the individual, life as a safety net, and the distinctive boundaries between personal and institutional property. There is also the policy and official rules that form part of the system of regulations and procedures, which maintain the integrity of work within the project and control its work. The bureaucratic elements become more visible to the employees who deal with them as part of their daily routines (all kinds of records, registrations and requirements). These characteristics constitute the corresponding corporate culture (Vasyakin et al., 2016), A bureaucratic model represents how the regional government responds to grants to provide a variety of public services (Kusuma, 2017).

The bureaucratic model should be seen as explained by Niskanen (1971) as another individual who increases satisfaction including salary, number of employees and social reputation. As an individual, the bureaucrat is in fact not neutral in the process of budget formulation. Therefore, it tends to provide services or goods larger than assumed, and appears likely to create inefficient use of the economic resources of the government.

The analysis on bureaucratic behaviors in determining the optimal output level is illustrated in Figure 3 below (Niskanen, 1971):

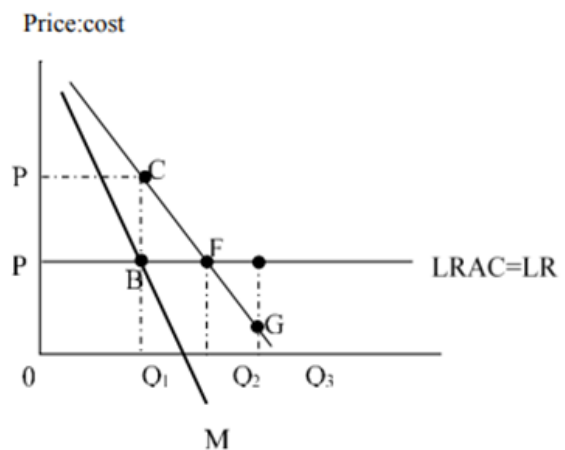


Figure 3 Economic analysis of bureaucracy (Mangkoesebroto, 2004)

The curve represents the CGD demand curve while the LRMC = LRAC curve represents the average marginal and long-term costs assumed to have a fixed cost structure. On the other side, MR is a marginal acceptance curve. If the goods are produced by private monopolies, the production level presented in  $OQ_1$  must be represented while their prices are represented by  $P_1$ . Therefore, the profits obtained are  $P_1CBP_2$ , or companies that do not receive profits will achieve the production level represented by  $OQ_2$  and their costs are represented by  $P_2$ . However, if output is provided by the bureaucrat under the budget authority as much as  $OP_2AQ_3$ , the resulting output will be represented by  $OQ_3$  because of bureaucratic behaviors that tend to improve the budget;

therefore, the output provided by either monopolies or government can result in loss of well-being for each CBF by monopolistic companies and FAG by the government. Moreover, the phenomenon of the impact of the research paper on the bureaucratic model is the result of regional bureaucratic behavior in determining the regional budget, in particular because of the exercise of soft budget constraints by the central government in the form of remittances or grants (Kusuma, 2017).

### 3. Systems model

This model is progressively fitting for investigation of contentions among the gatherings to a useful affiliation. At the end of the day is worried about horizontal conflicts, or conflicts among people at a similar progressive dimension while the administrative model is about issues of control, and the bartering model is about issues of rivalry, the frameworks demonstrate is round issues of organization. In associations the jobs of every supervisor concerning the others at a similar dimension are ordinarily determined by a lot of bearings, solicitations, data, and products which he may get from different chiefs. These formal determinations of positions and job are every now and again portrayed in composed sets of responsibilities, yet may likewise shape some portion of a lot of unwritten, stable, generally shared desires legitimized by the suitable various leveled specialists.

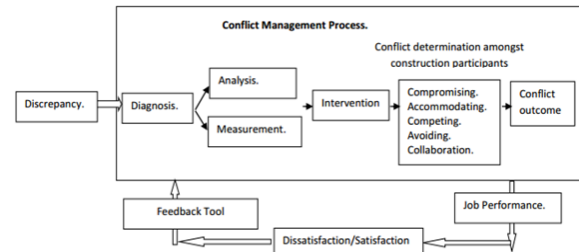
The principal wellspring of contention in such frameworks emerges out of weights towards sub streamlining. For associations which are objective situated as opposed to methodology arranged, the subunits will for different reasons, have distinctive arrangements of objectives, or diverse inclination succession orderings for a similar arrangement of objectives. In the event that two subunits having distinctive objectives are practically reliant, at that point circumstances occur for conflict. Vital sorts of association could be in regard of basic utilization of some administration or offices, arrangements of work or data stream recommended by assignment or progression, and tenets of agreement or accord about combined movement.

Two different ways of diminishing conflicts in sidelong connections as pointed by Vaaland (2004) are to lessen objective separation by altered impetus frameworks and to decrease useful association. Be that as it may, if the gatherings to the contention are adaptable in their requests and wants, the contention is probably going to be seen just as a transient aggravation. Besides, conflict may not be seen, if elective connections for fulfilling needs are accessible. This is single of the powerful contentions for structure in excess networks of effort and data stream in associations.

The structure received in this exploration was progressed by Yu and Leung (2001) in an examination of an examination of Construction Conflict Resolution in Hong Kong. What's more, inside the model, peace promotion is isolated into two essential advances, that is, examination and mediation. The investigation includes the values just as the examination level for perceiving the contention inside the firm or association, however intercession incorporate basic and conduct techniques for setting the perfect dimension of contention. By the Behavioral strategy or approach, conflict

might be settled by confidence (worry for self) or by helpfulness (worry for other people).

Conflict according to Ban (1995) is like water; too much and it causes damage to people and properties; too little and it creates a dry and barren 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 probable conflict between the participants in successive works, and thereby making the model cyclical in its application. Figure 4 presents the framework for solving conflicts.



**Figure 4 Cyclical model for conflict management in the construction sector**

## IV. CONFLICT SOURCES IN CONSTRUCTION PROJECTS

Surely construction contracts seem to be turning badly; everyone is aware of that. It's one of the issues of construction projects. I have fascinated issues, one can declare, industry and government for a long time (Fenn et al., 1997). According to Cheung and Yiu (2006) pointed out that the complex nature of the construction project confuses even the most complex management systems, with regard to the fact that the construction project requires coordinated efforts by a task force temporarily assembled for many independent participants, And each of them expects to make a profit, creates problems that make the construction industry and quarrel a conflict according to Harmon (2003) disputes arise from such actors as unfair allocation of project risks, multiple initial contracts, unrealistic schedule and expectations, Change orders and communication problems, Among other things. A well-managed project can be positively inspiring, especially for employees who are interested in new challenges. However, additional pressure for project constraints, such as multiple deadlines and changing ranges, means greater conflict potential. Before it is possible to explore conflict management for project managers. Therefore, the reasons for the conflict must be understood in any project, including the following:

1. Interests of different stakeholders: Industry stakeholders advocate a simple, standardized product that can be reliably manufactured. Marketing stakeholders advocate for a complex product that allows for widespread customization by customers. At first glance, these stakeholders appear to be in conflict (Kujala et al., 2012).



2. Project manager management style: Consider the case of a project manager who takes a disciplined approach to project management and staff accountability. Depending on how this management approach is reported, un-productive tension and conflict can threaten the success of the project (Ohlendorf, 2001).

3. Project team history: Have you ever worked with someone who puts you on the edge of the abyss? Or maybe a person who has a worldview look down, total zero on the action? In these cases, the conflict is part of the project team from day one (Moeller et al., 2012).

4. Scope of changes: Imagine that you put three weeks into a plan to install the network infrastructure into a new office building. Then you receive a change of range that specifies that you need to switch to a new type of equipment (and seller). Your reaction may be the first angry of the stakeholder - after all, you now have to re-work fully!

5. Scheduling changes: What comes to mind when you read the word "crash?" You might imagine the carnage on the road or that your computer will let you down at an important moment. However, "downtime" is the best practice defined in the PMBOK Glossary: "A technique used to shorten the duration of the table at minimal additional cost by adding resources." In practice, disruption can mean overtime. In the absence of support and planning, changes in the crash schedule will lead to conflict.

6. Project failure (or cancellation): Work in a fateful fate project! Even if the project fails or is canceled due to external circumstances (such as organizational change, change in funding costs), the blame and blame are inevitable. Canceling the project may cause a great conflict between the sponsor and the project manager.

7. Rejection of change requests: Change requests are an important tool in project management. What if someone on the project team applied for a change to request additional resources and was rejected? A team member may be angry at having to do limited resources

8. Disputes with vendors: Many projects rely on vendors to deliver vital products and services. In many cases, the seller and the project team have different interpretations. Resolving these differences is a waste of time and casts the project behind the schedule. Whether you do not agree with quality requirements, warranties or liability, seller disputes are a common source of conflict.

9. Disputes over project management methodology: Successful project management usually involves using a framework. The project manager may be using the excellent framework specified in the PMBOK. In contrast, stakeholders may be unfamiliar with and unwilling to submit requests for change and to interpret consolidated status reports. Over time, this disagreement over the process leads to disconnection of stakeholders.

10. Other about ways to contact: For many professionals, there is a sharp line between listeners, who prefer to get information through conversation, and readers, who prefer written communication. Differences over the number of times a communication method and its content can be a major source of project conflict.

## V. CONFLICT BETWEEN STAKEHOLDERS

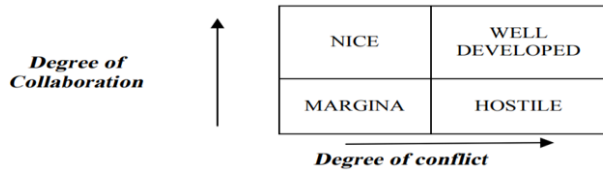
The conflict between companies or contracting associations may be understood as an inevitable consequence or as a result of hierarchical exercises. Gatherings are important, whether clients, experts, contract workers, service providers, semi-temporary workers, without doubt have the enthusiasm to effectively accomplish the task in a satisfactory way for each of them. In such capacities, conflict between these persons or associations is absolutely necessary as the undertaking progresses. Our clients often quarrel with their advisors and examine them in terms of fragmented structure, short-term exceptions, low elegant elegance, and over-expenditure (Shapiro, 2005).

Conflict exists everywhere in human relations because it naturally results from diversity in goals, needs, ways of thinking and competition (Gare & Feldman, 2009). As such, project design and implementation at the community level are fraught with problems and conflicts. According to Gare and Feldman (2009), it is a common view that stakeholder groups in community development projects are trying to influence the design, implementation, monitoring and evaluation of community development projects. When this happens, it often results in conflicts and disagreements (Gare & Feldman, 2009). Many community development projects faced problems such as complex decision-making processes, time delays and cost overruns due to stakeholder conflicts (Ismodes, 1997). Many projects with good technical and economic planning have failed because of conflicting interests of stakeholders. Stakeholders end up fighting each other, resulting in many projects failing to achieve their specific objectives, or in worst-case scenarios abandoned midway (Field, 1997). Although there are clear impacts of stakeholder disputes on community development projects in Ghana, these effects are not well defined by evidence. In fact, a few studies have been found on this subject as it relates to Ghana. For example, Carson et al. (2005) examined the achievement of public-private partnerships, while Tonah (2007) examined the nature of the conflict over the use of resources in the Volta Basin. The problem is that there may be a conflict between stakeholders in community development processes, although it is still unclear what the implications of these conflicts are for community development.

## VI. FUNCTIONAL AND DYSFUNCTIONAL CONFLICT PHENOMENON & RESULTS

The phenomenon of conflict is seen from two different perspectives. According to Vaaland & Håkansson (2003), the first perspective is conflict as a disease in organizations that have serious and systemic consequences in the first place. The second perspective holds that, the conflict can be effective. In a project environment according to Loosemore (2000), conflicts can foster creativity and innovation. In Vaaland & Håkansson (2002), Vaaland & Håkansson (2002) show how functional and functional discrepancies can be a two-axis number.

The first axis indicates the degree of cooperation between the two sides and the second indicates the degree of conflict in relation to labor relationships, as shown in Figure 5. By looking at cooperation and conflict as two dimensions, it is possible to identify four groups. The most interesting is the fourth quarter "good progress" which is characterized by a high degree of conflict and at the same time a high degree of cooperation.



**Figure 5 Functional and dysfunctional conflict model (Vaaland & Håkansson, 2003)**

A conflict that supports the objectives of the group and improves its performance is called functional conflicts, while the conflict that hinders the performance of the group is called dysfunctional conflicts (Robbins, 2001). Thus, the conflict between manufacturing and marketing administrations cannot be an example of dysfunctional conflict (Shapiro, 1997) it may also be an example of horizontal conflict, occurring between individual administrations at the same level (Kwahk & Kim, 1998).

**VII. CONCLUSION**

With these models, the project in-charge will be able to assess the degree of cooperation and degree of incompatibility between the members of multi-functional teams such as product development, marketing, sales, manufacturing, resources and finance, and enable to examine the extent of cooperation and conflicts affecting the effective completion of construction projects. The project in-charge will be able to assess conflicts/ challenges in a broader perspective and mitigate the risk efficiently based on these methods.

**VIII. REFERENCES**

- 1) Ajayi, Elizabeth A. (2008). Students of Higher Institutions/Host Communities’ Conflicts in Yoruba Speaking Areas of Southern Nigeria since 1979, Paper presented at the International Conference on Wars and Conflicts in Africa, Austin, Texas, March 28–30.
- 2) Akiner, Ilknur (2014). Critical Viewpoints on the Management of Conflict in Multi-National Construction Projects, Dept. of Architecture, Campus, Akdeniz University University, Turkey.
- 3) Alazemi, Mohammad Kh The (2019). Conflict Management of Construction Projects –A Case Study Kuwait International Airport Cargo City, Kulliyah of Engineering, International Islamic University Malaysia.
- 4) Anakwe, Uzoamaka P., Yasmin S. Purohit (2006). Using Conflict-Management Surveys to Extricate Research Out of the “Ivory Tower”: An Experiential Learning Exercise, Journal of Management Education, Vol. 30 No. 3.
- 5) Boateng, Irene A. (2014). Conflict Resolution in Organizations- An Analysis, European Journal of Business and Innovation Research, Vol.2, No.6.
- 6) Brahm, Eric (2003). Latent Conflict Stage, [https://www.beyondintractability.org/essay/latent\\_conflict](https://www.beyondintractability.org/essay/latent_conflict).
- 7) Carson, M., Cottrell, S., Dickman, J., Gummerson, E., Lee, T., Miao, Y., Uregian, C. (2005, June). Managing mineral resources through public-private partnerships: Mitigating conflict in Ghanaian gold mining (Working Paper WWS591c). Princeton, NJ: Woodrow Wilson School of Public and International Affairs.

- 8) Civilai Leckie, Robert E. Widing II, Gregory J. Whitwell, (2017). Manifest conflict, customer orientation and performance outcomes in international buyer-seller relationships, Journal of Business & Industrial Marketing, Vol. 32 Issue: 8.
- 9) De Dreu, Carsten K. W. & Weingart, Laurie R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. Journal of Applied Psychology, 88, 741-749.
- 10) Deutsch, M. (1973). The resolution of conflict: constructive and destructive processes. New Haven: Yale University Press.
- 11) Ebhote, Oseremen, Osemeke, Monday (2015). Conflict Management: Managerial Approach towards Improving Organizational Performance, International Review of Social Sciences and Humanities Vol. 9, No. 1.
- 12) El-Adaway, I.H. and Kandil, A.A. (2010) Multiagent System for Construction Dispute Resolution (MAS- COR), Journal of Construction Engineering and Management, 136(3).
- 13) Ellis Jr, R. D., and Lee, S. H. (2006), “Measuring Project Level Productivity on Transportation Projects”, Journal of Construction Engineering and Management, Vol. 132, No.3, pp. 314-320.
- 14) Ellis, F., & Baiden, B.K. (2007). A Conceptual Model for Conflict Management in Construction Firms, Kwame Nkrumah University of Science & Technology, Kumasi, Ghana.
- 15) Fearon, James D. 1995. “Rationalist explanations for war.” International Organizations. 49(3): 379-414.
- 16) Fenn, P. & Gameson, R. (1992). Construction Conflict Management and Resolution, University of Manchester Institute of Science and Technology (UMIST) Proceedings of the First International Construction Management Conference, The University of Manchester Institute of Science and Technology (UMIST), 25–27 September 1992.
- 17) Fenn, P., Lowe, D., & Speck, C. (1997). Conflict and dispute in construction. Construction Management and Economics, 15(6), 513– 518.
- 18) Field, J. (1997). Project management. London, England: Routledge.
- 19) Galtung, J. (1996). Peace by peaceful means: Peace and development, development and civilization. London: International Peace Research Institute and SAGE Publications.
- 20) Gare, S., & Feldman, D. (2009). Community relationships review (Global Summary Report). Retrieved from [http://s1.q4cdn.com/259923520/files/doc\\_downloads/cr/CRR-GlobalSummary-Report-and-Appendices-English.pdf](http://s1.q4cdn.com/259923520/files/doc_downloads/cr/CRR-GlobalSummary-Report-and-Appendices-English.pdf).
- 21) Hagan, Kingsley Emmanuel (2015). Managing Conflicts in construction of public projects in ghana: (a case study of selected building project in ashanti region), Kwame nkrumah university of science and technology, College of arts and built environment.
- 22) Harmon, K.M.J (2003) Effectiveness of Dispute Review Boards, Journal of Construction Engineering and Management 129,674-679.
- 23) Ismodes, A. (1997). Socio-economic aspects in water resources development. Stockholm, Sweden: Avdelningen för Vattenbyggnad, Kungliga Tekniska Högskolan.
- 24) Jehn, Karen A.; Greer, Lindred; Levine, Sheen & Szulanski, Gabriel. (2008). The effects of conflict types, dimensions, and emergent states on group outcomes. Group Decision and Negotiation, 17, 465-495.
- 25) Kannadhasan M. and Nandagopal R. (2010). Risk Analysis: Strategic Investment, SCMS Journal of Indian Management.
- 26) Kriesberg, Louis (N.D.) Nature, Dynamics, and Phases of Intractability, Draft.
- 27) Kujala, Johanna; Heikkinen, Anna; Lehtimäki, Hanna (2012). Understanding the Nature of Stakeholder Relationships: An Empirical Examination of a Conflict Situation, Journal of Business Ethics, 109 (1).
- 28) Kusuma, Hendra (2017). Flypaper Effect: Fiscal Illusion and Bureaucratic Model, Jurnal Ekonomi dan Studi Pembangunan, 9 (1).
- 29) Kwahk. K.Y., Kim, Y.G. 1998. A cognitive model-based approach for organizational c onflict resolution. International Journal of Information Management, 18(6), pp. 443– 456.
- 30) Loosemore, M. 2000. Construction crisis management. New York, American Society of Civil Engineers.





- 31) Mangkoesobroto, Guritno (2004). *Ekonomi Publik*, Yogyakarta, BPFE – Yogyakarta, Indonesia.
- 32) McManamy, R. (1994). *Industry pounds away at disputes*. Engineering news record, 24,3.
- 33) Mhehe, Edith George (N.D.). *The Role of the School Administrator in Conflict Management*, The Open University of Tanzania.
- 34) Mizuno, Nobuhiro and Ryosuke Okazawa (2015). *Within-group heterogeneity and civil war*, Munich Personal RePEc Archive, No. 63611.
- 35) Moeller, Gertrude, Xihui Zhang, Sandra M. Richardson (2012). *Understanding antecedents of interpersonal conflict in information systems development: a critical analysis*, Journal of Information Technology Management Vol. XXIII, No. 3.
- 36) Mohiddin, Ahmed (2000). *Democracy and the Management of Conflicts and Development in Africa*. <http://unpan1.un.org/intradoc/groups/public/documents/cafrad/unpan010857.pdf>.
- 37) Niskanen, W. A. (1971). *Bureaucracy and representative government: A Division of Transaction Publishers*, New Brunswick (U.S.A) and London (U.K.)
- 38) Ogunbayo, Olalekan (2013). *Conflict Management in Nigerian Construction Industry: Project Managers' View*, Journal of Emerging Trends in Economics and Management Sciences (JETEMS) 4(2).
- 39) Ohlendorf, Amy (2001). *Conflict Resolution in Project Management*, Information Systems Analysis, MSIS 488.
- 40) Omotola, Shola J. (2007). *The Police and the Challenges of Sustainable Democracy in Nigeria: Contributions and Constraints*, Pakistan Journal of Social Science, 4 (4).
- 41) Onwe, Sunday O., Nwogbaga, David M. E (2014). *The Causes of Conflicts and Crisis in School Management*, IOSR Journal of Humanities and Social Science (IOSR-JHSS) Vol. 19, Issue 12.
- 42) Onwuzuruigbo, Ifeanyi (2010). *Researching Ethnic Conflicts in Nigeria: The Missing Link*, Ethnic and Racial Studies, 33 (10).
- 43) Panagiotis, M. & Howell, G. (2001) *Model for understanding, preventing and resolving project disputes*, Journal of Construction Engineering and Management, 127(3).
- 44) Pondy, L.R. (1967). "Organizational conflict: concepts and models," *Administrative Science Quarterly*, ISSN 0001-8392, 12(2).
- 45) Pondy, L.R. (1967): *Organisational Conflict: Concepts and Models: Administrative Science Quarterly*, Vol.12, No.2.
- 46) Pondy, L. (1992). *Reflections on Organizational conflict*. Journal of organizational Behaviour, vol 13 (2) pp. 257-261.
- 47) Pondy, L.R. and Tjosvold (2007). "Defining Conflicting Choices About its Management: Lighting the Dark side of Organizational Life," *Journal of conflict Management Vol 17 (2)*.
- 48) Powell, Robert. 1999. *In the Shadow of Power: states and strategies in international politics*. Princeton University Press.
- 49) Project Management Institute (1996) published a set of standard terminology and guidelines for project management in a book called PMBOK (A Guide to the Project Management Body of Knowledge).
- 50) Rauzana, Anita (2016). *Causes of Conflicts and Disputes in Construction Projects*, IOSR Journal of Mechanical and Civil Engineering (IOSR-JMCE), Vol. 13, Issue 5.
- 51) Robbins, S.P. 2001. *Organizational behavior: concepts, controversies and applications*. Englewood Cliffs, NJ, Prentice Hall.
- 52) Robbins, S.P. & Judge, T.A. (2011). *Organizational Behaviour (14ed)*. Pearson education, Prentice Hall, UPPER Saddle, NJ.
- 53) Samantara, Rabinarayan, Nidhi Sharma (2010). *Organisational Conflict Literature: A Review*, Parikalpana - KIIT Journal of Management, Shivaji College, University of Delhi.
- 54) Schul, Patrick L., William M. Pride, and Taylor L. Little (1983). *The Impact of Channel Leadership Behavior on Intrachannel Conflict*, Journal of Marketing, Vol. 47, No. 3, pp. 21-34.
- 55) Shapiro, B. (2005). *Inherent conflicts in the construction industry and the structure of contracts*, Fundamentals of Construction Contracts: Understanding the Issues conference, Lorman Education Services, Vancouver, BC.
- 56) Shapiro, B.P. 1997. *Can marketing and manufacturing coexist?* Harvard Business Review, pp. 55(3), 104–114.
- 57) Spaho, Kenan (2013). *Organizational Communication and Conflict Management*, Management, Vol. 18, (1).
- 58) Sterkens, Carl and Paul Vermeer (2015). *Religion, migration and conflict*, Bibliographic information published by the Deutsche Nationalbibliothek, Language correction by Tandem, UK.
- 59) Testerman, Matthew (2014). *Removing the Crutch: External Support and the Dynamics of Armed Conflict*, the United States Naval Academy, the Department of the Navy or the Department of Defense.
- 60) Ting-Toomey, S. (2005). *The matrix of face: an updated face-negotiation theory*, in Gudykunst, W.B. (Ed.), *Theorizing about Intercultural Communication*, Sage, Thousand Oaks, CA, pp. 71-92.
- 61) Ting-Toomey, S., Yee-Jung, K.K., Shapiro, R.B., Garcia, W., Wright, T.T. and Oetzel, J.G. (2000). *Ethnic/cultural identity salience and conflict styles in four U.S. ethnic groups*, International Journal of Intercultural Relations, Vol. 24 No. 1, pp. 47-81.
- 62) Toms, Lisa C. (2006). *Conflict Management Strategies and Manifest Conflict: Do They Matter in Buyer/Seller Relationships*, Journal of Applied Business Research – Third Quarter, Vol. 22, No. 3.
- 63) Tonah, S. (2007). *Migration, resource use, conflicts and stakeholders in the middle Volta Basin*. Paper presented at a VBRP Workshop, Noguchi Medical Centre, UG, Legon, Ghana.
- 64) Triandis, H.C. (1995). *Individualism and Collectivism*, Westview Press, Boulder, CO.
- 65) Vaaland, T.I. and Håkansson, H. (2003): *Exploring inter-organisational conflict in complex projects: Industrial Marketing Management*, Vol. 32, Issue 2.
- 66) Vaaland, T.I., Håkansson, H. (2003). *Exploring inter-organisational conflict in complex projects: Finland*. Industrial Marketing Management, 32(2), pp. 127–138.
- 67) Vasyakin, Bogdan S., Marina I. Ivleva, Yelena L. Pozharskaya, Olga I. Shcherbakova (2016). *A Study of the Organizational Culture at a Higher Education Institution (Case Study: Plekhanov Russian University of Economics (PRUE))*, International Journal of Environmental & Science Education, VOL.11, NO.10, 11515-11528.
- 68) Wagner, R. Harrison. 1993. "The Causes of Peace" in *Stopping the Killing: How Civil Wars End*, ed. Roy Licklider. New York University Press.
- 69) Whitfield, J. (1994). *Conflicts in construction, avoiding, managing and resolving*. London: Macmillan Press.
- 70) Williams, Felice (2011). *Interpersonal Conflict: The Importance of Clarifying Manifest Conflict Behavior*, International Journal of Business, Humanities and Technology, Vol. 1, No. 3.
- 71) Yang, Jixia & Mossholder, Kevin. W. (2004). *Decoupling task and relationship conflict: The role of intragroup emotional processing*, Journal of Organizational Behavior, 25, 589-605.
- 72) Yirik, üevket Burcu Ilgaz Yöldöröm, Nursel Çetinkaya (2015). *A Study on Conflict Management and Conflict Resolution in Hospitality Organizations*, International Journal of Arts & Sciences, 08(08).
- 73) Zakari NM, Al Khamis NI, Hamadi HY (2010) *Conflict and professionalism: perceptions among nurses in Saudi Arabia*. Int Nurs Rev 57: 297-304.