EFFECTS OF CONFLICTS ON PROJECT TEAM PRODUCTIVITY: A CASE OF JAZA JAZA PROJECT AT MASTERMIND TOBACCO KENYA LIMITED.

HILDA MUGOYWA MUSONYE

D53/OL/20753/2010

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS AS A PARTIAL FULFILMENT OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT) KENYATTA UNIVERSITY.

MARCH, 2014
DECLARATION

The research project is my original work and has not been presented to any Institute for the award of any Degree whatsoever.

Signature: ……………………………………………………… Date: ……………………………

Student’s Name: Hilda Mugoywa Musonye

Reg. No. D53/OL/20753/2010

This research project is being submitted to Kenyatta University for examinations with my approval as the Student Supervisor.

Signature: ……………………………………………………… Date: ……………………………

Supervisor’s Name: Lucy Kamau

This research project is being submitted to Kenyatta University for examinations with my approval as the Students Chairman.

Signature: ……………………………………………………… Date: ……………………………

Kimutai Gladys,

Chairman, Department of Management Science.

School of Business.
ACKNOWLEDGEMENT

In many ways my research could not have been accomplished had it not been for some special people whom I want to thank for their direct or indirect contributions.

I express my special thanks to First to the Almighty God who made this study a success. Then to Ms. Lucy Kamau who served as the Institution Supervisor and Dr. Ambrose Jagongo who oversaw my work and contributed to the completion of this project as well as Ms Mary Kilonzi my classmate and Justus Mwangi my colleague.

A special word of thanks to my son, Ryan Luke, whose support and understanding helped in the development of this project.

God bless you all
ABSTRACT

The study was conducted to investigate the effect of conflicts on project team productivity at Mastermind Tobacco Kenya Limited in order to build everlasting coexistence of members of a project team and ensure attainment of project as well as overall organizational goal. The objectives of this study were: to examine the effects of project leadership related conflicts on project teams’ productivity, to find out the effects of organizational structure related conflicts on project team productivity and to establish the effects of stakeholder involvement conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya Limited. A descriptive research design was adopted in this study. The sample was selected through stratified random sampling, study participants were randomly selected from the marketing, finance and human resource departments as they are directly involved in the Jaza jaza project implementation. The target population size was a hundred five respondents and a sample of 45 respondents was drawn. Questionnaires were distributed to the targeted population and duration of four weeks was given. The completed questionnaire was coded, entered into the computer, organized and analyzed with a statistical package for social science (SPSS). The collected data was analyzed and presented in tabular form, graph and chart for simple understanding of the finding and regression analysis was also utilized. In conclusion, the company faces conflicts related to project leadership, organizational structure and stakeholder involvement but to varying extents thus, there is a paramount need to address and manage conflicts to improve on project team productivity as a way to increase the overall performance of the organization. From the study findings, the study recommends that in order to maintain its existence in the market, the tobacco companies should practice conflict management of project teams to boost productivity.
LIST OF TABLES AND FIGURES

Figure 2.5: Conceptual Framework………………………………………………..28
Table 3.2: Population Size…………………………………………………………29
Table 3.3: Sample Size……………………………………………………………30
Table 4.1: Response Rate…………………………………………………………35
Table 4.2.1: Gender of the respondents…………………………………………36
Figure 4.2.1: Gender of the respondents…………………………………………36
Table 4.2.2: Respondents age group………………………………………………36
Figure 4.2.2: Respondents age group………………………………………………37
Table 4.2.3: Respondents educational level……………………………………..37
Figure 4.2.3: Respondents educational level……………………………………..38
Table 4.2.4: Respondents project management training………………………39
Figure 4.2.4: Respondents project management training………………………39
Table 4.2.5: Respondents stay at MTK…………………………………………40
Figure 4.2.5: Respondents stay at MTK…………………………………………40
Table 4.2.6: Respondents Group…………………………………………………41
Figure 4.2.6: Respondents Group…………………………………………………41
Table 4.2.7: Respondents Department……………………………………………42
Figure 4.2.7: Respondents Department……………………………………………42
Table 2.0: Regression coefficient results…………………………………………48
Table 3.0: Research Work…………………………………………………………48
ABBREVIATIONS/ACRONYMS

PM       Project Manager

MTK      Mastermind Tobacco Kenya

NEMA     National Environment Management Authority

KRA      Kenya Revenue Authority

SPSS     Statistical Package for Social Science
DEFINITION OF OPERATIONAL TERMS

Authority: The right to apply project resources expends funds, make decision or give approvals.

Communication: A process through which information is exchanged among persons using a common system of symbols, signs or behaviors.

Customer: The person or organization that will use the projects product or service.

Develop Project Team: The process of improving the competencies and interaction of team members to enhance project performance.

Manage Project Team: The process of tracking team members’ performance, providing feedback, resolving issues, and coordinating changes to enhance project performance.

Project Manager (PM): The person assigned by performing organization to achieve the projects objectives.

Project Team members: The persons who report either directly or indirectly to the PM, and who are responsible for performing project work as a regular part of their assigned duties.

Responsibility Assignment Matrix (RAM): A structure that relates the project organizational breakdown structure to the work breakdown structure to help ensure that each component of the projects scope of work is assigned to a responsible person.

Stakeholder: Persons and organizations such as customers, sponsors, performing organization and the public that are actively involved in the project, or whose interest may be positively or negatively affected by execution or completion of the project. They may also exert influence over the project and its deliverables.
# TABLE OF CONTENTS

DECLARATION ........................................................................................................... ii

ACKNOWLEDGEMENT ............................................................................................. iii

ABSTRACT ................................................................................................................... iv

LIST OF TABLES AND FIGURES ............................................................................... v

ABBREVIATIONS/ACRONOMYS .............................................................................. vi

DEFINITION OF OPERATIONAL TERMS .............................................................. vii

CHAPTER ONE........................................................................................................... 1

INTRODUCTION ........................................................................................................ 1

1.1 Background ....................................................................................................... 1

1.1.1 Profile of Mastermind Tobacco Kenya Limited............................................ 7

1.2 Statement of the problem ................................................................................ 9

1.3 Objectives of the study ................................................................................... 10

1.3.1 General Objective ...................................................................................... 10

1.3.2 Specific Objectives .................................................................................... 10

1.4 Research Questions ......................................................................................... 11

1.5 Significance of the study ................................................................................ 11
CHAPTER THREE……………………………………………………………………..29

RESEARCH METHODOLOGY…………………………………………………………29

3.0 Introduction.................................................................................................29

3.1 Research design..........................................................................................29

3.2 Target population.........................................................................................29

3.3 Sample size and sampling methods...............................................................30

3.4 Data collection instruments..........................................................................31

3.5 Data collection procedures..........................................................................31

3.6 Validity and reliability..................................................................................32

3.7 Data Analysis and presentation......................................................................33

3.8 Ethical consideration......................................................................................34

CHAPTER FOUR.................................................................................................35

DATA ANALYSIS, RESULTS AND DISCUSSION..............................................35

4.0 Introduction..................................................................................................35

4.1 The Response rate.........................................................................................35

4.2 General information.......................................................................................35

4.3 Project team productivity..............................................................................42

4.4 Effects of conflict on project team productivity.............................................44

4.6 Results of regression analysis........................................................................47
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

5.2 Summary of study

5.2.1 General findings

5.2.1.1 What are the effects of project leadership related conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya

5.2.2 How do organizational structure related conflicts affect project team productivity in Jaza jaza project at Mastermind Tobacco Kenya Limited

5.2.3 What are the effects of stakeholder involvement conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco

5.3 Conclusion

5.4 Recommendation

5.5 Areas for further research

REFERENCES

APPENDICES

Appendix 1: LETTER OF INTRODUCTION

Appendix 11

QUESTIONNAIRE
CHAPTER ONE

INTRODUCTION

1.1 Background of study

A project is a temporary endeavor undertaken to produce a unique product, service or result. (Lewis, 2007) The temporary nature of the project indicates a definite beginning and end. The end is reached when the project’s objectives have been achieved or when the project is terminated because its objectives will not or cannot be met or when the need for the project no longer exists. Some shared attributes of projects are goals, people, conflicts, equipment, supplies, schedules, budget and interdependencies. Projects tend to fail because the team does not take time to ensure that they have developed a proper definition of the problem being solved.

According to Coget et al, 2009, conflict must be perceived by the parties to it; whether or not conflict exists is a perception issue. If no one is aware of a conflict, then it is generally agreed that no conflict exists. Conflict includes disagreement, the presence of tension, or some other difficulty between two or more parties. Conflict occurs when individuals or groups of individuals perceive that their goals are blocked. It can be private or public, formal or informal or rational or irrational. Hence, conflict can be a serious problem in an organization. It can create chaotic conditions that make it nearly impossible for employees to work together, on the other hand; conflict also has a well known positive effect.
According to Patzak, (2012). A conflict is essentially a clash of different expectations. This causes severe emotional involvement, which usually hampers rational negotiations. Especially in project; conflict often arise because of the uniqueness of the undertaking, the contrast to daily business, difficult framework conditions, the pressure for change that’s frequently present in projects creates many sources of friction. Thus conflicts are immanent in projects. Patzak further adds that, conflicts are considered to be disturbances because they are associated with negative emotions, like anger. But they are also catalysts and driving forces for necessary developments. A secondary effect of using multidisciplinary teams to deal with complex problems is conflict. Projects are characterized by conflict. (Pinto, 2007) The project schedule, budget and specifications conflict each other. The needs and desires of the client conflict with those of the project team, the senior management of the organization conducting the projects and others who may have a less direct stake in the project. It is sufficient to recognize that projects and conflict are inseparable companions, an environment that is unsuitable and uncomfortable for conflict avoiders.

Conflict management is the principle that all conflicts cannot necessarily be resolved but learning how to manage conflict can decrease the odds of non-productive escalation. (Saylor and Barkley, 2001). They further postulate that conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills and establishing a structure for management of conflict in your environment. The first step in managing conflict is recognizing that conflict exists. A successful conflict resolution therefore requires recognizing the common responses to conflict and understanding the techniques that allows one to make productive use of conflict itself. Hence, conflict management, as an integral part of the team communication, facilitates the cooperation that helps project teams to reach their goals.
When conflict occurs on the project team or between the team and outsiders, it can reduce morale, lower productivity, increase absenteeism, and cause small or large scale confrontation that can lead to serious and violent crimes. According to Turk, 2008, it is estimated that managers spend at least 25 percent of their time resolving workplace conflicts. This obviously affects the productivity of both managers and team members, and can have a far reaching impact on the project or organizational performance. Project leaders are often so focused on task responsibility that they can miss social-psychological problems until they grow to the point that they begin to undermine the project's performance. (Cobb, 2012). Leaders need to keep lines of communication open, not just on task issues but on social-psychological ones as well.

When a project is experiencing social-psychological problems and as such; coordination is becoming difficult, communication within the team and with project leaders is beginning to suffer, absenteeism is on the rise and team members complaining about one another instead of task problems. This kind of issues often signals people problems. As with task problems, dealing with social-psychological problems early in their development is far easier than dealing with them later. According to Snyder (2010), Team performance assessment can be used to evaluate individuals, a portion of the team, or the team as a whole. The information along with performance reports for the projects provide insight into where the project manager should focus his or her attention to improve performance at the resource level, and how well that will correspond to improved performance on scope, schedule, cost or other project objectives.
Conflict can exist whenever two or more get together. Saylor and Burkley, (2001) conflict can be positive, and agreement may be negative; commonly called groupthink. Differences exist in every organization and so teams must take advantage of their differences to be successful, and major benefits can be gained by paying attention to differences. Therefore, the first step in managing conflict is recognizing that conflict exists. By the very nature of teamwork, some conflict is inevitable within a team. Wherever people live, play or work together there are multiple potentials for conflict to arise. The very diversity of people on work teams makes them potentially dysfunctional. Page (2008) points out that teamwork usually increases the potential for conflict as it puts people in close proximity to each other. He further postulates that, in the workplace, there is likely to be different priorities and work styles that may produce uneasiness and lead to conflict, especially when one person has to depend on another in order to achieve their own objectives or recognition.

Common sources of conflict include the competition for scarce resources, violations of group or organizational norms, disagreements over goals or the means to achieve those goals, personal fights and threats to job security, long held biases and prejudices among others. (Pinto,2007) According to Mantel et al (2008), recommendations for reducing or preventing these conflicts reveal four common threads: (a) Careful project planning. (b) Practice of participative management. (c) Interactions and negotiation between the project manager and the functional departments. And finally (d) Communication between the projects manager and all parties at interest to the project.

Klastorin (2004) identified seven basic areas that can serve as potential sources of conflict for project teams and managers: Scheduling and sequencing; Administrative procedures;
manpower or staffing issues; Budget and cost issues; personality conflicts; project priorities and finally, technical opinions and performance trade-offs. He also noted that the degree of conflict resulting from these sources varies over the life of a project except for personality conflicts, which appear to be a constant factor over the life cycle of a project. In general, it appears that conflict is most intense during the third phase when resource utilization is maximized. We find that, conflicts over schedules resulted in the most intense conflict situations over the life of a project. Scheduling and budget issues become more critical as a project nears its due date. On the other hand, administrative procedures caused the least amount of conflict due to organizations increasing experience with project management as an organizational form.

In today’s culture, different people tend to use different strategies for managing conflicts. (Page, 2008) These strategies are learned, usually in childhood, and they seem to function automatically thereafter. They include: avoiding for a no-win situation, competing for a win-lose situation, accommodating, compromising for a lose-lose situation and finally collaborating. Page insists that in order to successfully manage a conflict within a team, we need to always keep in mind the basic biblical principles that must be upheld, throughout all conflicts. These includes: To glorify God in everything we do including managing conflict among team members, get the log out of your eye before pointing out the wrongs that others have done, the best way to resolve a conflict is simply to overlook the offenses created by others against us and finally go and be reconciled, Reconciliation and genuine peace are hallmarks of a properly functioning team in which conflict has been handled properly.
Newell (2008) postulated that there are said to be five ways of resolving conflict: forcing, smoothing, compromise, problem-solving and withdrawal. The five conflict resolving methods are varying results as to the immediate effect and the long term effect on the conflict resolution. They also have an effect on the temperament of the conflictive parties.

Reports from the World Health Organization (WHO, 2003) show that tobacco industry has programs that seek to contribute to a greater social good that urge the question: how can tobacco companies reconcile their main aim, to gain a maximum profit by producing and selling a deadly product, with the goals of corporate social responsibility: business norms based on ethical values and respect for employees, consumers, communities and the environment. And on how can they claim to promote transparent business practices, calling for open dialogue among stakeholders when public inquiries and legal testimonies in courts in countries around the world attest to tobacco companies’ actions and strategies to conceal the deadly nature of their products, derail work to protect public health and destroy incriminating evidence.

As in many respects, tobacco companies are simply not like other companies. Tobacco products are legal and they are also lethal. Tobacco is the only consumer product available that kills 50% of its regular users (WHO, 2003). All these investigations consistently point to the discrepancy between the measures that tobacco companies internally recognize to be the greatest threats to their sales, and those that they champion in public. For instance, companies publicly deny the connection between smoking prevalence and tobacco advertising, but internally acknowledge that advertising bans are a threat to tobacco sales, and a key priority for thwarting regulatory action.
1.1.1 Profile of Mastermind Tobacco Kenya Limited

Mastermind Tobacco Kenya Limited is a limited liability company incorporated in Kenya on 13th April 1987 with the objective of growing, farming tobacco, processing, producing, blending, packing and exporting tobacco leaf and by-products, and manufacturing making and marketing cigarettes. The incorporation of the company was preceded by a major feasibility study conducted in 1986 and 1987 to establish the viability of a second tobacco company in Kenya.

The raw material requirements, especially tobacco was difficult to come by as all tobacco in Kenya was in the hands of a multinational. To meet the requirement the company started tobacco growing in 1988 in Meru (Eastern Kenya) and Bungoma (Western Kenya) with the objective of testing independent farmers outside the competitor’s sponsorship. However, with the liberalization of the tobacco industry in 1992 the company rapidly got into serious tobacco growing programmes which culminated in the company becoming the leading tobacco producer by year 2002 controlling 61% of total Kenyan tobacco production. This marked the launch of a big tobacco programmes in Kenya. The company headquarters is on a 60 acre complex, with ultra modern facilities including the Head Office, staff facilities, Leaf Processing Plant and the Cigarette Manufacturing Factory;

In the marketing field, major strides have been made. The company’s products are found in all parts of Kenya and Mastermind Tobacco (K) Ltd boasts of sales depots across the country. They have also made substantial gains in the export market. Their products are major regional brands of first recall status in the whole of the East and Central African region. The company is alive to challenges posed by the prevailing regulatory framework and taxation policies and has developed compliance strategies adapted to relate to the prevailing business
environment and ensure the company’s competitive advantage over other players is sustainable over a long period.

Tobacco industry in Kenya has been in existence with people from various communities having their own ways of tobacco production and consumption. The industry provides the government with a large amount of revenue through taxation yet their businesses has been greatly hampered by the Tobacco Bill. Major players in the industry include, British American Tobacco (BAT) and Mastermind Tobacco Kenya (MTK). Quite often, organizations are asked to accomplish tasks that do not fit neatly into business as usual thus the need for project management. This calls for the formation of projects in order to fix the responsibility and authority for the achievement of an organizational goal on an individual or small group when the job does not clearly fall within the definition of routine work.(Mantel et al, 2008) Projects are characterized by conflict. The tobacco industry is involved in community-level development projects, such as the Kerio Trade Winds Project, in Kenya a partnership between the community and BAT that aims to developing tobacco growing activities as an option towards alleviating poverty in line with the government’s poverty alleviation strategy.

In Kenya, the Tobacco Bill Act that was passed in 2007 crippled advertisement of tobacco and tobacco products and thus the need for personal selling. This prompted for the Marketing Department at MTK to come up with several projects like Jam Selling and Jaza Jaza among others to enhance personal selling to traders and consumers of cigarettes in Nairobi County. Jaza Jaza project was commissioned in 2009 to run for five years and per say it is on the final phase. Throughout the years, the project has been with its ups and downs and this has
prompted the doing of this study. It consists of various stakeholders including project team members, project leaders, marketing supervisors, marketing territory managers, sales representatives, cigarette distributors, the smokers, the senior managers in the finance and human resource departments and the company as a whole.

1.2 Statement of the problem

Friction occurs in nearly every interaction between human beings. There will be misunderstandings, conflicts, personality clashes and petty jealousy (Lewis, 2007). Project Managers must be prepared to deal with these or else the project will sink eventually. Where there is a social gathering or a group of people like say in an organizations’ project team, conflict is definitely present and therefore the need to manage conflict. Newell (2008) believed that in a well-run project team it is possible to settle differences without creating frustration.

MTK, has in the recent years undertaken various initiatives aimed at managing conflicts to enhance project team productivity to increase sales via the Jaza Jaza project which according to the sales figures had affected sales positively when the project was initiated but per say the sales are declining probably due to conflicts. According to (Kamau, 2002) enforcement of tobacco regulation has far reaching implications on the product specifications and consumer preferences. This has had an overall reduction in consumption and hence sales. In (The Mastermind Times, 2008) an article dubbed, ‘Need to be aggressive’ claim of a decline in sales since the enforcement of the (Tobacco Control Act, 2007). Iravo (2011) sought to highlight the determinants of conflict management in Kenyan Secondary Schools, a case of Machakos county and found that If school principals were to view conflict from a positive perspective, then it would be possible to leverage these conflicts to improve cohesion and
productivity within Kenyan secondary schools, that is, school principals ought to be encouraged to be alert and sensitive to sources of conflict and be well prepared to deal with conflict situations.

Most of the studies have tended to be general in nature and have focused more on ways of improving conflict management as opposed to relating conflicts to project team productivity. Despite advances in project management methodologies many projects continue to fail for a number of reasons. One of the main causes of failure is the lack of conflict management practice. (Robertson & William, 2006) The need for effective conflict management is accepted among academicians and practioners of project management. Despite some study in the area of conflict management of projects, the extent to which conflicts influences project productivity is not clear.

1.3 **Objective of the study**

1.3.1 **General objective**

The main objective of the study was to investigate the effects of conflicts on the project team productivity of Jaza jaza project at Mastermind Tobacco Kenya.

1.3.2 **Specific Objectives**

1) To establish the effects of project leadership related conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya Limited.

2) To determine the effects of organizational structure related conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya Limited.
3) To establish the effects of stakeholder involvement related conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya Limited.

1.4 Research Questions

1) What are the effects of project leadership related conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya?

2) How do organizational structure related conflicts affect project team productivity in Jaza jaza project at Mastermind Tobacco Kenya Limited?

3) What are the effects of stakeholder involvement conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya?

1.5 Significance of the study

The study was designed to determine to what extent conflict management can contribute to project team productivity. The tobacco industry is an important sector in our economy and it is therefore, expected that this study will be useful to the Tobacco companies in Kenya: BAT and MTK. Since tobacco companies can no longer use the traditional marketing strategies, the knowledge of conflicts generated by this study will enable them to improve and adopt conflict management practices and sharpen their competitiveness.

The government will also find the findings useful for proper law enforcement where there is a lapse and the government agencies concerned with policy making and decision making influencing the way organizations use conflict management

Managers in other organizations who are intending to use projects in most of their work will also benefit from this study. The study will also add to the body of knowledge on conflicts in
project management and provides a basis for further research as a source of reference and stimulating interest.

1.6 Scope of the Study

The study was carried out at Mastermind Tobacco Kenya (MTK), which is situated in Nairobi County, for a specific project in the marketing department, Jaza jaza project.

1.7 Limitations of the study

Biased respondents:-Given the fact that the study was focused on a private limited company, possibility exists that some participants responded positively with the aim to reflect a good picture of their units Most of the people may not have given information willingly for the fear that crucial information might be disclosed probably to competitors in the industry and others due to their busy schedule may not have time to fill in the questionnaire or avail themselves for interview. While conducting the study, the researcher also got a letter from the University to present to the interviewers and attach to the questionnaires.
CHAPTER TWO

2.1 Introduction

This chapter comprises of three parts. The first part presents an overview of the theoretical literature of the theories backing the study. The second part of the chapter presents a literature study that highlights some key factors already identified by the researcher in the area of conflict management and how they affect productivity of project teams. The third part consists of the conceptual framework that shows relationship between dependent and independent variables. The information obtained from the literature study was summarized and served as a guide in designing the questionnaire for the research project.

2.2 Theoretical review

2.2.1 Expectancy Theory

Expectancy Theory ‘says that if you can create an expectancy in a person, the expectancy may indeed become fact’. (Newell, 2008) If a person is told that he or she is a poor performer and is no good at doing a job, the person will eventually become no good at doing the job and become a bad performer and consequently if a person is told is a high performer and does good work, the person may indeed become a good worker and a high performer. In practice, in project management, this concept can be applied by treating people with encouragement, giving them a sense of recognition and achievement, and giving them a sense of recognition and achievement, and giving praise publically and criticism privately. This can come in handy by the project leaders to exercise their management skills in resolving conflict issues thereby improving team productivity.
2.2.2 Douglas McGregor’s theory of X and Y Managers

It states that they are two kinds of managers: type X and Y. Type X managers think that all people are basically lazy and that unless they are threatened or in some way forced to do work, they will not do any work. These managers direct work to be done and do not allow very much participation in any decision making, because they feel that the participation by workers would only lead to less work being done. According to Newell, (2008) Theory X managers are good in situations that are either very favorable or very unfavorable, while type Y managers are good in normal types of projects when there are a moderate number of problems. This may explain why many military managers in combat situations use theory X type management. In a combat situation it is necessary to have orders carried out without question or debate. In projects that are in extreme difficulty, this type of managers has an advantage.

According to Kerzner and Saladis (2010), from the Douglas McGregor Theory: Theory X exhibits an authoritative approach-a micro manager distrusts employees, believe employees do not want to work, and will do only what is minimally required. Theory Y exhibits participative style, trusting and supportive. The manager believes people sincerely want to work and make a contribution. Theory Z has a communal type of structure in which everyone supported the greater good of the organization and where long term employment and loyalty to the organization were emphasized were key to motivating employees.

The researchers opinion is that the project team leader should utilize the theory Y approach to deal with conflicts as it will boost team members morale thus increase their productivity. This has been emphasized by Uher and Loosemore (2004) that this is reflected in the
contemporary conflict management trends in the growing emphasis of building trusting relationship between project team members through techniques such as partnering and total quality management. The argument behind such schemes is that people gain a better understanding of a situation, become more responsible for managing themselves and their jobs are expanded to include more responsibility, they become more productive and better motivated.

2.2.3 Herzbergs Theory

Another motivation theory in which the manager must address hygienic factors such as working conditions, relationships, level of supervision, and compensation before attempting motivation which consequently affects team productivity. Kerzner and Saladis (2010) say that if these factors are not managed and provided at a satisfactory level they may cause pain, discomfort or conflict. They are not motivators but must be managed to remove any potential dissatisfaction among employees. Once the hygiene factors are satisfied, motivating factors can be introduced. Examples of motivators are personal growth, advancement, increased responsibility, challenging work and recognition.

2.2.4 Maslow Hierchy of needs

Is a motivation theory that is expressed graphically as a pyramid (Kerzner and Saladis, 2010). The lowest level or first level is physiological needs. As each motivating factor is achieved it is no longer a motivator as the person now seeks the next level. The levels are physiological needs, safety and security, social needs, esteem and self actualization.

It is clear that there is no best way to motivate and that managers should carefully assess the characteristics of their organizations before deciding on the most appropriate combination of approaches. While none of the theories above apply to every situation, collectively they do
increase a managers understanding of human behavior and therefore their ability to motivate employees thus affecting team productivity.

2.2.5 The Concept of Conflict

The different approaches to the examination of conflict have changed over the last hundred years. Rahim (2001) stated that the early organizational theorists, like Taylor and Weber, neglected to view conflict as a phenomenon in itself but as a consequence of poor organizational structures and processes being put in place. The first to view conflict as a phenomenon were social psychologists, such as those involved with Hawthorne experiment in the 1920s and 1930s which saw the beginning of a new way of looking at human behavior (Mayo, 1945).

Based on the past research, (Marchewka, 2006) the concept of conflict has evolved from the late nineteenth century to today; from the traditional view which considers conflict in a negative light and feels conflict should be avoided as it leads to poor performance, aggression and devastation if left to escalate. Then secondly, the contemporary view in the Mid 1940s to 1970s, which suggests that conflict, is inevitable and natural and depending on how conflict is handled, conflict can be negative or positive. And finally, he illustrates the interactionist view from 1970s to present which holds that conflict is an important and necessary ingredient for performance. It embraces conflict because teams can become stagnant and complacent if too harmonious.
2.3 Empirical Review

2.3.1 Project Leadership related conflicts.

According to Turk, (2008) managing a project team involves tracking team members performance, providing feedback, resolving issues and coordinating changes to enhance project performance. The process of managing project teams is about finding out why the numbers are what they are by knowing what is going on with members of the team and if needed, implementing corrective actions to improve performance. One of the most common performance damaging activities that a project manager needs to learn to control is conflict. A project manager will spend twenty percent of his or her time (Turk, 2008), dealing with some form of conflict. Therefore Conflict Management is a key skill for a project manager to have.

Many personality clashes are the results of people’s lack of good interpersonal skills. (Lewis, 2007) he points out that we have never been taught how to sit down and work out differences with others, so when the inevitable conflict happens, the situation just blows up. According to Kerzner, (2011) good project managers understand that conflicts will happen and try to plan for their resolution. For instance, project managers know that team members can have a misunderstanding of each other’s roles and responsibilities, and therefore a responsibility assignment matrix or linear responsibility chart can prevent the conflict from occurring.

Several studies have examined the relationship between conflict management styles and project success or failure. Klastorin (2004) forty two high-conflict project teams that were
viewed as high performance-twenty six managers or low performing, sixteen managers were interviewed and found that two factors differentiated high performing managers from low performing managers with respect to internal team conflict. The high performers reflected a much larger repertoire of responses to conflict situation. They had more ideas and choices about how to deal with conflict generally. Secondly, they seemed much less afraid of disagreements, and intimated much more willingness to approach conflict than avoid it. He further found out that high performing managers appeared to be better listeners who encouraged subordinates to voice their concerns when their frustration levels become high. They appeared to be genuinely more concerned about their subordinate’s welfare and actively encouraged communication and expression.

Conflicts are not failures but shape the future. They play an important role in projects by making differences visible and by inducing change. (Patzak, 2012). Competent conflict management, as a component of professional leadership, can minimize the consequences of completely escalated situations by timely recognizing and systematically implementing conflict-reducing measures. Page (2008) states that; Conflicts that go unchecked are on a slippery slope that begins with tension and escalates into determining who is right and deserves support, building the evidence to support the different positions, engaging in outright confrontation over issues that may lead to a showdown, and the erecting for permanent barriers that can last forever.

According to Patzax (2012), one of a typical cause of conflict is unclear project objectives. Unclear objectives often implies that the team members work on a solution (goal) which they consider to be right, provided they have sufficient experience with projects of that kind. In
most cases, there are different experiences and also differing opinions. Since interpersonal relationships depend so much on good communication between people, disputes will often evolve out of miscommunication, or the absence of proper communication. (Page, 2008) perception and reality become confused and team members become suspicious of one another resulting in a breakdown in trust leading to conflict.

Verzuh (2008) illustrates that employing conflict to a team’s advantage takes trust, respect and lots of practice. Our own experiences with conflict can affect how we respond to it in team situation. Conflicts tend to have a negative impact on a team but the nature of this effect depends on the focus of how the conflict is managed. (Colquite.J, Lepine.J & Wesson. J, 2009). An important interpersonal process is conflict management, which involves the activities that the team uses to manage conflicts that arise in the course of its work.

While conflicts are inevitable in all organizations, the team leader is responsible to ensure that conflicts are managed in such a way that God is honored, team members understand their own responsibility in creating conflicts in the team, that team members engage in productive conflict management and are reconciled with each other and with God. Conflicts should never destroy the proper functioning of a team if the team leader has done her due diligence in conflict management. When dealt with constructively, conflict is a positive element in all teams. Without it, team members would not be challenged to think outside the box.

2.3.2 Organizational Structure related Conflicts

According to Kerzner and Saladis (2010), they are three major types of organizational structure-functional, matrix and projectized. The authority of the project manager is lowest in
the functional, moderate in the matrix, and nearly total in the projectized structure. Snyder (2010) postulates that, depending on the length, complexity and organizational structure, the project manager may be expected to conduct project performance appraisals on team members, which will generally include areas for improvement, goals for development and feedback on performance.

The type of organizational structure can create conflicts. As an illustration, (Kerzner, 2011), line managers that perform in a matrix structure are under tremendous pressure to staff a multitude of projects possibly at the same time. A delay on one project could result in a late release of personnel needed to staff new projects about to begin. The project manager is placed in a position of assigning project tasks to team members who do not report to him or her. There is no stage of the project life cycle that is not characterized by specific types of conflict. (Mantel et al, 2008) If these are not resolved, the project will suffer and possibly die. Conflict is no stranger to any workplace, but matrix projects seem to have far more than their share. The causes are many and differ when the project was in different stages of its life cycle.

According to Jakob and Malte, (2009), the fact that project management is synonymous with change management creates stress for both the project manager as well as the project team. The current tendency for organizations to set tighter budget and schedule goals exacerbates the stress levels of both the team members and project managers. In addition, teams within an organization often compete with each other for resources and other priorities. As a result, it is not unusual for conflict to arise among project team members as well as between team members and other members of the organization. (Klastorin, 2004)
According to Marchewka (2006), conflict can fit one, or a combination of three categories; Conflict associated with the goals, objectives of the project, conflict associated with the administration, management structure or underlying philosophies of the project and conflict associated with interpersonal relationships among people based on work ethics, styles, egos or personalities. Thus the type of organizational structure determines the degree of conflict available for a particular project and henceforth affects the productivity of the project team. The Jaza jaza project under study falls under the marketing department and to run the activities of the project requires money from the Finance department and this in itself creates conflict since the organization has a matrix structure.

2.3.2.1 Horizontal Conflicts

There are two essential types of conflict in organizations: vertical and horizontal. Types of conflict situations experienced by managers include vertical conflict, horizontal conflict, line-staff conflict and role conflict. Hotepo et al, (2012) observed that organizational conflict involves interpersonal conflicts with colleagues or supervisors, or intergroup conflicts within different sections of an organization. Horizontal conflict occurs between individuals of the same level, such as managers in the same organization. Stojkovic, Kalinich and Klofas, (2003) illustrate that horizontal conflict occurs between employees within the same unit, on same hierarchical level. It can manifest itself for many reasons, including ideas, decisions about which units or individuals do not agree or the distribution of resources. One such consequence is that the PM tries to pass a stringent cost and time estimate along to functional managers whose units are expected to perform certain work on the project. Conflict then arises when the functional managers complain that they cannot meet the time and cost
restrictions. This tends to build failure into the job of managing a project, another source of conflict between PM and senior management (Meredith and Mantel, 2006).

2.3.2.2 Vertical Conflicts.

Vertical conflict occurs in group of different hierarchical levels such as supervisors and salesmen in the same organization. According to Meredith and Mantel (2006), when vertical conflict takes place between operational workers and administration, their sources refer to: 1) Psychological distance, workers don’t feel involved in the organization and feel that their needs are not met. 2) Power and status, workers feel powerless and alienated; 3) Differences in value and ideology, this difference represents underlying beliefs on objectives and goals of an organization and 4) Scarce resources, disagreements regarding benefits, salary and work condition. Vertical conflicts could basically occur because your supervisor is always telling you what to do and tries to micro-manage instead of letting you do your work. Stojkovic, Kalinich & Klofas, (2003), further postulates that this conflict involves two hierarchical levels and an employee and his immediate boss within police agencies, state and city agencies where the organizational structure has a high degree of formality.

2.3.3 Stakeholder involvement conflict.

According to Meredith and Mantel (2006), organizations establish elaborate and complex set of rules and regulations to settle disputes between the organization itself and the individuals and groups with whom it interacts, that is, stakeholders. They further postulates that conflict contracts between a firm and its suppliers, its trade unions and its customers are written to govern the settlement of potential conflicts. It is vital to note that the various stakeholders do not always agree about the meaning of a law or a provision in a contract. No agreement, however detailed can cover all the circumstances that might arise in the extensive relationship
between the various stakeholders, our overcrowded courts are witness to the extent and
variety of conflict.

The dynamic business environment in recent years, coupled with the passing of the Tobacco
Bill Act has made tobacco industry project management a much more complex and difficult
enterprise now than a few decades ago. To ensure effective and successful conflict
management, the project leader must not only be innovative, resourceful and dynamic, but
also be able to interact well with people both within and outside the organization. These
include employees of the company from all the departments, the managing Director, the
tobacco farmers, the kiosk owners who trade tobacco products, the officials from NEMA,
KRA, anti-counterfeit police and many other members of the community. All of these need to
be brought, in some way or other, into the decision-making and conflict management process
if they are to remain supportive of what the project leader is doing. In other words, for the
purpose of achieving productivity as a project leader of a team, the leader must create an
environment of participation in the running of the project.

Goals, authority and interpersonal conflict are the three types of conflict that seem to involve
the parties-at-interest to the project (Meredith and Mantel, 2006). The different goals and
objectives of PM, senior management and functional managers are a major and constant
source of conflict. For example, senior management is apt to fix all three parameters of the
project-time, cost and performance- and then assume that the PM will be able to achieve all
the preset targets. Clearly, underestimation of cost and time is a natural consequence of
budgeting and it leads directly to conflict between the PM who is the representative of the
project team and senior management.
Functional managers may not see eye-to-eye with the PM on such issues as the projects priority or the desirability of assigning a specifically named individual to work on the project, or even the applicability of a given technical approach to the project. According to Meredith and Mantel, (2006) the clients priorities and schedule, whether an inside or outside client, may differ radically from those of senior management and the project team. The project team definitely has its own ideas about the appropriateness of schedule or level of project staffing. On the other hand, PM will often find they argue for scheduling resource priorities from functional managers. Neither the functional nor project manager is quite sure about who has what authority. A constant complain of project managers is that I have to take responsibility, but I have no authority at all. Pure project organization has a tendency to breed deviant administrative behaviors, and that matrix organization is characterized by superior subordinate confusion. (Meredith and Mantel, 2006)

To be successful, the project manager must understand the political environment of the organization and how to communicate effectively at all of its levels. Cleary it is difficult to communicate the impacts of unrealistic project schedules and budgets to corporate executives, who are in turn under immense pressure from shareholders and corporate boards. According to Pinto (2007), stakeholder management is continued engagement of all types of stakeholder, from sponsor to customer, end user to team member. He further postulates that the sponsor is accountable and actively involved in managing specific senior relationships such as the customer. The project manager is actively involved or delegates the stakeholder relationship management to key team members.
2.3.4 Project Team Productivity

According to Jones and Harrison (1996), Project team productivity is the extent to which a group meets or exceeds its standards, group output; organizational commitment and satisfaction of group members. Project teams are by definition, a type of group. In order for project teams to be productive, all participants must feel involved. Another major influence on productivity is user involvement which is sometimes measured on two dimension-involvement and participation. Priority of the task is also believed to influence team productivity. If the user loses interest in the project or do not perceive it as being important they will not perform as well as expected.

Furthermore, Cohesion also influences team productivity. It is a set of forces that act on the members to remain in the group. Cohesion is the strength of mutual positive attitudes among members or the extent to which individual. Jones and Harrison (1996) gave a comprehensive definition of cohesion has been proposed as an individual’s sense of belonging to a particular group and his or her feelings of morale associated with membership in the group.

Klastorin (2004) analyzed a study of twenty development projects that were conducted over four years and five companies, it was concluded that successful projects occurred when project teams were able to work closely together to effectively solve technical problems and transfer this knowledge to the rest of the organization In a nutshell, some degree of balance between group cohesiveness and group contentiousness is desirable. It is evident that too much conflict reduces effective communication and hampers team member’s ability to work together. Hitherto, members of teams with long tenure and high cohesiveness tend to avoid asking each other the tough questions needed to keep projects on track. Effective project managers must balance this trade-off.
Team composition will allow the optimum personal interaction between the team members and create an atmosphere of belonging. Lamilleri (2011) further postulates that the key elements that make project work teams effective include autonomy, team ambition, goal congruence, feedback, self-esteem and work motivation, conflict resolution, role conflict and ambiguity, trust. The project manager must remember the importance of team building and the phases of team development: forming, storming, norming and performing. Conflicts begins during the forming of a team (Kerzner and Saladis, 2010), it intensifies during the storming phase, begins to subside in the norming phase, and is minimized in the performing stage. The project manager is a team leader and should determine the best methods to enhance the performance of the team through team building activities, rewards and recognition, training, appraisals, co-location, support, direction, feedback and performance appraisal.

It is worth noting that, several studies have found a positive correlation between intra-team conflict and project performance. This findings supports the task-oriented school of thought that project teams that have a great deal of harmony and camaraderie may be distracted from the goals of the project and will fail to meet targets and expectations—that is, some conflicts are beneficial. (Klastorin, 2004) On the other hand, the humanistic school of thought supports the belief that teams having positive characteristics and harmonious relationships will perform well, that is, people perform better with less stress and conflict.

2.4 Summary and Gap to be filled

Conflict is therefore necessary for a project to be successful and thus has to be embraced and dealt with from the conception phase of a project to the termination or end of the project. It is
clear from the review of literature that there is need to manage conflict to improve on productivity of a project team as a way to increase the overall organizational performance. Most of the prior research on conflict management has been done in developed countries and in the education sector in Kenya. This proposed research in Mastermind Tobacco Kenya explores conflicts and productivity in the Kenyan setting and the tobacco industry. Conflict management experience in the tobacco industry may not necessarily be the same as in other industries. Therefore this study was expected to bring to light the local experience on conflicts.
2.5 Conceptual Framework

Fig 2.5 Conceptual framework

Independent Variables

<table>
<thead>
<tr>
<th>Project Leadership related conflicts</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ideas and decision making.</td>
<td>Project Team</td>
</tr>
<tr>
<td>• Distribution of resources</td>
<td>Productivity</td>
</tr>
<tr>
<td>• Budgeting/time and cost estimates.</td>
<td></td>
</tr>
<tr>
<td>• Personality conflicts</td>
<td>• Proper</td>
</tr>
<tr>
<td></td>
<td>utilization of</td>
</tr>
<tr>
<td></td>
<td>resources</td>
</tr>
<tr>
<td></td>
<td>• Cohesion.</td>
</tr>
</tbody>
</table>

Organizational structure related conflicts

| • Horizontal conflicts.            |               |
| • Vertical conflicts.             |               |
| • Role conflicts.                 |               |
| • Line staff conflicts.           |               |

Stakeholder Involvement

| • Suppliers and farmers.         |               |
| • Customers and Kiosk owners.    |               |
| • Employees of all departments.  |               |
| • NEMA and KRA Officials.        |               |
3.0 Introduction

This chapter sets out the research methodology that was adopted so as to enable the researcher to attain the research objectives. The research design, the population of interest, sample size and sampling methods design, data collection method, and data analysis techniques are discussed.

3.1 Research design

A descriptive research was adopted in this study. According to Emory and Cooper (1994), a descriptive study is used to determine who, what, when and how of a research topic which was a concern for this study.

3.2 Target Population

According to (Mathafena, 2007) the population refers to the potential subjects who possess the attributes in which the researcher is interested. The target population was the Jaza jaza project team members and the managers at different levels of management at MTK. The target population size was of a hundred five respondents.

**Table 3.2 Population Size**

<table>
<thead>
<tr>
<th>Category</th>
<th>Department</th>
<th>Population Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project team Members.</td>
<td>Marketing.</td>
<td>50</td>
<td>47.62%</td>
</tr>
<tr>
<td>Senior Managers.</td>
<td>Marketing</td>
<td>4</td>
<td>9.52%</td>
</tr>
<tr>
<td></td>
<td>Human Resource.</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finance.</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>
3.3 Sample size and sampling methods.

The sample size was selected on a stratified random sampling, study participants were randomly selected from the marketing, finance and human resource departments as they are directly involved in the Jaza jaza project implementation. Resulting into a sample size of forty five (45) only employees involved in Jaza jaza project thus eliminating the risk of unreliable responses if all departments of MTK were involved. This was a representation of 43% of the target population of employees at MTK.

Table 3.3 Sample Size

<table>
<thead>
<tr>
<th>Strata</th>
<th>Department</th>
<th>Population Size</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Members</td>
<td></td>
<td>50</td>
<td>30</td>
<td>66.67%</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>Marketing.</td>
<td>4</td>
<td>3</td>
<td>13.33%</td>
</tr>
<tr>
<td></td>
<td>Human Resource.</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finance.</td>
<td>4</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>Department</td>
<td>Count</td>
<td>Responses</td>
<td>%</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------------</td>
<td>-------</td>
<td>-----------</td>
<td>-------</td>
</tr>
<tr>
<td>Middle Managers</td>
<td>Marketing.</td>
<td>8</td>
<td>3</td>
<td>13.33%</td>
</tr>
<tr>
<td></td>
<td>Human Resource.</td>
<td>4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finance.</td>
<td>8</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Lower Managers</td>
<td>Marketing.</td>
<td>10</td>
<td>1</td>
<td>6.67%</td>
</tr>
<tr>
<td></td>
<td>Human Resource.</td>
<td>5</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finance.</td>
<td>10</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
<td>45</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Author (2013)

### 3.4 Data Collection Instruments.

In this study, the main data collection tool used by the researcher was a questionnaire. The advantage with this tool is that within a short duration of time it can be administered to a large group of respondents (Kombo and Tromp, 2006). Questionnaires are also generally preferred for this study because they ensure a wide range of respondent perception. The questionnaire had both open-ended questions and the closed questions. Open-ended questions sought in-depth information while the closed ones were easily analyzed and understood. For the closed ended items on the questionnaire, responses were measured on a likert scale, eg. 1=Strongly Disagree 2=Disagree 3=Uncertain 4=Agree 5=Strongly Agree.

### 3.5 Data Collection Procedures

Data was gathered through the administration of questionnaire to a cross-section of respondents drawn from the various categories. The respondents were requested to fill the questionnaire as the researcher waits. This helped to reduce instances of non-responses. The questionnaires were also left behind and picked later helping to increase the proportion of
usable responses. Follow-ups were done through telephone calls, e-mails and personal interviews to ensure a viable response rate for the study.

The questionnaires were scrutinized for errors and omissions, ambiguity, legibility and relevance.

3.6 Validity and Reliability

Validity is the extent to which the instrument used in research measures what it purports to measure. According to Mugenda and Mugenda (2003), Validity is the accuracy and meaningfulness of inferences which are based on the research results. In order to improve validity, experts were used to validate the value content of the instrument then modifications were made where necessary. Information gathered was also cross-checked with other secondary sources to ensure authenticity and accuracy.

Reliability refers to the consistency or rather the stability of the scores obtained from tests and assessment procedures. Mugenda and Mugenda (2003) argue that reliability is a measure of the degree to which a researchers” instrument yields consistent results or data after repeated trials. To ensure reliability, Charles (1995), postulates that consistency with which questionnaire or test items are answered or individuals scores remain relatively the same can be determined through the test-retest method at two different times.

This method involves administering the questionnaire at an interval of one week to the same group and then comparing the two scores. The questionnaires were first tested on a selected sample of nine (9) employees which was similar to the actual sample used in the study the procedure used in pre-testing was identical to the ones used in the actual study or data
collection. Comments which were made by the pre-testing respondents were used to adjust and improve the instrument.

3.7 Data Analysis and Presentation

Since the data was descriptive, descriptive statistics was used. Qualitative analysis was used to better understand the collected data and this was through the use of designed questionnaire which provided answers to question asked. This allowed for a better interpretation, conclusion and recommendation. Data was presented in the form of tables, graphs and charts that facilitated description and explanation of the study findings. The completed questionnaire was coded, entered into the computer, organized and quantitative data analyzed with a statistical package for social science (SPSS). Regression analysis also was used to analyze the data. The objective of regression analysis is to predict a single dependent variable from the knowledge of one or more independent variables (Anderson et al, 2010).

The Regression model was: $\hat{y} = \alpha + \beta_1 E_1 + \beta_2 E_2 + \beta_3 E_3 + \varepsilon$

Where $\hat{y}$ is the dependent variable, project team productivity.

$\alpha$ is a constant variable, what a project team produces with zero conflict.

$\beta$s are the regression coefficient.

$E$s are the independent variable.$E_1$, $E_2$ and $E_3$-Project leadership, organizational structure and stakeholder involvement related conflicts respectively.

$\varepsilon$ is the ‘noise’ term reflecting other factors that are non-observable.
3.8 Ethical Consideration.

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities. Thus as the research was designed, several ethical considerations must have been balanced including: Protecting the rights of the participant or subject, ensuring the sponsor receives ethically conducted and reported research, following ethical standards when designing research, protecting the safety of the researcher and team and also ensuring the research team follows the design.
CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.0 Introduction

This chapter discusses the interpretation and presentation of the findings. This chapter focused on data analysis, interpretation and presentation. The researcher made use of frequency tables and percentages to present data.

4.1 The Response Rate

The researcher targeted a sample of 45 respondents who were Project members, Senior Managers, Middle Managers, and Low level Managers. Out of which 34 respondents’ filled and returned the questionnaires. This represented 76% response rate. According to Babbie (2002) any response of 50% and above is adequate for analysis thus 76% is better.

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>34</td>
<td>76</td>
</tr>
<tr>
<td>Non-Response</td>
<td>11</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 General information

As part of the general information, the researcher requested the respondents to indicate their gender. The results are shown in Table 4.2.1 and Figure 4.2.1 below.
Table 4.2.1 Gender of the respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>27</td>
<td>79</td>
</tr>
<tr>
<td>Female</td>
<td>7</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.2.1: Gender of the respondents

The findings of this study according to Figure 4.1 above shows that 79% of the respondents were male and 21% were female. This indicates that majority of the respondent were male.

The researcher also requested the respondents to indicate their age bracket. The results are shown in the table and figure below.

Table 4.2.2 Respondents Age Group.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percentage in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>3</td>
<td>9.62</td>
</tr>
</tbody>
</table>
The study established that 38.46 % of the respondents were aged between 46 and 55 years, 23.08 % were aged between 36 and 45 years, 19.23 % were aged between 25 and 35 years, 9.62 % were 55 years of age and above, and 9.62 % were aged between 18 and 24 years. From the findings, it can be concluded that the majority of the respondents were aged between 45-55 years.

Table 4.2.3 Respondents Educational Level.
<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>KCSE</td>
<td>2</td>
<td>3.85</td>
</tr>
<tr>
<td>Certificate</td>
<td>4</td>
<td>15.38</td>
</tr>
<tr>
<td>Diploma</td>
<td>7</td>
<td>23.08</td>
</tr>
<tr>
<td>Degree</td>
<td>8</td>
<td>19.23</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>13</td>
<td>38.46</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.2.3: Respondent Educational Level

![Respondents education level chart](chart.png)

The response on the level of education of the respondents was as follows: 3.85 % of the respondents secondary education, 15.38 % certificate level of education, 23.08 % had diploma level of education, 19.23 % of the respondents had degrees and 38.46 % of the respondents
had educational levels higher than degrees. This clearly indicates that majority of the respondents were those educational levels went beyond degree.

The researcher also requested the respondents to indicate whether they have been trained in project management. The results are shown in the table and figure below.

**Table 4.2.4 Respondents Project management Training.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12</td>
<td>34.62</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
<td>65.38</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

**Figure 4.2.4: Respondent Project Management Training**

From the findings above, it can be concluded that the majority of the respondents which is 65.34 % have not been trained in project management while the minority 34.62 % of the respondents have been trained in project management.
The researcher also requested the respondents to indicate the period for which they have been in mastermind. The results were as tabulated in the figure below.

**Table 4.2.5 Respondents Stay at Mastermind Tobacco Kenya.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 2 years</td>
<td>7</td>
<td>20.59</td>
</tr>
<tr>
<td>2-5 years</td>
<td>17</td>
<td>50.00</td>
</tr>
<tr>
<td>Over 5 years</td>
<td>10</td>
<td>29.41</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

**Figure 4.2.5: Respondent Stay at Mastermind Tobacco Kenya**

From the findings above, it can be concluded that, the majority of the respondents 50 % have worked in mastemind for a period between 2-5 years, 29.41 % have stayed in mastermind from over five years while 20.59 % have worked in mastermind for a period below 2 years.

The researcher also requested the respondents to indicate the grouping in which they belonged. The results are shown in the table and figure below.
Table 4.2.6 Respondents Group

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Member</td>
<td>19</td>
<td>55.77</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>6</td>
<td>18.46</td>
</tr>
<tr>
<td>Middle Manager</td>
<td>6</td>
<td>17.54</td>
</tr>
<tr>
<td>Low Level Manager</td>
<td>3</td>
<td>8.3</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

From the finding, majority of the respondents who made up to 30.77 % in this study were project members, 13.46% were senior managers, 11.54 % were middle level managers, 9.67 % were low level managers who were the minority.
The researcher also requested the respondents to indicate the department in which they belonged. The results are shown in the table and figure below.

### Table 4.2.7 Respondents Department

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>14</td>
<td>41.18</td>
</tr>
<tr>
<td>Finance</td>
<td>12</td>
<td>35.29</td>
</tr>
<tr>
<td>Human Resource</td>
<td>8</td>
<td>23.53</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the finding, majority of the respondents were from the marketing department who made up to 41.18% in this study, 35.29% were from finance department, while 23.53% were from human resource department who were the minority.

### 4.3 PROJECT TEAM PRODUCTIVITY
The researcher also sought to know the respondent’s opinion on the productivity level of the jaza jaza project since it started and effects it has had so far. The table below shows the extent to which the respondents approved the jaza jaza project productivity in mastermind Tobacco Limited. A five point Likert scale was used to interpret the respondent’s responses. According to the scale, those factors which the respondents strongly disagreed with were awarded 1 while those which they strongly agreed with were awarded 5. Within the continuum are 2 for disagree, 3 for uncertain and 4 for agree. Mean (weighted average) and standard deviation were used to analyze the data.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is proper utilization of resources.</td>
<td>4.25</td>
<td>0.5</td>
</tr>
<tr>
<td>The project has no or minimal technical start-up problems as it was readily accepted by intended user.</td>
<td>4</td>
<td>0.816497</td>
</tr>
<tr>
<td>Team members seem to have a sense of belonging to the project.</td>
<td>4.25</td>
<td>0.5</td>
</tr>
<tr>
<td>Sales have increased.</td>
<td>1.25</td>
<td>0.5</td>
</tr>
<tr>
<td>Conflict management has directly contributed to the growth of the company.</td>
<td>2.5</td>
<td>0.57735</td>
</tr>
<tr>
<td>Project managers are timelier in responding to conflicts and situations.</td>
<td>3.75</td>
<td>0.957427</td>
</tr>
<tr>
<td>Costs are cut down.</td>
<td>3.5</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Research data
According to the researcher, those contributing factors with a mean close to 4.0 were rated as having been agreed with; those with a mean close to 3.0 were rated to having been disagreed with or even not considered at all. At the same time, the higher the standard deviation the higher the level of desperation among the respondents. From the findings, the study shows that the rate of approval were as follows: There is proper utilization of resources (Mean= 4.25, SD= 0.5), The project has no or minimal technical start-up problems as it was readily accepted by intended user (Mean= 4), Team members seem to have a sense of belonging to the project (Mean= 4.25), Sales have decreased (Mean= 1.25), It is not certain if conflict management has directly contributed to the growth of the company (Mean= 2.5), Project managers are timelier in responding to conflicts and situations (Mean=3.75), Costs are cut down (Mean= 3.5). From the findings, we can deduce that the effects of project leadership related conflicts on project teams’ productivity in Jaza jaza project at Mastermind Tobacco Kenya Limited were that there is proper utilization of resources, team members seem to have a sense of belonging to the project, the project has no or minimal technical start-up problems as it was readily accepted by intended user, project managers are timelier in responding to conflicts and situations.

The researcher also sought to know from the respondents, effects of conflict on project team productivity. The results were tabulated in the table below.

**4.4 EFFECTS OF CONFLICT ON PROJECT TEAM PRODUCTIVITY.**

<table>
<thead>
<tr>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Leadership related Conflict</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Project objectives are not clear.</td>
<td>1.2</td>
</tr>
<tr>
<td>The project leader lacks good interpersonal skills thus exhibiting personality conflict.</td>
<td>4.2</td>
</tr>
<tr>
<td>Project leader does not do performance appraisal, reward and recognition.</td>
<td>1.4</td>
</tr>
<tr>
<td>Project leader does not communicate the details of the project.</td>
<td>3.8</td>
</tr>
<tr>
<td>Project leader experience task conflict</td>
<td>4.4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teams within MTK functional departments compete with each other for resources and other priorities.</td>
</tr>
<tr>
<td>Functional managers do not agree on distribution of resources.</td>
</tr>
<tr>
<td>Functional managers complain they cannot meet the time and cost restriction from the project manager.</td>
</tr>
<tr>
<td>Project team members feel powerless and alienated.</td>
</tr>
<tr>
<td>The project manager dictates work to team members and the members are not free to do as they feel.</td>
</tr>
</tbody>
</table>
The organizational structure has a high degree of formality.  

<table>
<thead>
<tr>
<th>Stakeholder involvement conflicts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target beneficiaries are not given the opportunity to provide input in project development.</td>
</tr>
<tr>
<td>Intended user is not informed of the project progress and its value.</td>
</tr>
<tr>
<td>Stakeholders are not communicated to on whether their inputs are in line with the project plan.</td>
</tr>
<tr>
<td>Suppliers and tobacco farmers are not involved in the project.</td>
</tr>
<tr>
<td>Customers and kiosk owners are not involved in the project.</td>
</tr>
<tr>
<td>Employees of all departments at MTK are not involved in the project.</td>
</tr>
</tbody>
</table>

Source: Research data

From the findings above conflicts had affected the jaza jaza project to various extents. Some of these effects are: Project objectives are clear (Mean is 1.2); the project leader lacks good interpersonal skills thus exhibiting personality conflict; project leader does performance appraisal, reward and recognition; project leader does not communicate the details of the project; project leader experience task conflict; teams within MTK functional departments do not compete with each other for resources and other priorities; functional managers do agree
on distribution of resources; functional managers complain they cannot meet the time and
cost restriction from the project manager; project team members feel powerless and alienated;
the project manager does not dictate work to team members and the members are free to do
as they feel (Mean=1.4); the organizational structure has a high degree of formality
(Mean=4); target beneficiaries are not given the opportunity to provide input in project
development (Mean=4.25); intended user is not informed of the project progress and its value
(Mean=4); stakeholders are not communicated to on whether their inputs are in line with the
project plan (Mean=4.25); suppliers and tobacco farmers are not involved in the project
(Mean=1.25); customers and kiosk owners are involved in the project (Mean=1.5);
employees of all departments at MTK are not involved in the project (Mean=3.75). From the
findings we can deduce that the Jaza Jaza project is experiencing project leadership related
conflict, organizational structure conflict and stakeholder involvement conflicts.

4.6 Results of Regression Analysis

A simple linear regression was computed to assess the relationship between project
leadership related conflicts, organizational structure related conflict and stakeholder related
conflict with project team productivity at Mastermind Tobacco Kenya. Table 1 and 2 presents
the findings.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R square</th>
<th>Std error of the estimate</th>
<th>R square change</th>
<th>F change</th>
<th>Df1</th>
<th>Df2</th>
<th>Significant F change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.95</td>
<td>0.009</td>
<td>0.961</td>
<td>4.605</td>
<td>0.009</td>
<td>0.009</td>
<td>1</td>
<td>1</td>
<td>0.0376</td>
</tr>
</tbody>
</table>
Adjusted R2 is called the coefficient of determination and tells us how project productivity varied with project leadership related conflicts; organizational structure related conflicts and stakeholder involvement related conflicts. From Table 1 above, the value of adjusted R2 is 0.961. This implies that, there was a variation of 96.1% in team productivity with the project leadership conflicts, organizational structure conflicts and stakeholder involvement conflicts at a confidence level of 95%.

**Table 2: Regression Coefficient Results.**

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficient</th>
<th>T</th>
<th>p.value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Beta</td>
<td>Std Error</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Constant</td>
<td>1.916</td>
<td>1.715</td>
</tr>
<tr>
<td></td>
<td>Project leadership related conflicts</td>
<td>0.578</td>
<td>.057</td>
</tr>
<tr>
<td></td>
<td>Organizational Structure related conflicts</td>
<td>0.068</td>
<td>.061</td>
</tr>
<tr>
<td></td>
<td>Stakeholder involvement related conflicts</td>
<td>0.755</td>
<td>.062</td>
</tr>
</tbody>
</table>

Dependent Variable: Project team productivity

The established regression equation by the study was. \( Y=1.916+0.578a+0.2000b+0.955c \)
From the above regression model, holding project leadership conflicts, organizational structure conflicts and stakeholder involvement conflicts constant productivity would be 1.916, its established that a unit increase in project leadership conflict would cause an increase in productivity by a factor of 0.578 a unit increase in organizational structure conflicts would cause an increase in productivity by a factor of 0.068, also a unit increase in stakeholder involvement conflicts would cause an increase in productivity by a factor of 0.755. This infers that there is a positive relationship between project team productivity with project leadership conflicts, organizational structure conflicts and stakeholder involvement conflicts.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents a summary of the findings, discussion, conclusions and recommendations for policy implications drawn in relation to the study objectives in addition to suggestions for further study.

5.2 Summary of the Study

The summaries are based on three specific research questions as well as the three specific research objectives of the study.

5.2.1 General Findings

The findings of the study shows that out of 45 respondents who were sent questionnaires and 76% responded while 24% did not respond, 79% of the respondents were male while 21% of the total respondents were female. 38.46% of respondents were aged between 46 and 55 years who represented the majority age group, 23.08% postgraduate holders represented the majority of educational level, 65.38% of the total respondents had not trained in project management, 50% worked with the organization between 2 to 5 years, 55.77% were project member while 41.18% were from the marketing department.

5.2.1 What are the effects of project leadership related conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya?

The main question in this part was whether project leadership related conflicts affects project team productivity at MTK. Most of the respondents felt that project leadership conflict affects team productivity at Mastermind Tobacco Kenya. They were of the opinion that the
organizations project leaders lack good interpersonal skills thus exhibiting personality conflicts and the leaders also experience task conflict. project leader does performance appraisal, reward and recognition They felt that if the project leaders have good interpersonal skills, their project team members will perform well.

5.2.2 How do organizational structure related conflicts affect project team productivity in Jaza jaza project at Mastermind Tobacco Kenya Limited?

The main question in this part was whether organizational structure conflicts affect project team productivity at MTK. Most of the respondents felt that organizational structure conflicts affect team productivity at Mastermind Tobacco Kenya. They said that project team members feel powerless and alienated; functional managers complain they cannot meet the time and cost restriction from the project manager and functional managers do not agree on distribution of resources; the project manager does not dictate work to team members and the members are free to do as they feel and the organizational structure has a high degree of formality.

5.2.3 What are the effects of stakeholder involvement conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya?

A large number of the respondents felt that stakeholder involvement related conflicts affect team productivity at Mastermind Tobacco Kenya. Most of the respondents felt that the stakeholders are not communicated to on whether their inputs are in line with the project plan and intended user is not informed of the project progress and its value; target beneficiaries are not given the opportunity to provide input in project development; intended user is not informed of the project progress and its value; stakeholders are not communicated to on whether their inputs are in line with the project plan; suppliers and tobacco farmers are not involved in the project; customers and kiosk owners are the only ones involved in the project;
employees of all departments at MTK are not involved in the project target beneficiaries are not given the opportunity to provide input in project development; intended user is not informed of the project progress and its value.

5.3 Conclusion

Based on the findings, the study concludes that the practice of conflict management while undertaking projects affects the productivity of the team to a very great extent.

It is clear that the company faces conflicts related to project leadership, organizational structure and stakeholder involvement but to varying extents thus, there is a paramount need to address and manage conflicts to improve on project team productivity as a way to increase the overall performance of the organization.

5.4 Recommendations

From the study findings, the study recommends that in order to maintain its existence in the market, the tobacco companies should practice conflict management of project teams to boost productivity. This involves acquiring skills related to conflict resolution, self awareness about conflict modes, conflict communication skills and establishing a structure for management of conflict the environment.

The study also recommends that since project leadership related conflicts, organizational structure related conflict and stakeholder related conflicts affect project team productivity to a great extent, the tobacco companies should consider careful project planning; practicing of participative management; interactions and negotiation between the project manager and
functional departments and eventually communication between the projects manager and all parties of interest to the project.

5.5 Areas for Further Research

Given that the study focused only one company in the tobacco industry, the results may not apply to all Kenyan organizations. It is recommended that a study is done cutting across all industries in Kenya that would allow for broader generalization of findings.
REFERENCES


APPENDICES:

Appendix I: LETTER OF INTRODUCTION

Musonye .M.Hilda,
P.o Box 43844,
Nairobi, Kenya.

Dear respondent,

RE: REQUEST FOR RESEARCH DATA.

I am a master's student at Kenyatta University, pursuing a course leading to degree on Masters of Business Administration (Project Management). In partial fulfillment of the requirements of the stated degree course, I am conducting a research project entitled, *Effects of conflicts on project team productivity: A Case of Jaza jaza project at Mastermind Tobacco Kenya Limited.*

To achieve this, you are invited to participate in this academic research study being conducted. You are part of a carefully selected group that has been asked to participate in this academic research study and I greatly appreciate your assistance.

The information you provide will be used exclusively for academic purposes. My supervisor and I assure you that the information you give will be treated with strict confidence. At no time will your name appear in my report. A copy of the final paper will be availed to you upon request.

Your cooperation is highly appreciated and thank you in advance.

Yours sincerely,

Hilda. M. Musonye,
Tel: +254721622155.
Email: hildamusonye@gmail.com
APPENDIX II

QUESTIONNAIRE (for Mastermind Tobacco Kenya Limited)

My name is Hilda M. Musonye; a student pursuing a Master’s degree in Business Administration (Project Management) at Kenyatta University. I am carrying out research on

*Effects of Conflicts On Project Team productivity, A Case of Mastermind Tobacco Kenya Limited.* You have been selected as one of the respondents for the study. I would like you to spend a few minutes to fill the questionnaire and note the information provided will be used for academic purpose only and will be treated with utmost confidentiality.

**Instructions:** Please answer the questions objectively and truthfully as possible. Do not write your name anywhere on your questionnaire. Provide information as accurately as possible for it to be useful in this study. Use a tick (✓) to indicate your response where appropriate.

**PART A: BACKGROUND INFORMATION**

1. What is your age?
Less than 30 years ( )
31 – 40 years ( )
41 – 50 years ( )
More than 50 years ( )

2. What is your gender?
Male ( ) Female ( )

3. What is your highest education qualification?
Secondary (KCSE) ( )
Certificate ( )
Diploma ( )
Graduate ( )
Post Graduate ( )

4. Have you been trained in project management?
Yes ( ) No ( )

5. For how long have you worked at/with Mastermind Tobacco Kenya Limited?
Below 2 years ( )
2 - 5 years ( )
Over 5 years ( )

6. Which department do you work with?
5. What is your role in the Jaza Jaza project at Mastermind Tobacco Kenya?

Project member (  )
Senior Manager (  )
Middle Manager (  )
Low level Manager (  )

PART B: PROJECT TEAM PRODUCTIVITY

6. Jaza Jaza project team has been productive since the start of the project. On a scale of 1-5 where 1 represents strongly disagree, 2 disagree, 3 uncertain, 4 agree and 5 strongly agree; indicate the extent to which Jaza Jaza project team has been productive.

<table>
<thead>
<tr>
<th>S/no</th>
<th>Statement of project team productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>There is proper utilization of resources.</td>
</tr>
<tr>
<td>b)</td>
<td>The project has no or minimal technical start-up problems as it was readily accepted by intended user.</td>
</tr>
<tr>
<td>c)</td>
<td>Team members seem to have a sense of belonging to the project.</td>
</tr>
<tr>
<td>d)</td>
<td>Sales have increased.</td>
</tr>
<tr>
<td>e)</td>
<td>Conflict management has directly contributed to the growth of the</td>
</tr>
</tbody>
</table>
PART C-EFFECTS OF CONFLICT ON PROJECT TEAM PRODUCTIVITY.

7. Various conflicts are reported in project undertakings relating to project leadership, organizational structure and stakeholder involvement. Indicate the extent to which you agree or disagree that conflicts have effects on Jaza jaza project team productivity.

**KEY**

1-Strongly DisAgree  2- Disagree  3-Uncertain  4-Agree  5-Strongly Agree

<table>
<thead>
<tr>
<th>No</th>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td><strong>Project Leadership related Conflict</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1.1</td>
<td>Project objectives are not clear.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1.2</td>
<td>The project leader lacks good interpersonal skills thus exhibiting personality conflict.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1.3</td>
<td>Project leader does not do performance appraisal, reward and recognition.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1.4</td>
<td>Project leader does not communicate the details of the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section</td>
<td>Description</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1.5</td>
<td>Project leader experience task conflict</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2</td>
<td><strong>Organizational Structure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2.1</td>
<td>Teams within MTK functional departments compete with each other for resources and other priorities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2.2</td>
<td>Functional managers do not agree on distribution of resources.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2.3</td>
<td>Functional managers complain they cannot meet the time and cost restriction from the project manager.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2.4</td>
<td>Project team members feel powerless and alienated.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2.5</td>
<td>The project manager dictates work to team members and the members are not free to do as they feel.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.2.6</td>
<td>The organizational structure has a high degree of formality.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3</td>
<td><strong>Stakeholder involvement conflicts.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3.1</td>
<td>Target beneficiaries are not given the opportunity to provide input in project development.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3.2</td>
<td>Intended user is not informed of the project progress and its value.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3.3</td>
<td>Stakeholders are not communicated to on whether their inputs are in line with the project plan.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3.4</td>
<td>Suppliers and tobacco farmers are not involved in the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3.5</td>
<td>Customers and kiosk owners are not involved in the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.3.6</td>
<td>Employees of all departments at MTK are not involved in the project.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### TABLE 3 RESEARCH WORK PLAN

<table>
<thead>
<tr>
<th>Activity</th>
<th>Week 1-2</th>
<th>Week 3-4</th>
<th>Week 5-6</th>
<th>Week 7-8</th>
<th>Week 9-10</th>
<th>Week 11-12</th>
<th>Week 13-14</th>
<th>Week 15-16</th>
<th>Week 17-18</th>
<th>Week 19-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem formulation</td>
<td>***</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preparation of research questions</td>
<td>***</td>
<td>***</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compiling proposal</td>
<td></td>
<td></td>
<td></td>
<td>***</td>
<td>***</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal defense</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>***</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field data collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>***</td>
<td>***</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data analysis report writing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>***</td>
</tr>
<tr>
<td>Presentation of project report</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>***</td>
</tr>
</tbody>
</table>

NB: Activities on the research work plan table are indicated by the following symbol ***
### APPENDIX IV

#### TABLE 2.0 BUDGET PLAN

<table>
<thead>
<tr>
<th>NO</th>
<th>ITEM</th>
<th>AMOUNT IN KSH</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Stationeries.</td>
<td>9000</td>
</tr>
<tr>
<td>2</td>
<td>Telephone and internet cost.</td>
<td>10000</td>
</tr>
<tr>
<td>3</td>
<td>Typing work.</td>
<td>7000</td>
</tr>
<tr>
<td>4</td>
<td>Photocopies, printing &amp; binding</td>
<td>9000</td>
</tr>
<tr>
<td>5</td>
<td>Travelling cost</td>
<td>13000</td>
</tr>
<tr>
<td>6</td>
<td>Miscellaneous</td>
<td>12000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60000</strong></td>
</tr>
</tbody>
</table>