

**STAKEHOLDER ENGAGEMENT CONFLICTS AND IMPLEMENTATION OF
EXPANSION AND MODERNISATION PROJECTS AT JOMO KENYATTA
INTERNATIONAL AIRPORT IN NAIROBI, KENYA**

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UNIVERSITY**

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DECLARATION

This research project is my original work and has not been presented for a degree or other award in any other university. No part of this research project should be reproduced without authority of the author or/and Kenyatta University.

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DEDICATION

This work is dedicated to late parents Mr. and Mrs. Nallo for their unrelenting support towards my education.

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I would like to thank my GOD, for seeing me through every step. To Him be the glory. I am extremely grateful to my Lecturer, Ms. Gladys Kimutai, for her guidance, knowledge, and genuine advice for the progress and improvement of this study. I also salute all the lecturers who have shaped so much of my project management understanding, strategies and skill. Special thanks to my beloved friends, and wife, Winnie Mathenge, for her unquantifiable support during my study. Most importantly, I would like to relay my sincere gratitude to my family's endless support and encouragement in making my dream come true.

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ABBREVIATIONS AND ACRONYMS

BHS	Baggage Handling System
CAT 1	Category 1
FAA	Federal Aviation Administration
GFT	Green Field Terminal
JKIA	Jomo Kenyatta International Airport
K.A.A	Kenya Airports Authority
K.C.A.A	Kenya Civil Aviation Authority
KEBS	Kenya Bureau of Standards
KTSSP	Kenya Transport Sector Support Project
ORAT	Operational Readiness Activation and Transition
S.P.S.S	Statistical Package for Social Sciences.

OPERATIONAL DEFINITION OF TERMS

Interdependence Conflicts	refer to disagreements in projects involving many organization that rely on each other to implement a project in areas of delegation, resource allocation and diverse working culture, ethics and procedures of different entities involved
Relationship Conflict	Role Conflicts refer to conflicts as a result of multiplicity of facilitators of projects, wide scope of needs the project should meet and diverse composition of organizations with a stake in the project
Role Conflicts	refers to conflicts in projects as a result of composition of projects, complex framework of facilitation of projects and lack of clarity on required designs, needs, tasks, timeframes, resources and delivery timelines
Stakeholder	refers to individuals and organisations that are actively involved in a project or whose interests may be affected as a result of project execution or completion.
Stakeholders' conflicts	refer to hiccups in implementation and performance of projects as a result of lack of consensus by many players involved in conceiving, funding, implementing, regulating and over sighting various aspects of the projects
Performance of projects	refers to completion and accomplishment of projects as per the expected cost time and quality
Process conflict	refers to disagreements on project activities, procedures, regulations, communication, timelines and priorities in implementation of projects

ABSTRACT

World air traffic is expected to grow substantially in the next decade and beyond. Associated with this are accelerated programs to build new airports and expand existing ones. Currently, there are numerous expansion projects taking place at Jomo Kenyatta International Airport (J.K.I.A). The implementation of these projects involves the struggle to achieve project objectives and at the same time meeting the expectations of various stakeholders without compromising the outcome of the project. Their participation in a project right from initiation to closure is crucial to its success as the interests of the different stakeholders can be captured and built into the finalized scheme. However this does not automatically yield a mutually acceptable solution especially when the interests of stakeholders are diverse and conflicting. The basic precept of project management is that project stakeholder management can increase the success rate of projects by influencing stakeholders. This report sought to examine stakeholder conflicts and its effects on the performance of expansion projects taking place at Jomo Kenyatta International Airport. The study assessed the role of the following conflicts on the implementation of projects at the airport; role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts. Objectives of the report were to determine the effect of stakeholder conflicts on the implementation of expansion and modernization projects at Jomo Kenyatta International Airport. The performance of projects was conducted from the parameters of cost, quality and timelines of completion of projects. The study used descriptive design and the study population was drawn from Kenya Airports Authority who is the airport owner, Kenya Civil Aviation Authority who is the regulatory body, Airlines and Handling Agents and Service facilitators. Sampling techniques included the use of stratified sampling to select a sample of 114 respondents from a population of 135 employees within these institutions. Questionnaires were used to collect data using drop and pick method as well as email. Data was analyzed quantitatively using descriptive and regression analysis with the aid of Statistical Package for Social Sciences software to ascertain the effects of the independent variable on the dependent variable. Data was presented using table charts and written discussion. The report established that project implementation and expansion at Jomo Kenyatta International Airport are negatively influenced by stakeholders engaged conflict. The study found out that there was a significant but negative influence of conflicts on the implementation of projects with conflicts accounting for seventy three point six percent (73.6%) of variations in project implementation. The report recommended that stakeholder participation in all aspects of project implementation should be anchored in law, policies and performance appraisal of project managers to forestall uncertainties and complaints from stakeholders in projects.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

There are many, large and complex construction projects conceived and implemented to modernize the Jomo Kenyatta International airport to transform it to a world class airport. Projects of this nature have been characterized as risky and challenging to undertake with conflict being inevitable (Forum for Construction, 2010). It is of particular importance to manage these risks and ensure they do not hamstrung the implementation of the projects because construction projects play a critical role in the economic development across the world.

Data on economic contribution to GDP and employment attest to this critical role of construction industry. In the United Kingdom, construction industry has an annual turnover of more than #100 accounting for more than 10% of the GDP (Mills, 2011). In Tanzania, available data show that construction industry account for 50% of the capital formation, 6% of the GDP and 9% of employment (Tanzanian National Bureau of Statistics, 2007). In Kenya, the construction industry contributes 7% of the GDP (CBS, 2013).

Further, Schaar and Sherry (2011) held that projects undertaken in airports are critical to regional businesses and quality of life of citizens. They offered that in the implementation of such projects require a delicate balancing act especially to cater for the diverse interests of stakeholders and provision of secure and efficient air transport. Construction projects in airports have been described as unique thus calling for diligence and meticulous planning in their implementation. They have some special features such as long time span, complicated

delivery processes involving several specialized agencies and challenging operating environment and organizational structure (Zou et al, 2007).

1.1.1 Implementation of Projects

Implementation of construction projects is beset by many challenges and thus there are many indicators of how a project achieves success of performance. According to Mbaluku and Bwisa (2013) a project is considered successfully implemented if it is completed on schedule, within the set budget and technical specifications set. These are precisely the major factors affecting implementation of projects as was observed by Ozdemir (2010) that construction industries in Africa has been unable to cope with incessant delays and are not completed on scheduled time.

Many factors have been blamed for the culture of late delivery of construction projects including poor time management and schedule related delays (Duran, 2006; Luu, 2009). Other delays result from disagreement among the implementing agencies (Dulaimi, 2003). Others are unforeseen circumstances in the course of implementations that result because of unforeseen or ignored factors in the planning phase of the project that expand the requirement of time and money. Musonye (2010) added conflicts to this list of unforeseen circumstances that affect implementation of projects.

Other key factors impeding on the implementation of projects include contractor competence, disputes among internal parties, organizational skills of the responsible agencies to plan, implement, monitoring and appraise projects plus the stakeholder initiatives employed in the implementation of projects (Njau, 2014; Rouzana, 2016; Dipohusodo, 1995; Vayyavur, 2015). This study evaluated how stakeholder engagement conflicts affect implementation of construction projects in an airport.

1.1.2 Stakeholder Engagement Conflicts

There are many and diverse definition and interpretation of conflicts in projects. Patzak (2012) provided a comprehensive definition of conflicts as a clash of different expectations which cause severe emotional involvement and hamper rational negotiations. It was found that in the arena of implementation of projects, conflicts arise because of the uniqueness of the project, contrasts in the daily routine, difficult framework of work conditions and pressure of change.

Attestations have been made on the inevitability of conflicts in implementation of projects with the onus being on the management teams to resolve them as quickly as possible before they interfere with scheduled work (Liu, Chen & Sheu, 2011). They found that conflicts in construction projects are usually caused by intentional acts, unintentional acts, misunderstanding due to diversity of people and conflicting cultures and values. Remon, Benita and Uruburu (2015) found that 45% of construction projects are due to challenges in managing stakeholder issues.

There are classifications of stakeholders' conflicts depending on their generic nature. Meer (2013) classified and described stakeholders' conflicts as task, relationship and process conflicts. Task conflicts relate to disagreements on task content, goals and direction. Task conflicts are caused by difference of opinion. The task conflicts are advantageous because the resultant discussions provides possibility of better outcome by constant discussions, different perspectives, creativity and health competition they stimulate (Ziek & Underson, 2015).

Relationship conflicts originate from interpersonal relationship and hostility among parties and individuals participating in a project while role related conflicts from the responsibility allocated to individuals (Barki & Hartwick, 2014). These conflicts are as results of skills, facilitation and resources in projects. These are usually money, goal content, work overload,

and complexity of roles or simplicity of roles (Ammeter & Dukerich, 2012). Process conflicts emanate from project activities, procedures, channels of communication and performance timelines set for projects (Leung, 2011). Teamwork has been cited as the solution to process and relationship conflicts that arise to ameliorate the differences of opinions usually based on personality, roles and sense of priority (Meng, 2012; Chan & Kumaraswamy, 2014).

The other frequent type of conflict is interdependence conflict which is common when many hitherto operationally independent organizations have to undertake a project jointly. There are mostly caused by reliance of someone else co-operation, output or input to get the job done (Martins et al, 2013). Interdependence conflicts usually arise where delegation is inevitable, tasks require approval and output of others and complicated resource allocations among project components and where there is no centrality of command of employees and some work remotely (Chen & Ayoko, 2012). The influence of the following types of projects on implementation of expansion and modernization projects at JKIA were investigated.

1.1.3 Expansion and Modernization Projects at Jomo Kenyatta International Airport

The need for the expansion and modernization projects at JKIA was supported by African Development Bank (2013) who cited the increased passenger and cargo traffic, mitigation of congestion and planning for future growth as well as enhancing the competitiveness of the airport as justifiable reasons for undertaking the multimillion projects. The projects being undertaken seem to support these assertions as they are geared towards expanding parking apron, terminals, parking, aircraft pavements, landing systems, remote stands, hydrants and runways according to the master plan (KAA, 2012).

There are different projects running and being implemented at the Jomo Kenyatta International airport. This study will be interested in major projects at the airport with a capitalization of over five hundred millions and running for a period of above three months

whose input is from at least two of the major stakeholders at the airport to assess the role of the resultant conflicts. Among the projects at JKIA include, construction of permanent arrival facility to serve Terminal 1A building and multi-story car park which will handle international arrivals at JKIA, Rehabilitation of Aircraft Pavement, Upgrading of Instrument Landing System and Runway Capacity.

Another project was the installation of a Baggage Handling System (BHS) at the parking garage following the fire incident. Greenfield Terminal which was proposed and aimed towards increasing the capacity to 20million passenger a year. Another ongoing project at JKIA was the restoration project. Following the fire accident at JKIA, KAA with other stakeholders aimed at implementing the restoration projects geared towards the quick restoration of normal operations at the airport.

Also there is the Terminal 1A and 1E project ongoing at JKIA. These new terminals will increase the handling capacity of passenger from 5.1 million to 7.5 million passengers a year. These developments will also finally separate passenger streams and prevent arriving and departing passengers meeting, other than through glass partitions, paving the way for the long hoped for recognition by the American FAA for Cat 1 status, which will allow for direct flights between the USA and Kenya, greatly easing connectivity and thought to boost tourism and trade immensely. In addition, the Second Runway Project is also another ongoing project at JKIA and will act as a buffer in case the existing runway is rendered unusable due to any form of incident thereby allowing for continuous operations. These projects are guided by the national policies governing environmental and social management and compliance with national laws among them being; Kenya Airports Authority Act (Cap. 395), The Kenya Civil Aviation Act, (Cap. 394) and Environmental Management and Coordination Act (1999).

Challenges have been reported in the implementation of the above projects especially incessant political interferences, cancellation of the green field terminal project, network systems challenges for airlines and handling agents, resource allocation challenges among airport stakeholders, funding related challenges, etc. In addition, World Bank (2016) observed that the projects at the JKIA are dogged by challenges of bureaucratic allocation of scarce resources by implementing agencies, poor contractor engagement practices and concerns on safety and security.

A systematic approach known as ORAT (Operational Readiness Activation and Transition); a comprehensive methodology and holistic approach involving all airport stakeholders employed to ensure the operational readiness of a new airport or airport infrastructure project has been adopted by KAA so as to enhance transparency and collaboration among stakeholders so as to ensure operational readiness in order to effect a seamless transfer from construction to operation. The forces of stakeholder values exist and therefore balancing the influences from the different stakeholders is important to align the mission values with the key stakeholders. This approach is meant to ensure that all stakeholders' interests are addressed thereby reducing stakeholder related conflicts. This has however not completely eliminated stakeholder and as such the role of these conflicts have not been well researched.

1.2 Statement of the Problem

Implementation of projects at the Jomo Kenyatta International Airport in the recent past has been a mixture of failure, debacle, national shame, doomed expectations of stakeholders and a riddle not many people understand. This has been as a result of delay in construction, cancellation of some multi-billion projects leading to litigation, compliance and regulatory challenges, and the need for the intervention of the presidency to get projects completed or perform as per the expected norms and laws. As a result projects at this important airport are a commonplace theatre for litigation and enquiries. Further KAA has not been able to

implement the airport expansion and modernization plans as captured by the master plan developed in the year 2011 because of cancellation of projects, a fire tragedy in 2013 and conflicts in the ongoing projects (GOK, 2014; KAA, 2012).

Studies done at the airport have shied away from addressing conflicts among the participant and players in the implementation of projects at JKIA but some of the existing empirical studies highlight a cocktail of factors that precipitate conflicts in project implementation such as change management, use of technology and frequent change of leadership without interrogating the underlying conflicts (Muia, 2015). Masinde and Nyangau (2016) investigated project implementation at the JKIA and found that a project manager has the capability of influencing the projects at the airport.

Mokaya and Nyaga (2009) established that there was a systemic weak institutional implementation capacity among authorities at the airport as demonstrated by a weak culture, inadequate human capacity, lack of clear policy guidelines. The studies have not delved into the conflicts among the parties directly involved in the implementation of the projects at the airport. This is the gap this study sought to fill and highlight the types of conflicts, their gravity and influence on the implementation of projects.

1.3 Research Objectives

1.3.1 General Objectives

The general objective of the study was investigate the effects of stakeholders' engagement conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya

1.3.2 Specific Objectives

The study had the following specific objectives;

- i. To ascertain the effect of role related conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya
- ii. To determine the role of process related conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya
- iii. To establish the influence of relationship conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya
- iv. To find out the impact of interdependence conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya

1.4 Research Questions

The study sought to answer the following research questions;

- i. How do role related conflicts influence the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya?
- ii. How do processes related conflicts affect implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya?
- iii. How do relationship conflicts affect the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya?
- iv. How do interdependence conflicts affect the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya?

1.5 Significance of the study

The findings and recommendations of this report aims of being of immense benefits to the government of Kenya, the public at large, investor with stakes at the airport, Kenya Airport Authority and Kenya Civil Aviation, airlines operating within the airport, service facilitators plus others player and businessmen who use the facility. The government and the people of Kenya will understand the gravity and causes of now well publicized conflicts and operational challenges bedeviling projects at the airport despite massive funding and bail outs by taxpayers' money.

These stakeholders' engagement conflicts and their causes will also interest Kenyan trading partners, investors and business community who will benefit with information on potential risks and capacity of the airport. The management of the aforementioned agencies that operate projects at the port will seal the gaps that derail implementation of projects at the facility by implementing the salient recommendations that will emanate from this report. Without a doubt this report aims to be a reference point for future researchers and academicians interested in studying conflicts in projects.

1.6 Scope of the Report

The report was conducted at Jomo Kenyatta international airport and focused on projects which involved at least two of the major stakeholders within the airport that is where there is a likelihood of conflicts due to their different operational interests. Within these stakeholders, the focus was on those departments with a direct or indirect interest on projects within Jomo Kenyatta International Airport. Invariably, there are many types of conflicts in these projects but the purview of investigation of conflicts was limited to the study variables of role related conflicts, process conflicts, relationship conflicts and interdependence conflicts thus conflicts outside this ambit were not investigated. The study relied exclusively on primary data from the officials of these organizations with knowledge on the conflicts and their ramification on

the projects. The data was collected in the month of November 2017 and capture the situation as at that time.

1.7 Limitations of the Report

Some subordinate personnel were not honest when providing information about their senior managers. Some participants responded positively with an aim of creating a good picture since the projects were government initiated projects. In addition, some of the respondents did not give information willingly due to the fear of reprisals. The researcher used the introductory letter from the university to dispel such fears. Also, other managers had a very tight schedule thus delayed in filling the questionnaire and availing themselves for interview.

Consequently, the researcher made a schedule which guided data collection activity and used drop and pick method of data collection to accord the officials sufficient time to respond to data collection instruments. The high turnover of staff at the airport made it difficult to find information from those involved in projects as they new entrants were not fully acquainted with projects. To resolve this challenge the study employed a standardized and simplified questionnaire and sampling done in such a manner that only official with sufficient knowledge on the conflicts and the projects participated.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one is the introduction and has the background information introducing the variables of performance in projects and indicators of performance. It has an exposition on performance of projects and conflicts in team projects. It also contains conflict management approaches and ongoing expansion projects at Jomo Kenyatta international airport. The chapter also has the statement of the problem which also demonstrates the existing empirical gaps that the area of study will seek to fill. Chapter one also contains the study objectives, research questions, significance of the study, limitation of the study and scope of the study.

Chapter two is the literature review section detailing the theoretical framework that guided the study, studies on conflicts and effects of conflicts on performance of projects as guided by the study variables. A section on review of empirical studies done on conflict management and effects of conflict on projects is included as well as a conceptual framework displaying a graphic relation of the variables and the indicators to be measure the variables. Chapter three, details the research methodology and thus lays the plan for the methodology of conducting the study detailing the research design, population, sampling, data collection, data analysis, presentation and the ethical considerations to be observed in the course of conducting the study. Chapter four presents data using graphs and tables and then analyzes the data to give meaning. Chapter five outlines the summary of findings, conclusions recommendations and suggestions for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains a review of literature on performance of projects and the effects of conflicts on performance of projects. There are also empirical studies on conflicts and effects in projects. The review of literature is arranged as to the study variables. Also, the chapter contains theories which guided the study and a conceptual framework showing the graphic relationship of the study variables. The chapter has a summary of literature review and gaps exposed by the review that the study sought to fill.

2.2 Theoretical view

The study was guided by the following theories:

2.2.1 Stakeholder Theory

Stakeholder theory was developed by Freeman (1984) and provided the framework for an organization to engage stakeholders in many of its undertaking including projects. The theory fits in the operating environment of an airport where multiple stakeholders have competing interest in the projects being undertaken. Various scholars have added their voice to the role, value and application of the theory in various aspects including implementation of projects. Donaldson and Preston (1995) offered that stakeholder theory is invaluable in understanding the organization environment in the course of engagement of the stakeholders and undertaking the relevant strategies to accommodate or deal with such interests.

Jones and Wicks (1999) set out a comprehensive framework that is ideal and productive in the application of stakeholders' theory to the benefit of a firm. They held that an organization should identify legitimate interests, set priorities right, identify the value of competing interests and make the best decision in the interest of the organization.

This theory guided the study in establishing the gaps in stakeholder engagement by the Kenya Airways, Kenya Airport Authority and Kenya Civil Aviation in identifying how they conceive and legitimize stakeholders' interest in the projects they undertake. The framework of the theory will be used to identify the gap and challenges in prioritizing stakeholders' interests, balancing the interests of various stakeholders and appreciating the value of stakeholders input in projects implemented at JKIA.

2.2.2 Project Management Competency Theory

The theory was developed by McClelland and Maber (1980) to define and apply what is competency in project implementation. The theory sets the competency of individuals and parties undertaking a project and which competency leads to superior performance. The theory has been so successful in this respect the Bear (1990) held that it has aided eliminate assumptions on what is performance in projects.

Spencer (1993) further developed the framework of the theory in establishing competency in project implementation by expanding it to include skills, knowledge, attitudes, behavior and actual application in the course of project implementation. Dainty (2004) further refined the framework and provided that competency should also be based on performance appraisal in respect to decision making, team building, approachability, mutuality, honesty and integrity, communication, learning, application and maintaining external relations. These were ideal indicators on conflict at an airport.

The theory guided the study in establishing how the top leadership of the main implementing agencies of projects at the airport and the project team leaders use the skills mentioned above in resolving and preventing the types of conflicts this study is investigating. More,

specifically, how the project leaders apply knowledge of project resolution in relation to the expansion and modernization projects at JKIA.

2.3.3 The Systems Theory

The system theory is a broad theory with application in many sectors but which has been incorporated in implementation of projects especially the ones with multiplicity of players like the ones in the airport. The theory, according to Walker (1993) breaks the complex whole to parts which make it easier to understand, analyze and improve the role and impact of the parts on the whole. In the same manner conflicts in projects are complex phenomenon that can be broken down to understand, analyze and apply conflict management, resolution and avoidance mechanism to brunt their impact on project implementation.

Ackoff (2001) underscored how elements in a whole are always interconnected and relating to them he proposed a model based on the understanding that the sum of the parts is greater than the complete whole and thus a need to be careful and accommodating as you deal with the parts of the whole including the external environment. In the context of project management, the theory proposes that the mechanism of dealing with teams and players involved in project implementation is as significant as the end product. As a consequence the theory call for use of collective actions and decision making even in cases of conflicts.

In its usage of the theory, the total whole was the effectiveness of implementing the projects at JKIA and every conflict and the top leadership of the organizations involved in the expansion and modernization projects at the airport was the subset. That enabled establishing the conflicts and associated professionals that have the greatest impact o the implementation of the projects

2.3 Empirical review

The empirical literature is organized as follows.

2.3.1 Stakeholders' Engagement Conflicts and Project Implementation

There is growing body of literature on the role, significance and effects of stakeholders' engagement conflicts in project implementation and other aspects of performance of projects.

Bourne (2008) found that stakeholders conflict are important in understanding the needs from the environment that eventually aid in delivering timelines and achieving community acceptance of projects,

Ekuru, Okonkwo and Odesulu (2014) found that the factors affecting stakeholder conflict in projects include the gap between stakeholders' expectations and the expectations of the regulatory regimes. Other vital factors imposing stakeholders' conflicts on projects were found to be lack of full information disclosure by parties and effects of cumulative developments effects in a location such as levels of poverty, inclusivity and location of projects.

Rauzana (2016) found out that the causes of stakeholder conflicts include ambiguous contract terms, constraints in the supply chain of materials for a project, changing conditions in a project. Poor communication, labor disputes and challenges relating to the designing of the project and the contract. It was found that for stakeholders' engagement practices to be productive and eliminate conflicts; there is a need to identify the process of identification, prioritizing, managing, measuring and applying stakeholder conflict management based on past history, present circumstances and analytical projections (Bal&Ochieng, 2013).

Other studies have found that collaboration among the parties involved in a project in identifying challenges that lead to stakeholders' conflicts, collaboration in dealing with perceptions of unfairness and prioritizing aids in easing tensions associated with

stakeholders' conflicts. The study investigated the effects of the following conflicts on the implementation of expansion and modernization projects at J.K.I.A.

2.3.2 Role Related Conflicts in Project Implementation

Most of the empirical literature deal with causes of role related conflicts and the needed conflict management and resolution techniques. Tomas et al (2004) found that management styles by project team leaders causes role related conflicts. They found that the management style can either be too confronting or too compromising both of which lead to role related conflicts. Murthy (2006) found that the major cause of role related conflicts is mostly in making the choice of alternatives in policy and operational plans in projects.

Beardwell and Claydon (2010) found that most of the role related conflicts appear at critical decision making phase where the management executives view the environment differently from other team members. Several strategies and methods have been proposed in resolving role related conflicts in projects. Huffs (2002) proposed that role related projects should be managed by motivation of staff and offering leadership throughout the lifecycle of the project. Thomson (2006) found that checking and controlling the influence of the most domineering team members was an effective technique of dealing with role related conflicts. Dowling (2008) reported that honoring and respecting expert opinions and most informed view among the team members as a policy leads to reduction of role related conflicts

2.3.3 Process Conflicts in Project Implementation

Ravlin (2014) found that process related conflicts are mostly technical in nature and involve how the actual job is being done. They are mostly regulation and procedure bases and effective organizational policies can cure them even in complex projects provided there are guiding rule on standards. The study found that process conflicts usually afflict big projects like those in the airport and they have severe and devastating effects on morale, motivation and communication since project team members question the competence of their colleagues.

Klasturin (2004) found that process conflicts can be overcome by a project team handling all the technical details collectively and agreeing on the way forward. The study found that knowledge transfer and information flow in an organization were key in avoidance and management of process conflict among project team members. Beardon and Clayton (2007) faulted lack of information as key to spread of process based conflicts.

Bricole and Scholar (2004) found that personal ambitions, beliefs, egos, ambitions convictions and styles were at the heart of process conflict in big projects. This was found to be more prevalent where staff set their targets and where personal accomplishment is rewarded to the exclusion of team achievement. The study recommended that organization goals and team targets should be elevated and regarded over personal accomplishments in projects.

2.3.4 Relationship Conflicts in Project Implementation

Thomson (2011) found that relationship conflicts are emotional in nature, interpersonal especially on team leaders and involve dislike of opposing values and interests. Simon (2001) reported that relationship conflicts are associated with diversity in large projects especially demographic diversity or where there is geographic distribution of project goals, projects with recurring uncertainties and divergent communication norms.

Bailey (2013) found that relationship conflicts are on the rise in the wake of computer intermediation in projects where face to face meetings that can iron out potential conflict points are being eradicated thus creating a divide. Walker (2008) found that hierarchy and status reinforce relationship conflicts. Campbell (2013) reported that relationship conflicts are prevalent amongst projects with huge budgets, personnel and timelines and leads to delay and poor outcomes.

Slasser (2013) findings corroborated on the harmful nature of relationship conflicts and reported that it is so time consuming that in some projects it takes up to 18% of project managers' time resolving them as they lack logical bases or rationale. Dowling et al. (2008) found that relationship between partners and agencies undertaking a project lead to these conflicts as misperception and stereotypes exacerbate relationship conflict especially if there is diversity of nationality and cultural orientations among the partners and agencies.

Adumie and Anie (2012) found that the level, quality and frequency of communication in the course of project implementation can lead to relationship conflicts. Either too little or too much information distort the understanding of plans and goals leading to conflicts. Patzak (2012) reported that unclear objectives, suspicions and mistrust are the chief causes of relationship conflicts in projects

2.3.5 Interdependence Conflicts

Interdependence conflicts arise when a project cannot be undertaken by a single organization either because of the scope, sensitivity, legal requirement or capital intensity and national interest in the project. Conflicting interests often arise when a project involves numerous stakeholders, and the prioritization of their needs is an essential part of planning. The causes of such conflicts are many because the construction industry is a complex and competitive environment in which participants with different views, talents and levels of knowledge of the construction process work together. In this complex environment, participants from various professions, each has its own goals and each expects to make the most of its own benefits. The increase in the number of participants of different cultural background in the construction value chain means more business interactions and arguments, whether contractual or social, resulting in an increase in the number of construction disputes (Kumaraswamy&Yogeswaran, 1998).

Most of the empirical studies on interdependence conflicts do not identify the actual effects of interdependence specific conflicts on implementation of projects but point at the need for resolution of the conflicts and effects on various aspects of projects and organization. Kuhinde (2015) investigated effects of conflict management of corporate effectiveness in and found that legal interpretation of provisions of involvement of many parties in a project were the chief causes of interdependence conflicts as legal provisions curtail the expectations of some parties who react by frustrating the project. This also leads to compensation and industrial disputes.

Interdependence variables are usually a product of the leadership and management styles by the institutions involved. Various leadership styles such as democratic management prevent and deal with interdependence conflicts. Ekong (2000) found that a democratic and consultative approach aided in resolving interdependence conflicts as consultations aid even the legally and operationally disadvantaged partners

Interdependence conflicts are complex because they involve co-operation between implementing organizations and as such great skills are required for the top leadership to avoid and resolve these conflicts in projects. Verma (1995) lists the following people skills that are more important for project manager: motivation and negotiation, self-confidence, communication, maturity and emotional stability, reliability, a constructive positive attitude, and flexibility and tolerance for ambiguity and uncertainty.

2.3.6 Leadership and Project Implementation

The leadership skills of the project manager will be the moderating variable in the study to find out how leadership style and skills aid in moderating the effects of various conflicts on the implementation of projects at the Jomo Kenyatta International Airport in Nairobi. There

are numerous empirical studies that vouch for appropriate leadership skills as the panacea for challenges bedeviling implementation of projects (Summer et al. 2006; Ahmed, 2008). The studies suggest that there are key personal and professional attributes that a project manager should possess in order to resolve various challenges in the course of project implementation.

Maylor (2003) found that the skills that rated highly for a project manager were balance of views and thoughts, technical proficiency, persistence, informed choice, integrity and trust. Schimdst (2001) reported that the project leader should be able to motivate the team members and this blunts the numerous challenges a project might otherwise encounter. Ghattas and Meka(2004) found that an effective project manager should be the face and champion of the vision, promote teamwork among project team members, support collaborations and eliminate obstacles to success including any existing or potential conflicts.

Kesborn (1998) had earlier set the basic qualification and framework for the operations of a project manager by finding out that the manger should have a degree of control over all the team members. This control should not only be bestowed by dint of the title but through the efforts of the manager to build relationship, resolve conflicts and demonstrate commitment to team objectives. Dvir et al. (2012) corroborated these findings and reported that a team leader in project should be trusted by all partners and parties to enable success in a project with many players and latent capacity for eruption of diverse conflicts.

Koozars and Posnar (2007) found that project managers in mega projects succeed and earn the respect of team members if they can recognize the need to implement changes specific to a project and do so in a consultative manner. Ples and Mark (2008) built up on these findings and found that project managers should demonstrate interpersonal competence and act on the interest of all the stakeholders in the event there are competing interests in the project.

2.4 Summary of Literature Review and Research Gaps

Review of literature has revealed that conflicts in projects have been widely researched in the developed world. Literature from the developed world of Europe and Asia has almost researched all the categorization of conflicts in projects and their causes. For example Jaffer (2011) on role based conflicts cited communication and clarity of goals as affecting implementation of projects. Thomas (2014) investigated the role of on role based conflicts and established some positive correlation.

An investigation of process based conflicts was done by many researchers such as Ravlin (2014) and relationship conflicts by researchers such as Thomson (2011) in diverse types of projects. Most of the studies done in Africa have assessed the factor that affects stakeholders' engagement in projects. For example, Ekuru, Okonkwo and Odesolu (2014) found that regulatory requirement and information disclosure affect the implementation of projects. Other factors cited including the quality of contracting engagement as found by Rauzana (2016). Similar studies were also conducted in Kenya.

The major weakness of the studies on stakeholders' engagement and implementation of projects was that they focused on projects done by a single organization and not on projects done by multiple players as will be done at the JKIA. Table 2.1 shows a summary of the major gaps that this study sought fill as analyzed from studies reviewed.

Table 2.1 Summary of Research Gaps

Author and Year	Title	Findings	Gaps and How they will be Filled
Schaar and Sherry (2011)	Factors affecting stakeholders in project at the Airport	The study found out that the major areas of stakeholder interest include building, leasing and collaboration	The study did not factor in conflicts in the investigated areas of stakeholders engagement
Gitau and Senaji (2016)	Conflicts in project management in the Energy sector in Kenya	The study found out that lack of collaboration and coordination were the major causes of conflicts in projects	The study was comprehensive in assessing various types of conflicts and how they affect implementation in the energy sector. This study found the case in aviation industry
Muia (2015)	Factor that precipitate conflicts in project implementation at	The study found out that change management, technology and change of leadership	The study did not assess the conflicts that emanate from the factors affecting implementation of

	JKIA in Kenya	affects implementation of projects	projects studied
Masinde and Nyangau (2016)	Factors affecting project implementation at JKIA	The study found that the competence of the project manager greatly affected implementation of projects	Again this study done at the same research site as this failed to investigate the conflicts as a result of incompetence of project team leaders
Mokaya and Nyaga (2009)	Determinants of implementation capacity of projects done at JKIA	The study found that the implementing agencies had weak implementing capacity for projects especially on policies, human capacity and weak culture	This is one of the studies that investigated all the agencies that implement projects at the airport but not on capacity conflicts as this study will do

2.5 Conceptual framework

The relationship between the independent variables and the dependent variables are shown by the conceptual framework below.

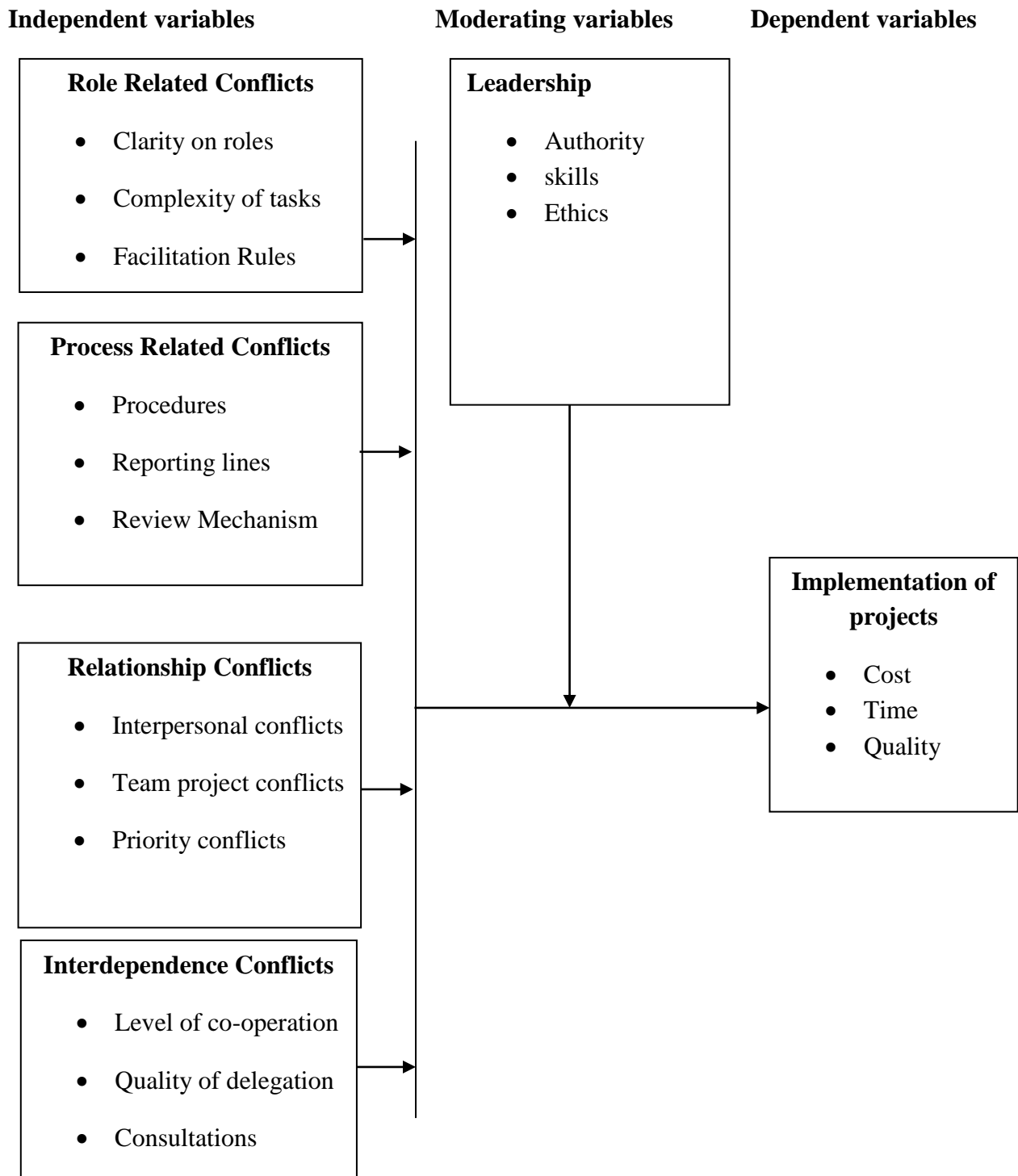


Figure 2.1 Conceptual framework

Source: Researcher (2017)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The study sought to assess the effect of team conflicts on the performance of projects. This chapter provides a framework of the methodology that was used in the study. It gives an insight into the research design, target population, sample size, data collection instruments and procedures, data analysis and presentation.

3.2 Research design

According to Cooper & Schindler (2008), a research design is the blue print for all stages in research methodology. Shajan (2005) supports and argues that it is the logical and systematic plan of directing a research study. The study adopted a descriptive survey design which is ideal in offering statistical information about aspects of a phenomenon as observed by Sekran(2007). The design was ideal in dealing the collected data that was mostly in numerical form and those from the likert scale items in the questionnaire as well as enable sampling of respondents.

3.3 Target population

The target population for this study was from the three major institutions involved in the implementation of the going projects at Jomo Kenyatta international airport. These players include Kenya airports authority, who is the legal landlord of the airport, Kenya airways who are the legal tenants at the airport, and the Kenya civil aviation who are the technical authority at the airport. The population of the study was 135 staff of Kenya Civil Aviation (10), Kenya Airports Authority (42) and Kenya Airways (78) including the stakeholders i.e. KEBS (Kenya Bureau of Standards) (5), Port Health (5) and Customs (6).

3.4 Sampling Techniques and Procedures

The study adopted a census of the project players at the Jomo Kenyatta international airport. This enabled a collection of comprehensive data on the relationship between conflicts and

effects of conflict on performance of projects in Jomo Kenyatta international airport. The use of census in a manageable population produces finding that are not only conclusive but which can be readily generalized (Mugenda and Mugenda. 2003). The study used purposive sampling to select the respondents who filled the questionnaire and secondary data sheet. Only staff members with access to the requisite data were selected. Purposive sampling allows the researcher to focus on rich information segments of the study population which enhances effectiveness and efficiency in the process of research (Orodho 2004). Officers in the management positions were the respondents to the study. Stratified sampling was used so that managers from all the departments in the airport are represented in the sample. The company managers responded to the data collection sheets that ascertained the effects of conflict on the performance indicators of the project. In total the study had some respondents from these companies. The sampling frames represent the summary of all the respondents to the proposed study.

Table 3.1 Sampling Frame

Organization	Department	Pop. Size	Sample size
K.A.A	Engineering	26	10
	Project Managers	4	4
	Senior Managers	12	10
Kenya Airways	Senior Managers	16	14
	Mid level Managers	29	20
	Low level Managers	33	30
KEBS	Mid level managers	5	3
KCAA	Engineering services	10	8

TOTAL		135	99
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3.5 Methods of Data Collection

3.5.1 Data Collection Tools and Procedure

The study required both primary data and secondary data. Primary data was collected using questionnaires which were delivered to each of the 99 respondents. Orodho (2009) qualified a questionnaire as a suitable instrument to collect data in a study like this because they are easy to administer especially to educated respondents like the one in this proposed study and respondents are accorded time and space to respond without the interference of the researcher.

Part one of the questionnaire contained the background information on the performance of projects at Jomo Kenyatta international airport. The background information sought was on age, gender, academic qualification and number of years worked. Subsequently, some closed yes/No questions sought to establish the existence and prevalence of various conflicts and their effects performance of project. The extent to which conflict affect implementation of projects was assessed using likert scale items in the questionnaire. The likert scale items had five categorizations. This enabled measuring of mean (M) =and standard deviation (SD) from the likert scale items which was allotment of numerals. The allotment was accorded to the liker scale items with the following categorization on the extent scale: Very great extent (5), great extent (4), average extent (3), small extent (2) and no extent (1). The actual data posted on all the indicators of performance of projects was sourced from existing secondary data in the project players at the Jomo Kenyatta international airport. A secondary data collection form was used to collect the data.

3.5.2 Data Collection Procedures

The researcher collected data by visiting the JKIA, seeking permission for access from the authorities, briefing the respondents and issuing the questionnaires to them. The officials were guided on filling the questionnaires by the researcher. The questionnaires were later collected by researcher. The researcher used drop and pick method during collection of data. The researcher got approval letter from the University and a letter granted by the National Council of Science and technology (NACOSTI) to allow the research to be conducted. Also, the researcher got approval from the management of the respective airport projects players to carry out the study.

3.6 Pilot Study

A pilot study was carried out at JKIA to establish consistency of the research instruments. The piloting was done on officials at JKIA who were not sampled in the final data collection.

3.7 Validity and Reliability of the Instrument

Research instrument was tested for validity and reliability through pilot testing

3.7.1 Validity of the Instrument

Validity is the extent to which the results of the study can be accurately interpreted and generalized to other populations (Mugenda&Mugenda, 2008).The questionnaires administered both face and content validity .Kothari (2004) points out that validity is the degree to which a test measures what it is supposed to measure. The pilot study carried out at J.K.I.A in Nairobi established the content validity was good. Face validity of the questionnaires was tested after the piloting and expert opinion from supervisors. After piloting, the questionnaires were edited to ensure that it measures up to high degree of face and content validity. Additionally, the researcher sought the expert opinions of the project supervisor to further refine the validity of the instrument.

3.7.2 Reliability of the Instrument

Reliability is the extent to which research results are consistent and replicable (Amin, 2005; Kothari, 2012). It is the consistency of scores when the research instrument is administered from one set of items to another, and also from one point in time to another (Frankel & Wallen, 2006). According to Orodho (2009) reliability is the ability of a research instrument to consistently induce the same responses from respondents in a study.

The reliability of both the questionnaire and the secondary data collection sheet was invaluable to this study. Reliability enables the researcher to provide simple and clear instructions to the respondents. A pilot study was also carried out to eliminate any errors in the measuring tool. After piloting, the instruments were edited to eliminate inconsistencies, ambiguities and other grey areas that hindered the consistency of responses from the instruments among the respondents. Cronbach alpha co-efficient was used to determine the reliability of the research instrument with a co-efficient of 0.8 deemed sufficient (Field, 2009). The results of Cronbach alpha co-efficient were as follows;

Table 3.2 Cronbach Alpha Co-efficient

Variable	Cronbach alpha co-efficient
Role related	0.87
Process related conflicts	0.91
Relationship conflicts	0.82
Interdependence conflicts	0.84

3.7 Data Analysis and Presentation

Orodho (2005) points out that analysis means, categorizing, ordering, manipulating and summarizing of data to obtain answers to research questions. The complete questionnaires were edited to remove ambiguities. Data clean-up was done through editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis.

The data from both the questionnaires and the secondary data sheet was quantitatively analyzed with the aid of SPSS software. The output of the analyses was the tables, percentages, means and figures which helped establish the effects of conflicts on performance of projects. A multiple linear regression analysis was applied to examine the effect of conflicts on performance of projects at Jomo Kenyatta international airport. Quantitative data was presented using tables, charts, and bar graphs while qualitative data was presented using written narratives. This formed a suitable basis for arriving at important findings and conclusions.

3.8 Ethical Consideration

The researcher explained the purpose of the study to the respondents and assured them of confidentiality of their responses and identities. Data from the secondary sources was not doctored or misrepresented to achieve any preconceived end. The researcher gave the respondents voluntarily will to participate in the study. Materials and citations from other scholars were duly acknowledged by the researcher.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents the findings of the study on the effects of stakeholders' engagement conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya. Analysis and interpretation through descriptive and inferential statistics is also contained in the chapter.

4.1.1 Response Rate

The study sample was 114 respondents who were mainly middle and high level management mainly from K.A.A, Kenya Airways, K.E.B.S and Kenya Civil Aviation. The questionnaire return rate results are shown in Table 4.1.

Table 4.1: Response rate

	Questionnaires issued	Questionnaires received	Percentage response
Total	114	99	86.7

A sample size of 114 respondents was the study target from which 99 filled in and returned the questionnaires with a rate of response of 86.7%. This rate was acceptable to make conclusions for the study as it was considered representative. According to Mugenda and Mugenda (1999), a rate of response of 50% is sufficient for analysis and reporting; a rate of 60% is good and a rate of response of 70% and over is exceptional. Based on this assertion, the response rate was outstanding. The drop and pick method augmented by a visit to the airport offices mostly middle and high level management boosted the response rate. Emailing method was used in cases where the respondent requested or was out of office.

4.2 Demographic Characteristics

The analysis of respondent's characteristics was carried out in relation to age bracket, educational level, gender, and period which the respondents had worked in the project at the airport.

4.2.1 Age of the Respondents

The study sought to know the distribution of the respondents by their age. The results are as shown in figure 4.1

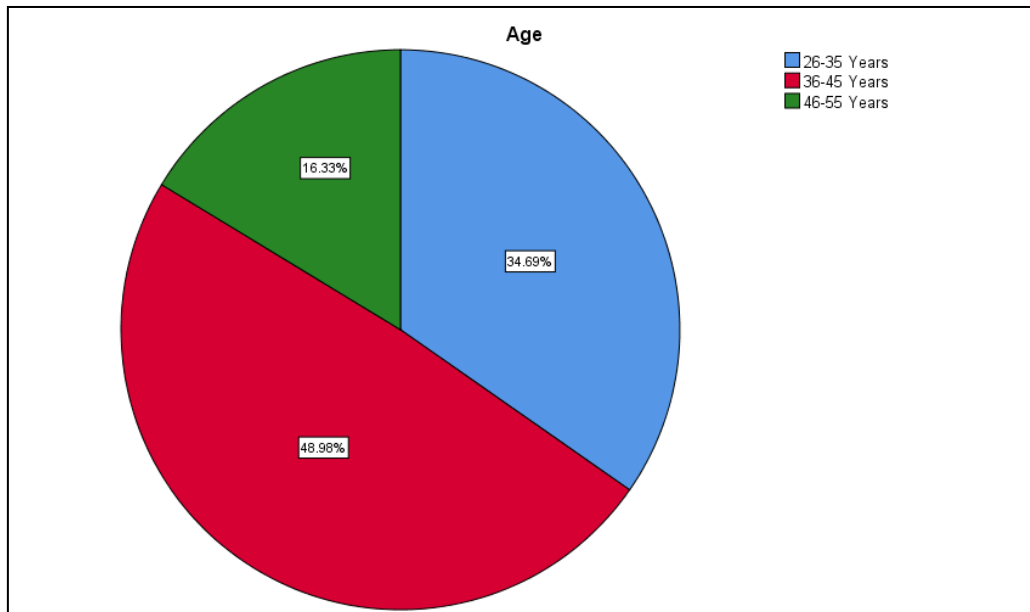


Figure 4.1: Age of respondents

Source: Research data (2018)

From the findings, it was established that the ages of the working respondents in the airport were as follows; 34 percent of the respondents were from the ages 26-35 years, 48 percent of the respondents were from the ages 36-45 years and 16 percent of the respondents were from the ages 46-55 years. Majority (48%) of the respondents were between the age of 36- 45 because the project implementation teams at the airport are basically made up of senior managers who are at that age brackets. Those in the lower age brackets were incorporated on need basis to offer expertise needed in the projects.

4.2.2 Gender of respondents

The study sought to know the distribution of the respondents by their gender. The results are as shown in figure 4.2

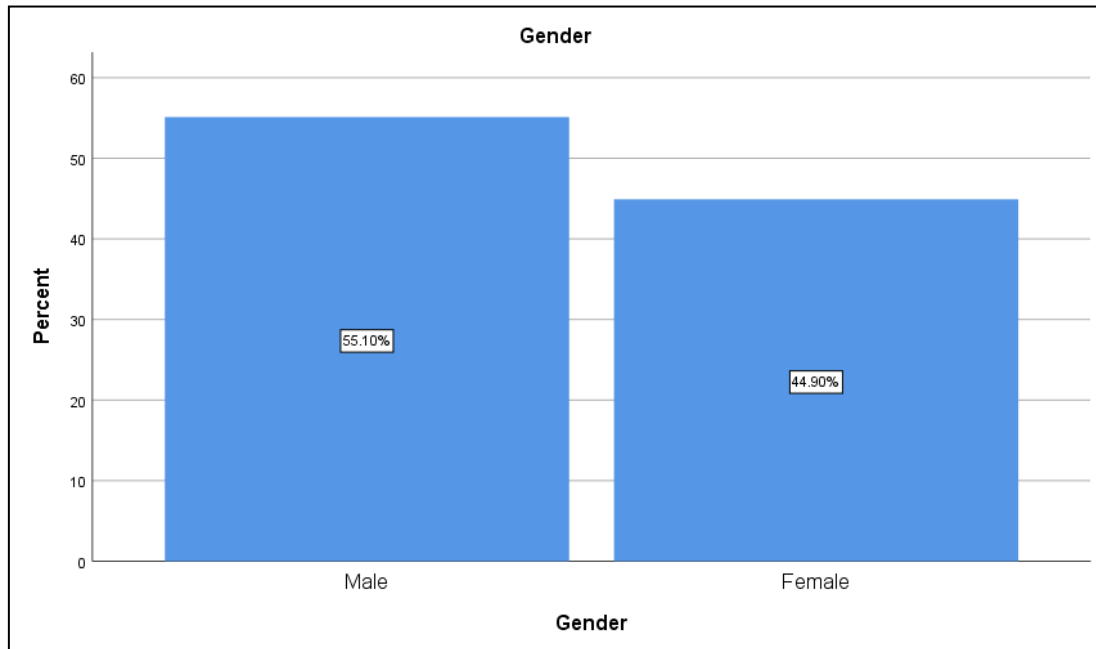


Figure 4.2: Gender

Source: Research data (2018)

From the findings, it was established that 55 percent of the respondents were male while 45 percent were females. The near gender parity was explained by the fact that the project implementation teams were drawn from various organizations and the officials seconded were not merited on the technical expertise alone but also other considerations including gender as advocated for by government policy.

4.2.3 Level of Education

The study investigated the distribution of the respondents by their level of education. The results are as shown in figure 4.3. Below;

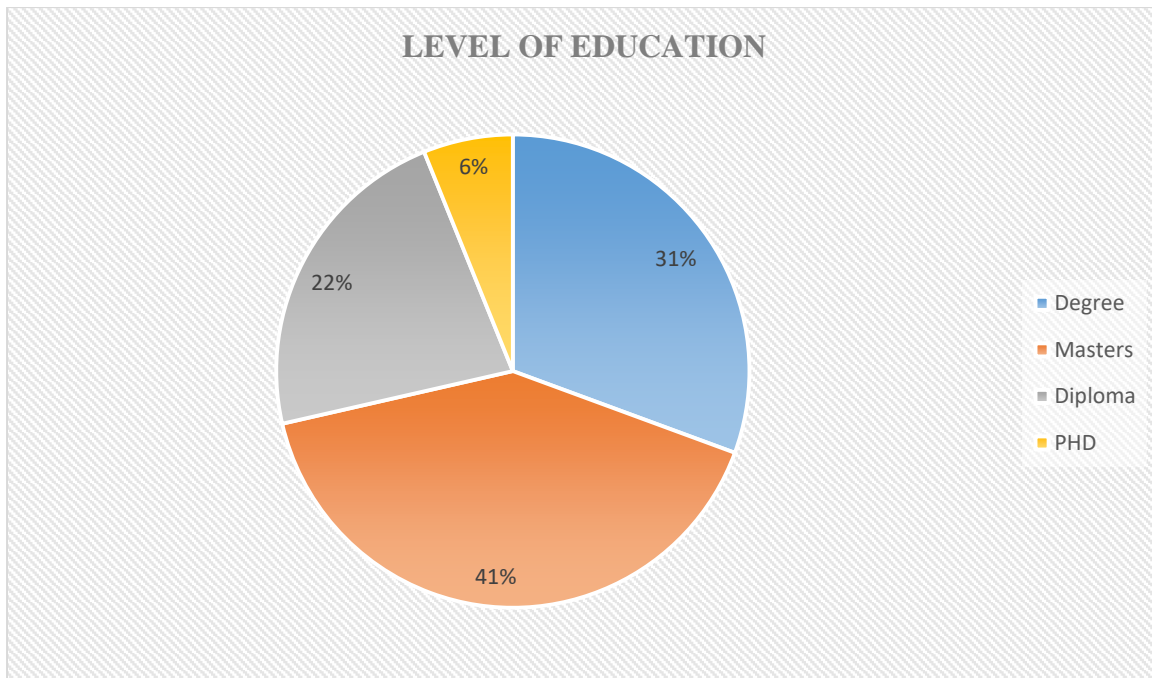


Figure 4.3 Respondents Level of Education

Source: Research data (2018)

From the research findings, it was established that the highest level of education among respondents were as follows; 6 percent of the respondents had PHD level, 40 percent of the respondents were in Masters level, 30 percent of the respondents in were in Degree level and 22 percent of the respondents in were in Diploma level. Most of the professionals had master's degrees which was mostly the case of the engineers and senior managers. It is the project managers and senior management who had PHD while Diplomas were attributed to the technical support team. This is because most projects at the Airport are highly technical and engineers and managers must comply with set standards of using qualifies professionals for quality work.

4.2.4: Industry Experience

The study sought to establish the level of experience of the respondents by establishing the period they had been involved in the Airport services and Airport projects. The results are as shown in figure 4.4 below;

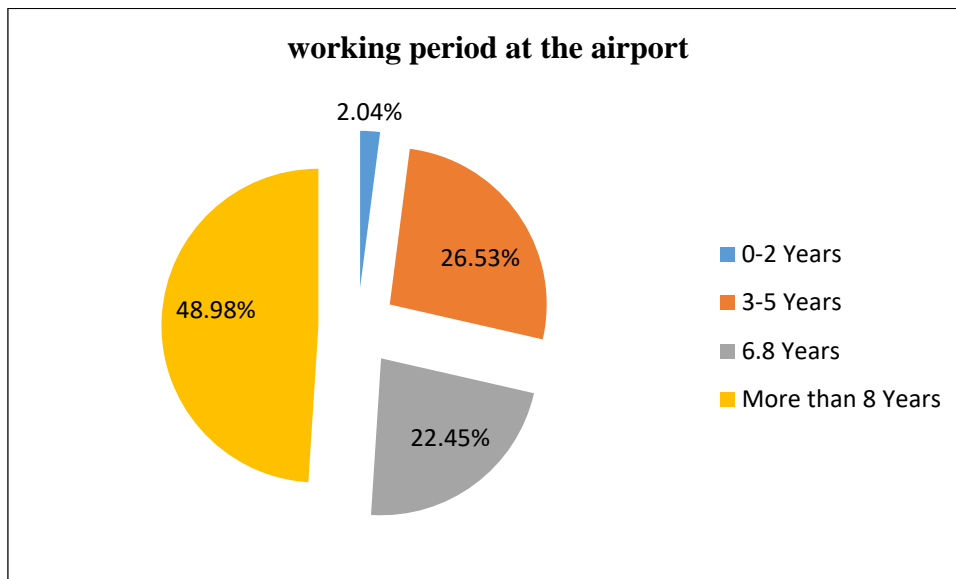


Figure 4.4: Period of work at Airport

Source: Research data (2018)

From the research findings, the study noted that the respondents' number of years worked in the airport were as follows; 2 percent of the respondents had worked for 0-2 years while 27 percent of the respondents had worked for 3-5 years, 22 percent of the respondents had worked for 6-8 years and 49 percent of the respondents worked for more than 8 years. It was revealed that most of the respondents were veterans at the airport with more than eight years of experience in the field. A sizeable percentage had been in the industry for more than five years. This meant that the senior managers including the senior engineers for the airport had risen over the years and thus had stayed for over eight years at the airport.

4.2.5 Experience in Projects at the Airport.

The study sought to establish the level of experience of the respondents working in the projects at the airport by establishing the period they had been involved in the Airport projects. The results are as shown in figure 4.5.

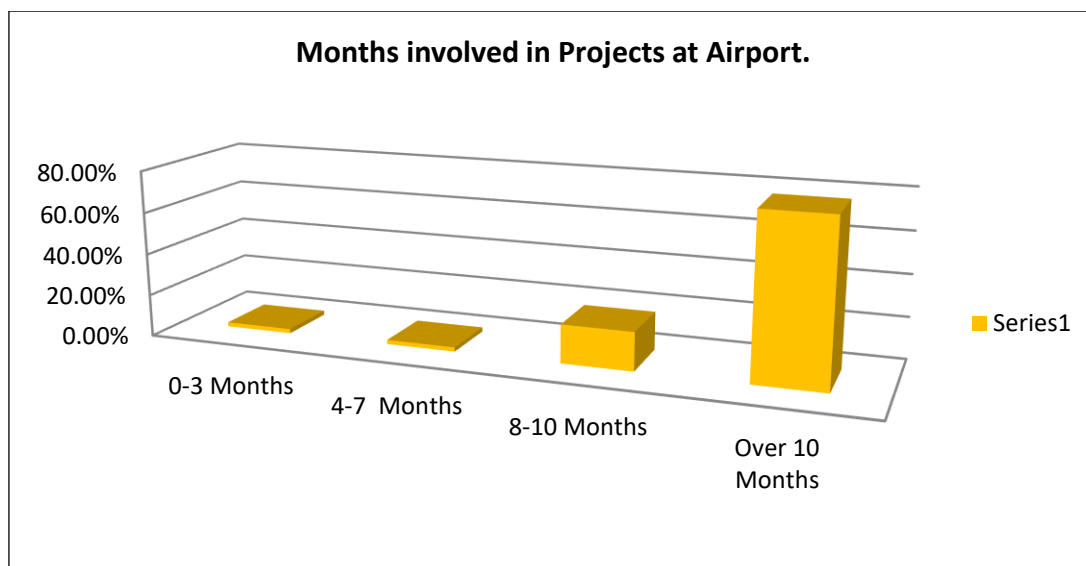


Figure 4.5: Period involved in Projects at Airport.

Source: Research data (2018)

From the research findings, it was established that the period the respondents' were involved in Airport projects were as follows; 2 percent of the respondents were in involved from 0-3 months; 2 percent of the respondents were in involved from 4-7 months, 18 percent of the respondents were in involved from 8-10 months and 77 percent of the respondents were in involved over 10 months. Majority of the respondents were involved in the projects at the airport for almost one year since the projects required the expertise that had been contracted for the work and hence the work was still in progress.

4.3 Role Related Conflicts and project implementation

The study investigated the effect of role related conflicts on implementation of expansion and modernization of projects at the Jomo Kenyatta Airport. This was done through establishing their role in clarity of roles, complexity of task and facilitation of rules. It was established that role related conflicts affected various aspects of project implementation of expansion and

modernization. Table 4.3 shows the respondents polling on the above constructs of role related conflicts.

Table 4.3 Role Related Conflicts

Statement	Very Great Extent %	Great Extent %	Moderate extent%	Little Extent %	Very Little Extent %	Mean
a. Differences over composition of project management team by stakeholders	8.2	38.8	20.4	18.4	14.3	3.33
b. Disagreements on scope and limitations of stakeholders participation	10.2	36.7	22.4	24.5	6.1	2.80
c. Complaints on the skills of some stakeholders	6.1	14.3	42.9	12.2	24.5	3.65
d. Disagreements on timeframes set for phases of projects	32.7	35.8	15.3	14.3	2.0	2.10

It was established that differences over composition of project management team by stakeholders affected the projects at JKIA to a great extent with majority (38.8%) M=3.33 of the respondents indicating the same while 14.3% said it affected to a very little extent. Disagreements on scope and limitations of stakeholder’s participation affected the implementation of projects at JKIA to a great extent where majority (36.7%) M=2.80 of the respondents agreed to such proposition while 6.1% of the respondents indicated that it affected to a very little extent. Complaints on the skills of some stakeholders affected the implementation of projects at JKIA at moderate extent with majority (42.9%) M=3.65 of the respondents agreeing to such proposition while only 6.1 % of the respondents indicated it

affected to a very great extent. These findings correspond with some empirical findings on studies done elsewhere that interpersonal skills are the main causes of these conflicts in ways like relating with others well and working together as a team (Meng, 2012).

Disagreements on timeframes set for phases of projects affected implementation of projects at JKIA with majority indicating great extent (35.8 %) and very great extent (32.7%)M=2.10. However, about 2% of the respondents indicated that it only affected to a very little extent. The findings agreed and differed with existing literature on role related conflicts in equal measure. It agreed with the findings of Dowling (2008) that lack of proper incorporation of expert views escalated role related conflicts and the findings of Beardwell and Claydon (2004) that the veto power of the management executives in the project management teams fuelled the rise of role related conflicts. The finding differed with both the findings of Tomas (2004) and Murthy (2006) that management styles and conflicts in the choice of alternatives were the defining features of role related conflicts in projects.

The adoption of O.R.A.T by Kenya Airports Authority at selected phases of the project as well as the presence of the air operators committee (A.O.C) that is the standing project implementation team at the airport had played a role in controlling conflicts such as scope and timelines for projects as well as with set rules on composition of teams in projects. However, the frequency of changes at the top management of the main partners of K.A.A, Kenya Airways and other stakeholders has rendered the membership of the committee fluid and the capacity to curtail these role related conflicts at the airport especially the interpersonal conflict as the team never gets to gel well before changes are effected at top management of these organizations.

For example Kenya airways was incorporated in the project to expand terminal 4 after Kenya Airways raised concerns that K.A.A was unlikely to deliver the terminal in time for the airline’s expansion needs. The partnership between the two organizations would then be on the design, costing, and timelines for implementation as per the proposal by Kenya Airways. There was corroboration of assertions that among a project team, the team members may have many different personalities, roles, and senses of priorities (Chan&Kumaraswamy, 2014).Murthy (2006) explained that role related conflict involves disagreements regarding specific issues like relevant choices of alternative policies or differences of judgment about the decision.

4.4 Process Related Conflicts

The study sought to establish the process related conflicts of implementation of expansion and modernization of projects at Jomo Kenyatta airport on areas of procedures, reporting lines and review mechanisms. It was established that process related conflicts affected various aspects of project implementation of expansion and modernization. Table 4.4 shows the polling on the effect of process related conflicts on implementation of projects.

Table 4.4 Influence of Process Related Conflicts

Statement	Very Great Extent %	Great Extent %	Moderate extent%	Little Extent %	Very Little Extent %	Mean
a. Duplication of one activity by various stakeholders	8.2	51.0	21.2	16.3	3.2	3.43
b. Disagreements on procedures to undertake in projects implementation	16.3	49.0	16.3	16.3	2.0	2.39
c. Challenges brought by delay in communication	43.8	37.5	12.5	4.2	2.1	1.83

by stakeholders						
d. Disagreements on who should supervise projects	6.3	6.3	45.8	25.0	16.7	3.60

The study findings revealed that duplication of one activity by various stakeholders affected the projects at JKIA to a great extent with majority (51%) M=3.43 of the respondents indicating the same while 3.2% said it affected to a very little extent. Disagreements on procedures to undertake in projects implementation affected the implementation of projects at JKIA to a great extent where majority (49.0%) M=2.39 of the respondents agreed to such proposition while 2.0% of the respondents indicated that it affected to a very little extent. Challenges brought by delay in communication by stakeholders affected the implementation of projects at JKIA at very great extent with majority (43.8%) M=1.83 of the respondents agreeing to such proposition while only 2.1 % of the respondents indicated it affected to a very little extent.

The findings of this study on process related conflicts agreed with the existing findings in empirical literature that process related conflicts were mainly technical in nature and deeply mired in procedures and regulations (Raulin, 2014) and findings by Brecole and Scholar (2004) that the process related conflicts were to do with personal ambition, ego and styles of competing leaders at partner agencies. This was evidenced by support evidence that leaders of both KCA and KAA contributed to the disagreements on both procedures to be followed and allocation of duties in the projects as was found by Klasturin (2004) that lack of collective action usually condemned large projects to failure or delays.

The supervision and monitoring of projects within J.K.I.A has always been faced with the challenge of vested interests by different stakeholders. As in the case of Terminal 1A, the

different interest and operational needs of the stakeholders' i.e. mainly Kenya Airways and K.A.A meant that requirements by both parties had to be taken into consideration and with Kenya Airways as the main revenue driver for J.K.I.A makes supervision quite complex with financiers like African Development Bank taking a keen interest. Thompson (2006) observed that process related conflicts usually happen in teams with unstable hierarchies.

It was explained that the high effect of conflicts emanating from procedures, communication and duplication of work was as result of the conditionality and modalities imposed on project management teams by the National Treasury that usually funds these projects in complete absence of a proper harmonization of the government project policies and the internal ones at the airport.

Adomi and Anie (2005) posit that a common cause of conflict is poor communication, which can lead to misunderstandings and allow barriers to be erected. Probably the easiest way to prevent conflict is to ensure good communication. The findings on the process related conflicts in the implementation of projects at Jomo Kenyatta airport agree with the common findings in related literature that process related conflicts emanate from the nature of organizational structure.

4.5 Relationship Conflicts and Project Implementation

The study investigated the influence of relationship conflicts in various aspects of project implementation of expansion and modernization in Jomo Kenyatta Airport. It was established that relationship conflicts affected various aspects of project implementation of expansion and modernization at JKIA. Table 4.5 presents the extent relationship conflicts affected implementation of expansion and modernization of projects at JKIA.

Table 4.5 Influence of Relationship Conflicts

Statement	Very Great Extent %	Great Extent %	Moderate extent%	Little Extent %	Very Little Extent %	Mean
Past relationship between institutions affect implementation of projects presently	27.1	43.8	16.7	8.3	4.2	2.19
Personal hostilities amongst leaders of different airport stakeholder	25.0	33.3	31.3	8.3	2.1	2.29
Differences amongst project management teams formed by members of different organizations	35.4	25.0	29.2	10.4	0	2.25
Disagreements on the compositions of joint project management teams	42.5	31.3	22.0	18.8	5.4	2.81

The study findings revealed that past relationship between institutions affect implementation of present projects at JKIA to a great extent with majority (43.8%)M=2.19 of the respondents indicating the same while 4.2% said it affected to a very little extent. Personal hostilities amongst leaders of different airport stakeholder affected the implementation of projects at JKIA to a great extent where majority (33.3%) M=2.29 of the respondents agreed to such proposition while 2.1% of the respondents indicated that it affected to a very little extent. Differences amongst project management teams formed by members of different organizations affected the implementation of projects at JKIA at very great extent with majority (35.4%) M=2.25 of the respondents agreeing to such proposition while none of the

respondents indicated it affected to a very little extent. Campbell (2013) reported that relationship conflicts are prevalent amongst projects with huge budgets, personnel and timelines and leads to delay and poor outcomes.

Disagreements on the compositions of joint project management teams affected implementation of projects at JKIA with majority indicating great extent (42.5%) $M=2.81$ of the respondents agreed to such proposition .However, about 5.4% of the respondents indicated that it only affected to a very little extent. It emerged that the high extent that relationship conflicts such as past relationships, personal hostilities and disagreements over compositions of project management teams emanated from lack of trust between the implementation teams culminating in turf wars along the lines the statutory mandates of various agencies.

These findings on relationship conflicts confirmed findings on other projects like Thomson (2011) that relationship conflicts in projects were mostly emotional, interpersonal and mostly associated with leaders with opposing values, likes and interest and findings of Walker (2008) that hierarchy and status of individuals in the project management teams contributed to proliferation of these conflicts. This was more the case at the airport where senior executives of KAA were blamed for most of the stoppages and disagreements. The findings were also contrary to other findings of relationship conflicts such as Simon (2001) that diversity at work place contributed significantly to relationship conflicts and findings of Bailey (2013) that increased computer intermediation instead of face to face meetings escalated relationship conflicts. This was not the case at J.K.I.A even in the face of increased automation of various phases and activities in the project implementation.

The exact manifestation of relationship conflicts at the airport was as follows; with the government as the main shareholder in Kenya Airways, the challenge of balancing the needs

of the various airports stakeholders will always pose conflict as favoritism may be portrayed at different stages of the project. However it is important to note that some of the senior managers in both the organizations are past employees of either of the two organizations. This means that with the exchange in talent and expertise there could either be bias or favoritism between both parties depending on the circumstances under which they left either organization.

This together with historical rivalries are borne out of the fact that unethical practices by various agencies in the past projects had resulted in cases and embarrassments that they seek to avoid in present projects. There is also lack of strong leadership to steer and motivate teams especially during times of crisis as was advocated for by Hoffer et al. (2002) the project manager uses the required skills in leadership, management, stakeholder's relationship and conflict management style to achieve project objectives by motivating the team to ameliorate conflict during project life cycle. The level, quality and frequency of communication amongst the implementing parties affected the pace of project implementation as was found by Adumie and Annie (2012) and created the suspicion and mistrust among implementing parties as had been reported by Patzak (2012).

4.6 Interdependence Conflicts

The study investigated the influence of interdependence conflicts in various aspects of project implementation of expansion and modernization in Jomo Kenyatta Airport. It was established that interdependence conflicts affected various aspects of project implementation of expansion and modernization at JKIA. Table 4.6 presents the extent interdependence conflicts affected implementation of expansion and modernization of projects at JKIA.

Table 4.6 Influence of interdependence conflicts

Statement	Very Great Extent %	Great Extent %	Moderate extent%	Little Extent %	Very Little Extent %	Mean
Lack of co-operation by one of the parties to implementation on project activities	24.5	40.8	18.4	12.2	4.1	2.31
Failure to allocate resources by stakeholders(s) as expected for the project	28.6	44.9	10.2	10.2	6.1	2.20
Stakeholders working without consulting others as expected	38.5	23.5	17.3	16.5	4.2	2.63
Stakeholder(s) failure to undertake duties promptly as allocated by the project management team	40.6	28.6	20.6	8.2	2.0	2.49

The study findings revealed that lack of co-operation by one of the parties to implementation on project activities affect implementation of projects at JKIA to a great extent with majority (40.8%) M=2.31 of the respondents indicating the same while 4.1% said it affected to a very little extent. Stakeholders working without consulting others as expected affected the implementation of projects at JKIA at very great extent with majority (38.5%) M=2.63 of the respondents agreeing to such proposition while 4.2% of the respondents indicated it affected to a very little extent. Stakeholder(s) failure to undertake duties promptly as allocated by the project management team affected implementation of projects at JKIA with majority indicating very great extent (40.6%) M=2.49. However, about 2.0% of the respondents indicated that it only affected to a very little extent.

Subsequent explanations and interviews with various player indicated that the high influence of interdependence conflicts at the airport was as result of a number of factors including; impunity by some parties because of the political patronage enjoyed by its leaders, intransigence by leaders of institutions and state agencies based on the privileged positions accorded to them by statutes and the culture of rent seeking where agencies fail to co-operate when they perceive others to be getting undue monetary advantages in projects. This has been exacerbated by vague contract terms as was observed by Rauzana (2016) that the causes of conflicts and disputes in project to include ambiguous contract terms, and force majeure events. Failure to allocate resources by stakeholders(s) as expected for the project affected the implementation of projects at JKIA to a great extent where majority (44.9%) M=2.20 of the respondents agreed to such proposition while 6.1% of the respondents indicated that it affected to a very little extent.

The findings on the influence of interdependence conflicts led credence to the findings of Kumaraswamy (1998) that an increase in the number of contractual partners leads to an increase in the number of conflicts. This has been the case at the airport in the past whereby a committee comprising of KQ, KCAA, Vision 2030 delivery board, Attorney Generals office, KAA board and treasury was formed to insulate J.K.I.A from procurement challenges witnessed during Greenfield project with issues of conceptual design, delays, tendering process and architectural regulations being witnessed. Kenya Airways went ahead to hire Avia Solutions, a General Electric-affiliated company specializing in airport solutions and airline planning to find the best workable option. The company was to work together with Ricondo Association. However, the findings were contrary to the findings of Kuhinde (2015)

that interdependence conflicts in projects were necessarily as a result of legal provisions and legal interpretations as that minimally affected implementation of projects at the airport.

The complexity of the expansion and modernization projects at J.K.I.A (Jomo Kenyatta International Airport) necessitates multidisciplinary contributions from the various stakeholders; however this has not always been the case when it comes to the aesthetics and design of the airport. For example while K.A.A may focus on revenue generation, Kenya Airways may focus on the safety of its staff and this led to the conflict in the design of the counters at terminal 1A whereby K.A.A(Kenya Airports Authority) maximized the space with 30 counters at the expense of entry and exit points to the counters. This meant that staffs have to climb on top of belts in order to get to their work stations posing a safety challenge.

4.7 Leadership and Project Implementation

The study investigated the influence of leadership in project implementation of expansion and modernization in Jomo Kenyatta Airport. It was established that various aspects of leadership influenced project implementation of expansion and modernization at JKIA. Table 4.7 presents the extent aspects of leadership affected implementation of expansion and modernization of projects at JKIA.

Table 4.7 Influence of leadership

Statement	Very Great Extent %	Great Extent%	Moderate extent %	Little Extent %	Very Little Extent %	Mean
The leaders have skills to resolve conflicts promptly	14.6	271.	35.1	20.8	2.1	2.60

whenever they arise						
The leaders punish unethical behaviors whenever they arise in project implementation	4.2	16.7	16.7	41.7	41.7	3.58
The leaders have full authority to direct project management teams	11.5	36.4	20.8	18.8	12.5	2.83
The leaders use emotional intelligence to resolve interpersonal conflict	2.1	11.7	22.9	34.2	29.2	3.67

The findings of the study revealed that the leaders have skills to resolve conflicts promptly whenever they arise affect implementation of projects at JKIA to a moderate extent with majority (35.1%) M=2.60 of the respondents indicating the same while 2.1% said it affected to a very little extent. The leaders punish unethical behaviors whenever they arise in project implementation affected the implementation of projects at JKIA to a little extent where majority (41.7%) M=3.58 of the respondents agreed to such proposition while 4.2 % of the respondents indicated that it affected to a very great extent.

The leaders have full authority to direct project management teams and affected the implementation of projects at JKIA at great extent with majority (36.4%) M=2.83 of the respondents agreeing to such proposition while 11.5% of the respondents indicated it affected to a very great extent. The leaders use emotional intelligence to resolve interpersonal conflict affected implementation of projects at JKIA with majority indicating very little extent (34.2%) M=3.67. However, about 2.1% of the respondents indicated that it only affected to a very great extent.

The limited use of leadership resources to forestall conflicts in projects was explained by the fact that the multi-organizational composition of the project implementation teams renders them not answerable to any single leader and there is the challenge of the need to offer leadership and maintain good relationship with partners in the projects as was found out by Brown (2008) that project leaders face the challenge of weaving a web of sustainable stakeholder relationship.

4.8 Implementation of Projects

Investigation was done on the extent some key aspects of stakeholders influence implementation of expansion and modernization of projects at JKIA. Table 4.8 below presents the results;

Table 4.8 Implementation of projects at JKIA

Statement	Very Great Extent %	Great Extent%	Moderate extent%	Little Extent%	Very Little Extent%	Mean
Projects undertake at JKIA are implemented on set budget	5.9	45.5	28.2	18.2	2.3	3.55
Projects undertaken at JKIA are completed on time	52.0	27.3	13.5	6.8	1.4	4.16
Projects undertaken at JKIA meet the set technical requirements	2.3	15.9	41.8	26.0	14	3.68

Projects undertaken at JKIA transparently undertaken	36.2	29.5	18.2	15.0	1.1	3.52
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The findings of the study revealed that the projects undertaken at JKIA are implemented on set budget affect implementation of projects at JKIA to a great extent with majority (45.5%) M=3.55 of the respondents indicating the same while 2.3% said it affected to a very little extent. Projects undertaken at JKIA being completed on time affected the implementation of projects at JKIA to a great extent where majority (52%) M=4.16 of the respondents agreed to such proposition while 1.4% of the respondents indicated that it affected to a very little extent. Projects undertaken at JKIA are transparently undertaken and thus affected implementation of projects at JKIA with majority indicating very great extent (36.2%) M=3.52. However, about 1.1% of the respondents indicated that it only affected to a very little extent.

The challenge on the budget, time, cost and transparency in the projects undertaken at the airport was explained by players that poor planning, unethical practices and arguments on the need and economic sense of the projects because of lack of a prior needs assessment and stakeholders engagement result to an average of 75% variations in costs and over 50% time lags in implementation and cancellation of some projects for not making any economic sense as was the case of the Greenfield terminal in 2013. The challenges in the implementation of the expansion and modernization projects mirror the findings of a study on such projects by Cheung et al. (2007) that the six common causes of disputes that includes budget overrun, outstanding payment, different percentage of claim submission and certification, number of days behind programmed, liquidated damages and percentage change from original design. Projects undertakings at JKIA meet the set technical requirements affected the

implementation of projects at JKIA at moderate extent with majority (41.8 %) M=3.68 of the respondents agreeing to such proposition while 2.3% of the respondents indicated it affected to a very great extent.

4.9 Regression Analysis

Inferential analysis has been used in this research to establish if there is a relationship between an intervention and an outcome, and also establish the impact of that relationship. The inferential analysis was carried out to establish the relationship between dependent variable and the independent variables. This involved computation of both multiple regression analysis and coefficient determination. The dependent variable in this study was implementation of expansion and modernization of projects at JKIA. The independent variables were; role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts. The intervening variable was leadership.

4.9.1 Coefficient of Determination

The coefficient of determination is a measure of how well a statistical model is likely to forecast future outcomes. The co-efficient of determination is the square of the sample correlation coefficient between outcomes and predicted values. Therefore it defines the degree to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable, in this case the implementation of expansion and modernization of projects at JKIA, which is explained by all the four independent variables (role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts). The coefficient of determination is presented in Table 10.9 below;

Table 4.9: Coefficient of determination

Model	R	R Square	Adjusted R Squared	Std. Error of the Estimate
1	0.889	0.790	0.736	0.32561

Adjusted R squared is coefficient of determination which illustrates the variation in the dependent variable as a result of changes in the independent variable. From the study, in the value of adjusted R squared was 0.736 an indication that there a was variation of 73.6 percent on implementation of expansion and modernization of projects at JKIA as a result of changes in role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts at 95 percent confidence interval. This indicates that 73.6 percent changes in implementation of expansion and modernization of projects at JKIA could be accounted to changes in role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts .This implies that the four factors are very critical to the implementation of expansion and modernization of projects at JKIA.

4. 10. Multiple Regression Analysis

In addition, the researcher conducted a multiple regression analysis so as to determine the effects of stakeholders' engagement conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya. Multiple regression analysis was used to test the influence among predictor variables. The study used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. The results of Multiple Regression Analysis are tabulated in Table 4.10 below;

Table 4.10 Model Coefficients

Model	Un standardized coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	1.508	1.131		1.333	0.001
Role related	0.481	0.228	0.203	2.110	0.002
Process related	0.347	0.127	0.217	2.732	0.003
Relationship	0.416	0.115	0.316	3.617	0.001
Interdependence	0.267	0.103	0.125	2.592	0.000

From the computed data the established regression equation was

$$Y = -1.508 + -0.481 + -0.347 + -0.416 + -0.267$$

Where Y= implementation of expansion and modernization projects at JKIA

X1= Role related conflicts

X2= Process related conflicts

X3= Relationship conflicts

X4= Interdependence conflicts

Using the above regression equation it was revealed that holding role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts constant at zero, the implementation of expansion and modernization of projects at JKIA would be at 1.508. The findings also show that a unit increase in role related conflicts would lead to a decrease of implementation of expansion and modernization of projects at JKIA by a factors of 0.481, a unit increase in process related conflicts would lead to a decrease in performance of implementation of expansion and modernization of projects at JKIA by factors of 0.347, a unit increase in relationship conflicts leads to decrease in implementation of expansion and modernization of projects at JKIA by a factor of 0.416, and a unit increase in interdependence conflicts would lead to decrease in implementation of expansion and modernization of

projects at JKIA by a factors of 0.267. All the variables were significant as their values were less than ($p < 0.05$).

This significant effect of stakeholder engagement conflicts on the implementation of projects at the airport mirrored occurrence and reports from other similar projects. It was in line with salient findings of Benita and Uruburu (2015) that over 45% of project challenges are as a result of failure to manage stakeholders' issues. The projects at the airport had other features that had been reported elsewhere to aid in occurrence of significant stakeholders' related conflicts. These include a past messy history among the implementing and contracting parties as was reported by Bal and Ochieng (2013), complex and ambiguous contracting as was reported by Rauzana (2016), lack of interpersonal competences among project managers as was found by Ples and Mark (2008), failure to approach each projects as a peculiar undertaking as advocated for by Poznar (2007) and poor management skills as was found by Duir (2012). However, the stakeholder engagement conflicts were not as a result of lack of community ownership as was found by Boune (2008).

Table 4.11 presents the analysis of variance and the model fit. The results indicate that the model was a good fit for the data ($F = 33.672$; $p < 0.05$). This indicates that the multiple linear regression model was a good fit for the data and hence the four types of conflicts applied as independent variables could be used to linearly explain project performance.

Table 4.11 Analysis of Variance and Model Fit

	Sum of squares	df	Mean squares	f	Sig.
Regression	4.145	1	8.536	0.372	.000
Residual	6.576	97	.254		
Total	10.721	98			

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMEDATIONS

5.1 Introduction

The chapter contains the summary of major findings on every variable, conclusions answering the research questions, recommendations to improve the practice of project implementation and suggestions for further studies in the area of conflicts and project implementation.

5.2 Summary of Findings

The study was carried out investigate the effects of stakeholders' engagement conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya. Projects at JKIA have experienced delay in construction, cancellation of some multi-billion projects leading to litigation and compliance and regulatory challenges. The study used questionnaires to get data from the officials at the airport to understand how stakeholders' conflicts influence implementation of projects at JKIA.

The study established that stakeholders' engagement conflicts influenced the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya. The study found that stakeholder engagement conflicts affected the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport with varying degrees. Disagreements on technical specifications affected the implementation significantly. Conflicts anchored on consultation before implementation of projects of expansion and modernization projects were also common .There were moderate disagreements on the choice of contractor by stakeholder and disagreement on who should supervise the project had little impact on the implementation of projects. The summary of major findings per variable was as follows;

5.2.1 Role Related conflicts

The role related conflicts that affected the implementation of expansion and modernization projects at the airport were mostly disagreements were on the time frames set for phases of projects significantly to a great extent by 67%. Differences over composition of projects management team had a significant effect on projects at JKIA with an influence of over 48%. Also, disagreements on scope and limitations of stakeholder's participation also had a significant effect on projects at JKIA with an influence of 46%. There were moderate complaints on the skills of some stakeholders though they affected the projects at less extent by 20%.

5.2.2 Process Related Conflicts

Process related conflicts that greatly affected implementation of expansion and modernization projects at the Jomo Kenyatta airport. Delay in communication by stakeholders affected projects at JKIA with an influence of 80%. Disagreements on procedures to undertake in projects implementation influenced the projects with 65%. Also duplication of some activity by various stakeholders influenced the projects with 59%. There were moderate disagreements on who should supervise projects among the stakeholders which had minimal influence of 13% on projects at JKIA.

5.2.3 Relationship conflicts

Some relationship based conflicts greatly affected implementation of projects. Disagreements on the composition of joint project management team had a significant effect on projects with an influence of 73%. Conflicts based on past relationship had a great effect on projects with influence of 70%. Differences amongst project management teams formed by members of different organizations had a significant effect on projects with an influence of 65%. Further, personal hostilities amongst leaders of different airports had significant effect on projects at JKIA with an influence of 58%.

5.2.4 Interdependence conflicts

The interdependence conflicts had significant effects on the implementation of expansion and modernization projects at JKIA. Failure to allocate resources by stakeholders influenced projects at 72%. Stakeholder's failure to undertake duties promptly had an effect of 68% on projects. Disagreements on lack of cooperation by one of the parties influenced projects at 64%. Conflicts by stakeholders working without consulting others had minimal effects on projects at JKIA.

5.3 Conclusion

The study concludes that stakeholder engagement conflicts negatively affected the implementation of modernization and expansion projects at Jomo Kenyatta International Airport and manifested in cost escalation, delay in completing projects and failure to meet the set quality standards and even cancellation of some projects. This was mainly due to poor leadership, unchecked unethical conducts and lack of set modalities for resolving conflicts.

5.3.1 Role Related Conflicts

Role related conflicts negatively affected the implementation of projects because of the project management teams that included executives and seconded government bureaucrats could not agree on such issues such as scope of projects, time frames and phases of projects. This was compounded by a lack of skills in both project management and conflict resolution. From the regression results, role related conflicts significantly affected implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya by 20.3%.

5.3.2 Process Related Conflicts

Process related conflicts negatively affected the implementation of projects at the airport mainly because of duplication of key duties among different personnel and committees, lack of clear rules and procedures in some undertakings such as funding, procurement and turf

wars in the supervision and monitoring of projects. Hiccups in the flow of information among the implementing parties also contributed. From the regression results, process related conflicts significantly affected implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya by 21.7%.

5.3.3 Relationship Conflicts

Various types of relationship conflicts negatively undermined the implementation of projects at the airport aided by past sour relationship among the three implementing parties of the KAA, KCAA and the representative of the airlines. There was bullying of other parties by government functionaries, personal hostilities among various leaders, rent seeking in procurement and incompetence at the leadership level of the project management teams. From the regression results, relationship conflicts significantly affected implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya by 31.6%.

5.3.4 Interdependence Conflicts

Interdependence conflicts negatively affected implementation of projects at the airport to a large extent because of deliberate and intransigent lack of co-operation among parties compounded by turf wars set on the statutory role of each of the implementing parties. This was more the case on the expert role of KCA and the provision of land and financial resources by the KAA and the National Treasury. The interdependence conflicts also extended to delays by financial partners and repeated breakdown of consultation among the implementing parties. From the regression results, interdependence conflicts significantly affected implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya by 12.5%.

5.4 Recommendations

The study makes the following recommendations aimed at improving conflict management in implementations of projects. To curtail the general occurrence of various types of stakeholders' conflicts, stakeholder participation in all aspects of project implementation should be anchored in law, policies and performance appraisal of project managers to forestall uncertainties and complaints from stakeholders in projects undertaken by many parties.

To forestall role related conflicts, all expert tasks in projects should be allocated to experts who should make reports to the project management teams for adoption. The various implementing teams should only forward members with the required technical skills to the project management teams. All tasks and responsibilities should be agreed upon by the project management teams and contractors before a project is started.

To minimize process related conflicts, all the parties involved in mega projects such as the expansion and modernization projects at the airport should collectively develop a blue print outlining the roles of parties, expected input, scope of the projects, phases of the projects, budget, completion timelines, reporting lines to avoid duplication of duties. Further, a communication plan for the project developed outlining the quality and frequency of communication among the implementing parties.

To eradicate the rampant cases of relationship conflicts in projects undertaken by many parties at the airport, the project management teams should not be permanent but should be re-constituted for each project with different individuals based on the needed competence to remove vested interests, eliminate personal hostility and differences that escalate when

individuals serve for long periods of term in such teams. Senior executives should not be allocated roles in project management teams to eliminate the differences as a result of egos.

To deal with interdependence conflicts among the various parties, a responsibility matrix outlining the expected inputs of every party in respect to every aspect of the project replete with strict timelines and sanctions for non-compliance should be developed for each project and strictly enforced. The project management teams should hold a conference before the start of each mega project to come up with an action plan to regulate and manage such common causes of conflicts such as non co-operation by parties, intransigence and political interference

5.5 Suggestion for Further Studies

The following suggestions are made to future researchers in the area of conflicts and implementation of projects to consider further research in the following areas:

- i. Effects of organizational structures on the conflicts and implementation of projects involving many organizations
- ii. The role of corporate governance on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport and such other projects involving multiplicity of players
- iii. Effects of participatory management on the implementation of construction projects involving many organizations
- iv. The relationship between risk management practices by project managers and conflicts in projects.

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APPENDIX I: INTRODUCTORY NOTE

TO JKIA OFFICIALS

RE: PERMISSION TO COLLECT DATA

I am an **MBA (Project Management)** student at Kenyatta University conducting a research on: **Stakeholders Engagement Conflicts and Implementation of projects at Jomo Kenyatta international airport in Nairobi, Kenya**. I hereby request you for the below stated information required for me to achieve my research objectives as part of requirement for MBA degree.

Information offered will be treated confidentially and used for the purpose of this research only. The findings of the research will ultimately help improve the performance of this company and especially the effectiveness of initiating and implementing business strategies.

Appreciation is offered as you aid in the creation of new knowledge to aid both the academy and the industry.

Regards,

.....

NICK NALLO OMONDI

The Researcher/ Student

APPENDIX II; QUESTIONNAIRE

Tick appropriately in the spaces provided and provide additional information where necessary.

1. State your gender.

Male ()

Female ()

2. State your age.

18-25 Years ()

26-35 Years ()

36-45 Years ()

46-55 Years()

56-65 Years ()

Above 65 Years ()

3. How long have you worked at the airport?

0-2 Years ()

3-5 Years ()

6-8 Years ()

More than 8 Years ()

4. How long have you been involved with the projects at the airport?

0- 3 Months()

4-7 Months()

8-10 Months()

Over 10 Months ()

5. Indicate your highest level of education.

PHD level ()

Masters level ()

Degree level ()

Diploma level ()

Any other (Specify).....

PART ONE: ROLE RELATED CONFLICTS

1 Rate the extent to which the following role related conflicts affect the implementation of modernization and expansion projects undertaken through a collaboration of different organizations at JKIA using the scale provided

1. Very great extent 2. Great extent 3. Moderate extent 4. Little extent 5. Very little extent

Statement	1	2	3	4	5
a) Differences over composition of project management teams by stakeholders					
b) Complains of overwork by some stakeholders					
c) Complains on the skills of some stakeholders					
d) Disagreements on timeframes set for phases of projects					

PART TWO: PROCESS RELATED CONFLICTS

Rate the extent to which the following process related conflicts affect the implementation of modernization and expansion projects undertaken through a collaboration of different organizations at JKIA using the scale provided

1. Very great extent 2. Great extent 3. Moderate extent 4. Little extent 5. Very little extent

Statement	1	2	3	4	5
a) Duplication of one activity by various stakeholders					
b) Disagreements on procedures to undertake in project implementation					
c) Challenges brought by delay in communication by stakeholders					
d) Disagreements on who should supervise projects					

PART THREE: RELATIONSHIP CONFLICTS

Rate the extent to which the following relationship conflicts affect the implementation of modernization and expansion projects undertaken through a collaboration of different organizations at JKIA using the scale provided

1. Very great extent 2. Great extent 3. Moderate extent 4. Little extent 5. Very little extent

Statement	1	2	3	4	5
a) Past relationship between institutions affect implementation of projects presently					
b) Personal hostilities amongst leaders of					

Kenya Airways, KAA and KCA					
c) Differences amongst project management teams formed by members of different organisations					
d) Disagreements on the composition of joint project management teams					

PART FOUR: INTERDEPENDENCE CONFLICTS

Rate the extent to which the following interdependence conflicts affect the implementation of modernization and expansion projects undertaken through a collaboration of different organizations at JKIA using the scale provided

1. Very great extent 2. Great extent 3. Moderate extent 4. Little extent 5. Very little extent

Statement	1	2	3	4	5
a) Lack of co-operation by one of the parties to implementation on project activities					
b) Failure to allocate resources by stakeholder(s) as expected for the project					
c) Stakeholder working without consulting others as expected					
d) Stakeholder(s) failure to undertake duties promptly as allocated by the project management team					

PART FIVE: LEADERSHIP

Rate the effort and skills of the leaders of the key institutions involved in the implementation of modernization and expansion projects undertaken through a collaboration of different organizations at JKIA using the scale provided

1. Very great extent 2. Great extent 3. Moderate extent 4. Little extent 5. Very little extent

Statement	1	2	3	4	5
a) The leaders have skills to resolve conflicts promptly whenever they arise					
b) The leaders punish unethical behaviours whenever they arise in project implementation					
c) The leaders have full authority to direct project management teams					
d) The leaders use emotional intelligence to resolve interpersonal conflict					

PART SIX: IMPLEMENTATION OF PROJECTS

Rate the extent to which the following aspects best describe the implementation of projects at the airport.

1. Very great extent 2. Great extent 3. Moderate extent 4. Little extent 5. Very little extent

Statement	1	2	3	4	5
a) Projects undertaken through multiple stakeholders at JKIA are implemented on set budget					

b) Projects undertaken through multiple stakeholders at JKIA are completed on time					
c) Projects undertaken through multiple stakeholders at JKIA meet the set technical requirements					
d) Projects undertaken through multiple stakeholders at JKIA are transparently undertaken					

APPENDIX III: APPROVAL LETTER FROM GRADUATE SCHOOL

APPENDIX IV: NACOSTI APPROVAL