



JIMMA UNIVERSITY  
JIMMA INSTITUTE OF TECHNOLOGY  
SCHOOL OF GRADUATE STUDIES  
FACULTY OF CIVIL AND ENVIRONMENTAL ENGINEERING  
CONSTRUCTION ENGINEERING AND MANAGEMENT CHAIR

ASSESSMENT OF CONFLICT MANAGEMENT AMONG MICRO AND SMALL  
SCALE CONSTRUCTION ENTERPRISE: A CASE STUDY OF BUNO BEDELE  
ZONE, SOUTH WESTERN ETHIOPIA

A Thesis submitted to School of Graduate Studies, Jimma University, Jimma Institute of Technology, Faculty of Civil and Environmental Engineering in Partial Fulfillment of the Requirements for the Degree Master of Science in Construction Engineering and Management

By

Yadata Dabala Biru

February, 2021  
Jimma, Ethiopia

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Construction Engineering and Management

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(Construction Engineering and Management)

By

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### DECLARATION

I declare that this research entitled “Assessment of conflict management in Micro and small scale construction enterprise: A case study of Buno Bedele Zone, south western Ethiopia is my original work, and has not been presented by any other person for an award of a degree in the Ethiopia or any other University.

Yadata Dabala Biru \_\_\_\_\_

NAME:

SIGNATURE

DATE

As research Advisors, we hereby certify that we have read and evaluated this thesis paper prepared under our guidance, by **Yadata Dabala Biru** entitled “ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA” and recommend and would be accepted as a fulfilling requirement for the Degree Master of Science in Construction Engineering and Management.

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### ABSTRACT

*In Ethiopia, micro and small scale construction enterprises in construction of building, bridge and road project were prioritizing as important means of economic development, job creation, income generation and equity distribution as indispensable poverty reduction. Conflict raised due to different factors in micro and small scale construction enterprises. The main objective of this study is to Assessing conflict management in micro and small scale construction enterprise. To do so secondary data was collected from literatures, government authorities (construction Authority and Micro and small scale enterprises sectors) and primary data collected using questionnaire. As a result, the study was analyzed by using SPSS software, Microsoft word and MS excel.*

*The study discovered that improving knowledge was taken as a major criteria of choosing working in a team in Buno Bedele Zone. 1, 9(42.9%), of the respondents have level 9 contractor license, 10(47.6%) have level 8 contractor license and other two group have the license of consultancy up to G+1 building structures permission of work. 3 (14.3%), of respondents said that “MSSE perform their work as a required quality in a given duration at all”. In the other hand, 18(85.7%) of the responds said that “MSSE do not perform their work as a required quality in a given duration at all”. This clearly shows that there were obstacles that disabled the performance of MSSE in construction of building, road and bridge and a given project did not performed with the required quality in a given duration at all. Lack of chain formation with supply is a major cause of conflict in MSSE found on the construction project and Individual loss is the major impact of conflict among micro and small scale construction enterprises. 20 (95.2%), of the respondents said that “Collaborating style is the most important technique used to solve the conflict in MSSE in Construction Enterprises. From the idea of the respondents, construction and MSSE sectors found on medium level by performing the principles that enhance the construction activities to reduce or minimize the conflict raised in MSSE members in Buno Bedele Zone. The assessment was done by taking MSSE members and client of the project satisfaction as a parameter in a given time, cost and quality point of view by minimizing conflict created among them. Therefore, the study recommends the construction and MSSE sectors to review the main causes of the conflicts and block them for the future in order to create a good interest of team work without conflict.*

**Key words:** - construction, enterprises, conflict management, performance.

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**ACRONOMY**

BBCA	Buno Bedele Construction Authority
BRBC	Building, Road and Bridge Contractor
GDP	Gross Domestic Product
GTP	Growth and Transportation Plan
KPI	Key performance indicators
MSSE	Micro and Small Scale Enterprises
MSL	Mean Sea Level
SPSS	Statistical Package for the Social Sciences

## CHAPTER ONE INTRODUCTION

### 1.1 Background of the study

In numerous countries, especially in developing countries micro & small enterprises are small casually organized profitmaking jobs possessed and functioned mostly by the underprivileged. They account for a substantial share of the total employment and gross domestic product (GDP) contribute significantly to the alleviation of poverty and income creation. Micro and small-scale enterprises are important both to the individual and to the nation. They are often the chief economic defense of the most vulnerable households in high-risk environment, such as civil conflict and natural disasters (micro enterprise laying the foundation for economic development (MELFED, 2004).

According to Ethiopian Central Statistical Agency (Agency, 2003) almost 50 percent of all new jobs created in Ethiopia are attributable to small business enterprises. The study made by Aregash (2005), 98 percent of business firms in Ethiopia are micro and small enterprises, out of which micro enterprises represent 65 percent of all business.

Furthermore, Gebrehiwot and Wolday (2004) depicted that the average capital of micro and small enterprises amounted to 3,528 birr and 38,354 birr respectively. In terms of number of workers, the average employment is 1.5 persons for micro and 3.3 for small enterprises.

Construction activities are multi-party operations that often generate a complex web of contracts. The principal parties include the host government, clients, contractors, consultants and employees (Perez, 2002). Each party contributes something different, but towards a common goal. Their efforts must therefore, pull in the same direction, and their contribution must fit together to produce a whole – without gaps, friction, and unnecessary duplication. Failure to meet these requirements often results in friction, frustration and conflict within the team (Drucker, 1989).

As Ferguson (1999) put it, conflict within any social organizations is to be expected, construction is no exception. The definition of conflict has traditionally been relegated to competition for resources or other interests, value differences or dissatisfaction with basic needs (Jeong, 2010).

Conflict managing in micro and small scale enterprises is one of the most misinterpreted traits of human communications in construction industries and also extra field of works.

Conflict in the organization context can thus be defined as a disagreement between two or more organizational members or groups from the fact that they have different status, goals, values or

Conflict is a part of our everyday organization's life. Conflict is caused when a group of people get to gather and share their opinions beliefs, and knowledge disputes and disagreements may arise. When people in different values, attitudes and beliefs come together (Cherington, David J, 1994).

On the other, hand conflict rises due to formation of a gap of government policy in a work. The experiences of well-developed countries show that the sector of Micro, small and medium enterprises is a basic tie to the growth and development of their public economy. Policy making in the entrepreneurship field is complex and confused. Many extents of Management policy disturb levels of entrepreneurial movement. The mix of policy options will depend on a number of factors, including the fundamental attitudes of the population towards entrepreneurship, the structure of the labor force, the size and role of Government, the prevalence of existing level of entrepreneurial activity and the existing MSSE. It is common place for Governments to have policies to encourage the growth of local micro, small and medium enterprises (MSSE) as they can help to directly improve poverty by increasing income levels and creating jobs. This paper evaluates the government policies with respect to the MSSE found on the work of construction of Building, Road and Bridge and the performance of these enterprises in relation to these policies and assistance. In particular, the article concentrates on the growth of entrepreneurship within the MSSE in Bedele, Ethiopia.

There are many perspectives on conflict, but in general it can be viewed as a feeling, a disagreement, and a real or perceived incompatibility of interests, inconsistent worldviews, or a set of behaviors. Conflicts always contain important and substantive, as well as procedural and psychological, dimensions that must be negotiated. There is no way to achieve a sound solution to a conflict without understanding the threat perceived by those engaged in the conflict (Goncalves, 2008).

According to (Gardiner,Simmons, 1992)managers must develop strategies for dealing with conflict, not avoiding it. Because when conflict has been handled constructively, all the parties are better off than before.

Besides the commitment of parties to problem solving, susceptibility to a win–win solution is contingent on the constellation of interests and the availability of alternative options. Thus, conflict resolution needs to be assessed in terms of an outcome as well as a process which can enhance a prospect for warring parties to abide by their agreements. Thus, Conflict resolution is an art and a science (Jeong, 2010).

The basic purpose of investigating conflict management is to encourage the member of the construction enterprise for more production and profitable by minimizing conflict formed among team members and also client of the project.

In general the aim of this research is to know the problem that cause conflict among the members of micro and small scale construction enterprises found on construction project in Buno Bedele Zone and solve the client related problems with regarding performance of contract laws with other concerned sectors (BBCA) to form interesting team work sprit like the other sector’s works by filling the gap formed in the government policy in MSSE and manage their activity to make good performance of work. In other hand these research work was conducted in order to keep the client of the project from liquidate damage and keep micro and small construction enterprises from loss of what they will do by filling the gap formed and strengthening use of national and international law (civillaw, MDB FIDIC 2006 or 2010, PPA 2011) which govern the project work in all phase of project work in a given time. For future, this study dedicated to make the team work (work of MSSE) an interesting work like other sector’s works.

Clients, for instance, assess the suitability of potential suppliers or contractors for a project, by asking them to provide information about how they response to a variety of indicators. Construction supply Chain companies will be able to benchmark their performance to enable them to identify strengths and weaknesses, and measure their ability to improve over time. Specifically, the MSSE sector is imagined as a priority sector for multiphase government support. This is also clearly specified in the growth and transformation plan (GTP).

The general aim is not only to reduce poverty in urban areas through employment generation but also MSSE Serve as a playground for the appearance of entrepreneurs and lay foundation for industrial development.

It is shown that lack of appropriate coordination, absence of the sufficient number of technical and professional training institutes, low trade and industrial measures, pressurized urban development and weak financial organization's support slowed the growth of micro and small scale construction enterprises.

### **1.2 Statement of the problem**

Team workers found on construction of building, bridge and road were faced a number of challenges which results in conflict among their members and also with the client of the project in the process of performing their construction activities in case of Buno Bedele zone. Conflict raised in, Micro and Small scale construction enterprises found on construction of building, bridge and road project work. These conflict can be raised because of different cause in work process and also personal interest found in these members. Conflict raised in MSSE in this zone resulted in tragedy of project work in different woredas of Buno Bedele Zone.

Now a day in Buno Bedele Zone, conflict in construction project is one of the most misjudged characteristics of human interfaces. The basic purpose of the study is to assess conflict management in MSSE and adjust misunderstanding view of the organization in micro and small scale construction enterprises found on work of building, bridge and road construction in Buno Bedele Zone in different wereda.

### **1.3. Research question**

1. What are the main causes of conflict in Micro and small scale construction project enterprise in Buno Bedele Zone?
2. What are the effects of conflict in Micro and small scale construction project enterprise in Buno Bedele Zone?
3. What technique and mechanisms are required for minimizing conflict in in Micro and small scale construction project enterprise in Buno Bedele Zone?

#### **1.4. Objective of the study**

For determination of the cause of conflict and the way used to minimize these conflicts of micro and small enterprises in construction project, sample was taken from the population of micro and small scale construction enterprises found on construction of project in Buno Bedele zone.

##### **1.4. 1 General objective**

The general objective of the study is assessing conflict management in Micro and small scale construction project enterprises in Buno Bedele Zone.

##### **1.4. 2 Specific objectives**

- To identify causes of conflict in micro and small scale construction enterprises in Buno Bedele Zone.
- To determine the impacts of conflict in Micro and Small scale construction enterprise in Buno Bedele Zone.
- To determine the techniques and mechanism of minimizing conflict in Micro and Small scale construction enterprise in Buno Bedele Zone.

#### **1.5 Scope and limitation of the study**

This study will be under taken in Buno Bedele Zone, Oromia national regional state. The study is concerning about conflict management, so that in the present study micro and small scale enterprises will manage or minimize conflict in construction project work.

As it has been known tasks performed and problem encountered by personal differences perceptual differences and functional difference are various and diverse in spite of the difficulties of interpersonal conflict functions, the scope of this study is restricted to the major assessment of instructional front-runner ship effectiveness of managing interpersonal conflict in micro and small scale enterprise members would be time taking and an expensive endure.

Therefore the researchers are forced to delimit the study to the below randomly selected topic.

1. Micro and small scale construction project enterprise (MSSE)

#### **1.6. Significance of the study**

The main importance of this study is to address the cause of conflict that occur between micro and small scale construction enterprises member and identify that blacken relationship between client and micro and small scale construction Enterprise (MSSE). After having assessed the condition on the conflict management technique of small scale construction enterprise members in Buno Bedele Zone, the researcher study advance recommendation that can provide possible solution and create an interest on team work like the other work of different sectors.



Without regulating the rule on how to share the benefit from the project, it is not possible to increase the productivity of micro and small scale construction enterprises. It is inevitable to arise conflict in working environment. So the organization of construction authority and micro and small scale construction enterprise sector with all correlated body from the higher level will create a system and techniques how to resolve a conflict arises among micro and small scale construction enterprises members and also among MSSE and clients of the projects.

The finding of the study reproduces other researcher to perform better and detail study. The study is providing information like causes, impacts and technique of minimizing conflict among micro and small scale construction enterprise members to those on various levels of conflict management. It might be useful for the concerned bodies to handle the problem that identified by the study.

## CHAPTER TWO LITERATURE REVIEW

### 2.1 Introduction

This chapter attempts to deal with review of associated works. In reviewing related literature the researcher has found it important to define the ideas of construction, conflict, practice and difficult of conflict management, nature of conflict and reason of conflict are included. The clients of the construction industry are primarily concerned with only quality, time and cost and yet the majority of construction projects are procured on the basis of only two of these constraints, namely time and cost (Bennett and Grice, 1990). This is understandable since the majorities of project management control systems highlight time and cost, and manages the relative importance of quality Hughes and Williams (1991).

Conflict is generally observed as a disagreement regarding interests or ideas (Esquivel, Kleiner, 1997).

Organizational conflict is the disagreement that occurs when the objectives, interests or values of different individuals or groups are incompatible and those individuals or groups block or tend to irritate each other's attempt to achieve their objectives (Dana, Okumbe, 2001).

It is claimed by Herbs man and Ellis (1991) that the major failings in old-style approaches to project delivery have been in widespread delays in the strategic schedules, cost overruns, serious problems in quality, and an increase in the number of claims and litigation associated with construction projects. Ireland (1983) Claims that time; cost and quality are the principal feasible objectives of the user in any construction project.

The Performance of Micro and small scale construction enterprises is interconnected to many topics and factors such as time, cost, quality, safety, productivity and client Satisfaction. In addition there are different reasons arise conflict and affecting construction projects performance such as poor management and leadership; inappropriate participants; poor relations and coordination; absence of motivation, control, monitor or decision making systems; inadequate infrastructure, political problems; cultural problems and economic conditions (UNRWA, 2000).

**Quality:** To the client, quality may be defined as one of the components that funds to “value for money” (Flanagan, Tate, 1997). (Vincent, Joel, 1995) Define whole quality management as: the combination of all functions and processes within an organization in order to attain continuous development of the quality of goods and services. The goal is customer/client satisfaction.

**Time:** Timely completion of a construction project is frequently seen as a major criterion of project success by customers, contractors and consultants alike. Newcombe et al. (1990) note that there have been universal responsibilities in failure of the construction industry to deliver projects in a timely way. (NEDO, 1983) States that a disciplined management effort is desired to complete a construction project on time, and that this intensive management energy will help to control both costs and quality. This is equal to saying that the client’s objectives can be achieved through a management energy that recognizes the interdependence of time, cost and quality.

**Cost:** Clients have been increasingly concerned with the overall profitability of projects and the accountability of projects generally. Cost overruns, in association with project delays, are frequently identified as one of the principal factors leading to the high cost of construction (Charles, Andrew, 1990). Research to date has tended to focus on the technical characteristics of handling costs on construction projects in the attainment of client objectives. There is little evidence in the published literature of a concern for the organizational, social and political problems that are essential in the controlling of construction costs and the ability of the project team to meet the client’s needs in terms of cost.

The performance can be measured by key pointers for assessment. The purpose of Key performance indicators (KPIs) are that clients want their projects delivered: on time, on budget, free from defects, efficiently, right first time, safely, by profitable Enterprises. So, Regular clients expect continuous improvement from their construction team to achieve year-on-year: reductions in project costs and time. In addition, the Key Performance Indicators (KPIs) can be used for benchmarking purposes, and will be a key element of any organization move towards achieving best practice (Peter, Eveyln, 2015).

Poverty is wide spread both in rural and urban areas while, rural poverty is causing urban immigration that is irritating the fundamental problems in urban areas. In addition, organizing and strengthening micro and small scale construction enterprises is required to be one of the solutions to address problems of urban and rural poverty. Micro and small scale construction enterprises in Ethiopia are considered carrying the nation to the strategic development growth and to create a lot of jobs, especially for the jobless youth. The core purpose of establishing and institutionalizing micro and small scale construction enterprises is therefore to eliminate poverty by adopting development and job creation (Gebrechristos, 2014).

Construction business is complex in its nature because ,it contains large number of Parties such as clients, contractors, consultants, stakeholders, shareholders and regulators .The performance of the construction industry is affected by national economies (Navon, 2005) .

Conflict management strategies like any other aspects of human development have been considered as constructive and destructive. The existence of conflict will be regarded as a sign that something had going incorrect it desired. A manager must thus identify potential sources of conflict and analyze thoroughly the various cases of such conflict and method style to manage it for organizational benefit. (Homid,Ahmad, July 2005).

At all from the view of the literatures above, they do not have any idea on the policy that use in a phase of the construction in order to protect the conflict raise among the members of MSSE and also claim on the project. Using contract law in the project work is not such much known. In addition to keeping the quality, time and cost of the project care must be given to MSSE to form a balanced interest of stakeholders (client and MSSE).There may be price escalation in project work which fall the micro and small scale construction enterprises into loss.In order to protect this loss the construction law which consist general and specific law will be applied at all phase of construction. These general and specific law provide the right and rule they obey in order to limit individual interest which result in conflict.

Concept of Micro, Small and Medium Enterprises is different in Various Countries: The lack of a formal means of defining micro and small scale construction enterprise has led to wide-ranging approaches by Managements and other organizations in different countries.

Defining the MSSE sector, and particularly small businesses, is fairly difficult, as there are changes in what is appropriate to describe as “small” in different businesses. The main criteria that predominate to define the MSSE sector are the number of employees, turnover and the balance sheet total. The new European Union (EU) definition for micro-, small- and medium-sized enterprises is shown below.

**Table 2.1 The new European Union definitions for micro-, small- and medium-sized enterprises**

Criterion	Micro	Small	Medium
Maximum number of employees	9	49	250
Maximum annual turnover	2MillionEuros	10 Million Euros	50Million Euros
Maximum annual balance sheet total	2MillionEuros	5 Million Euros	43Million Euros

In the previous the definition of Micro and Small Enterprises was based on paid up capital only. An enterprise is categorized as micro if it’s paid up capital is less than or equal to Birr 20,000. Similarly, an enterprise is considered small when its paid up capital is less than or equal to Birr 500,000. However, this does not provide information on the size of jobs or number of employees in the MSSE. It also did not tell the size of the total asset for the MSSE and did not differentiate between manufacturing (industry) and services. Current definition considers human capital and asset as the main measures of micro and small enterprise to addresses the limitations of the old definition (Arega et al, 2016).

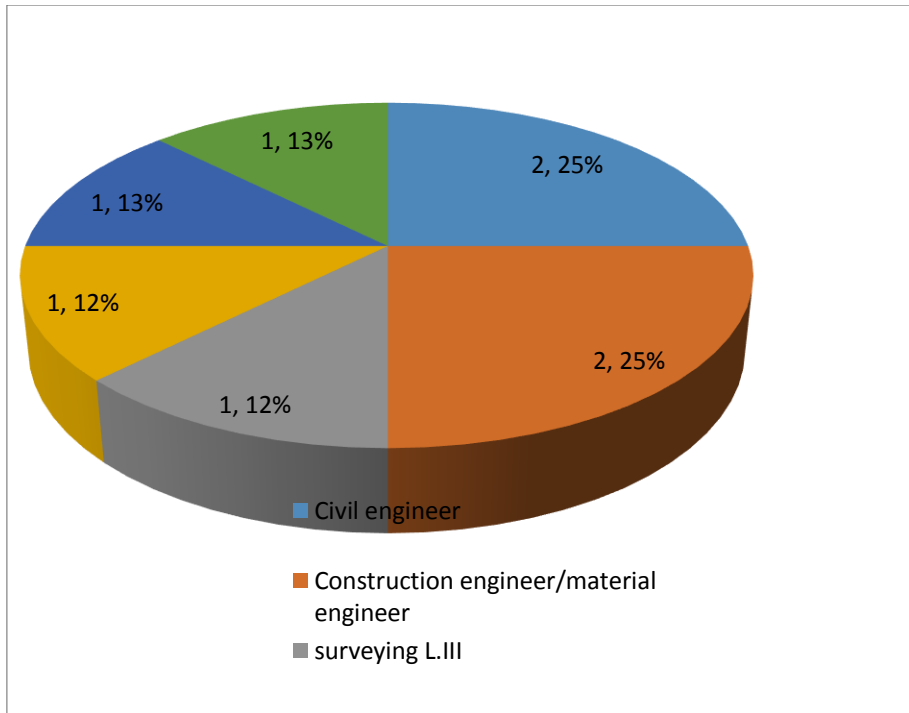
The importance of the micro and small scale enterprises sector in Ethiopia, particularly for the low- income, poor and women groups, is evident from their relatively large presence, share in employment and small capital requirement. These are sufficient reason for governments and other stakeholders in development to be interested in micro and small scale enterprises. However, in the context of many developing countries, countries in transition in particular including Ethiopia, MSSE are also seen as a developing private sector, creating the basis for private-sector-led growth.

In Ethiopia, at the level of strategy and policy, these roles of MSSE have received recognition (Gebrehiwot, 2006).

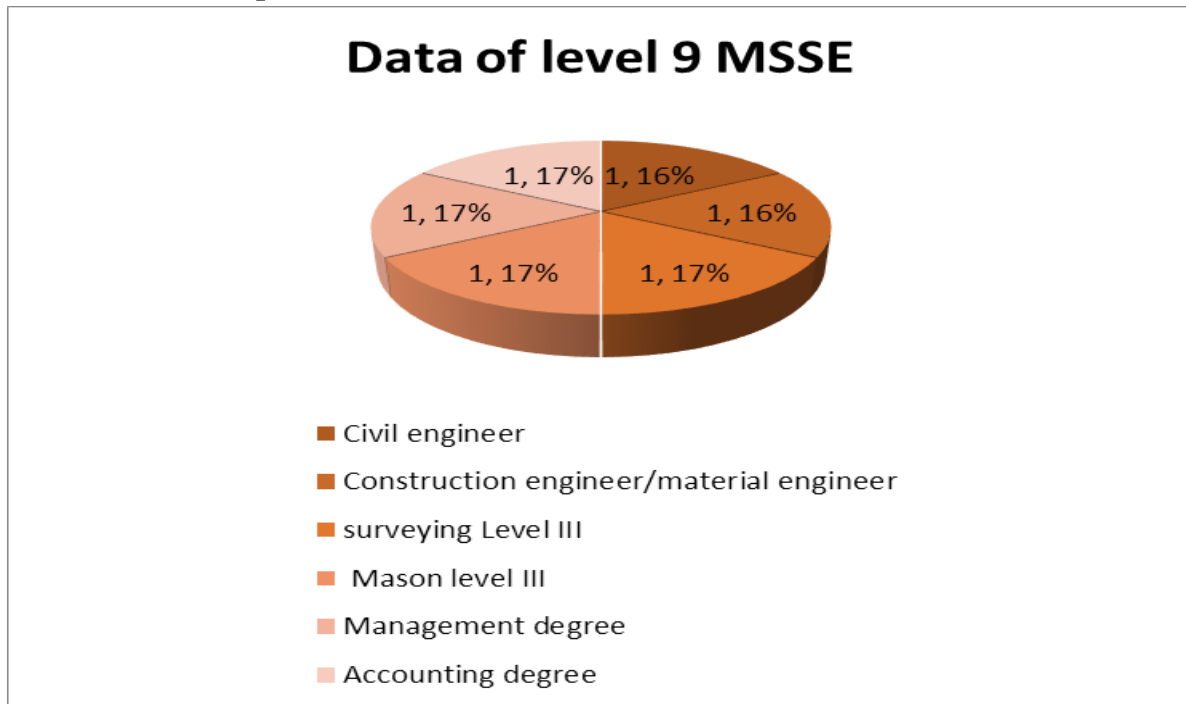
Now a day micro and small scale Construction enterprise team found on construction engineering consist of Civil engineer or material, construction engineer, hydraulic engineer, mason, surveying, management, accounting, and etc. The organization system of this team depends on educational level. The level given for them depends on the quantity and quality of the members required. For example, according to the rule laid in 2010 E.C by Federal Construction Authority, in order to say level 9 building, bridge and road contractor, it must consist of one civil engineer, one construction/hydraulic/material/ engineer, one mason, one surveying or road construction level III, one management and one accounting degree. Generally, level nine (9) license consist of six (6) members and level 8 Micro and small scale construction enterprises named as building, bridge and road contractor consists of 8(Eight) members and the consultancy group created for consulting these two type of contractor's work and consist of more than five professional persons from architecture, civil engineer or material, sanitary, electrician and etc.

**Table 2.2**The new Ethiopian definitions for micro and small scale Construction enterprises (Building, bridge and road contractor)

Required quality	Level 8	Level 9	Consultancy
	Required quantity	Required quantity	Required quantity
Civil engineer/Architecture	2	1	3 and above
Construction engineer/material engineer	2	1	1
Surveying/	1	1	
Mason	1	1	
Management degree	1	1	
Accounting degree	1	1	
BEI			<b>1</b>
<b>Minimum number of worker</b>	<b>8</b>	<b>6</b>	<b>5</b>
<b>Participate to the work of maximum budget up to</b>	<b>10 millions</b>	<b>5 million</b>	<b>7% of cost of the building they do</b>



**Figure 2.1 graphical representation of level eight licensed micro and small scale construction enterprise**



**Figure 2.2 graphical representation of level nine licensed micro and small scale construction enterprise**

Here the rule which govern the construction activities do not have the rule which enable the members of the micro and small scale construction Enterprise to share the benefit they obtain from the project they do based on the level of their education. Common rule and regulation is



not laid for governing micro and small scale construction enterprises found on construction of building, bridge and road projects. All micro and small scale construction enterprises group laid their own rules and regulation. Individual responsibility is not given to them by the rule laid by construction authority and micro and small scale enterprise sector's administration.

The existing rule did not put the criteria to be a manager in case of the Micro and small scale enterprises (MSSE) found on construction industries. Instead, the members of micro and small scale construction enterprise like to select talkative person rather than selecting on education level to be a manager or any person which has more money than other be a manager only because of he has a money. But, not every person can be a manager.

Conflict can continue even after the organization issue has been committed. What begins as a disagreement on a single opinion may end in common dislike because of our tendency to seek reliability in our attitudes. We want to see individuals as either entirely good or entirely bad when conflict is managed poorly or inappropriately, ideas and beliefs will result in anger, tension and worry.

Generally, the organizing system of micro and small scale construction enterprise from its base has a great problem on the performance of the project constructed by MSSE in a case of Buno Bedele Zone.

This study assesses the conflict management and enables to identify the causes of conflict to minimize the conflict rise among micro and small scale construction enterprises. It also deeply picks out the impacts of conflict between MSSE and finds out the methods and techniques used to solve this conflict and bring a good performance of the project with the success of both stakeholders.

## **2.2 Construction industry**

According to UN(1996) international standards Industrial Classification (ISIC), Rev.3, construction is defined generally as an economic activity directed to the creation, renovation, repair or extension of fixed assets in the form of buildings, land improvements of an engineering nature, and other such engineering constructions as road, bridge, dams and so on. The industry includes all activities of construction; irrespective of whether they are carried out by private or public construction firms and real estate companies are one of the firms (EEA, 2008).

Thus, Real estate means as land, including the air above and the ground below it and any building or structure on it. Because of the dynamic and project driven nature of construction industry a level of conflict can be anticipated. Gardiner and Simmon's (1992) research identified that conflict occurred at all stage in the construction process.

### **2.3 Definition of conflict**

Conflict may be defined as a fight or competition between persons with opposing needs, ideas, beliefs, values, or goals.

Conflict is unavoidable in organizations, but it is significant that leaders encourage opportunities for employees to study to manage conflict effectively. This is particularly important in the construction engineering over the past 50 years, seminal research has been conducted on the subject of conflict management within organizations. Some of the research from the 1960s studied conflict management from the basic viewpoint that it involved mismatches between people who worked together in teams (Greer, Jehn & Mannix, 2008). Another significant growth in conflict management research came in the late 1960s, when (Pondy, 1967) concluded that conflict in the workplace is periodic and comes in cycles as people interact with each other. Pondy also appealed that conflict in the workplace was caring because of its interrupted nature.

There was no major damage that happened to individuals within organizations or to the organizations because of the conflict that occurred. In later years; however, with changes in the research regarding conflict management, Pondy changed some of his conclusions concerning what he viewed as the thoughtful nature of conflict (Dreu, 2008). No longer was conflict believed to be gentle. Instead, Pondy and other researcher's distinguished conflict could cause problems for organizations because of the exchanges and changes in thinking that resulted.

Therefore; conflict management as a team includes many singularities with a broader reference to processes such as conflict control, conflict escalation, conflict settlement, conflict resolution, conflict transformation, conflict prevention, creation of conflicts, prevention of solution etc. Conflict management is the "sunshade name" of the whole discipline dealing with conflict, its causes, symptoms, dynamics and solutions.

## **2.4 Flora of conflict management**

Scholars claimed that “There has been increasing wrongness in defining the concept of conflict management”. The term has been given a far higher meaning than it justifies factually it has been understood to mean the control or holdup of a conflict management are connected with conflicting the concepts of “management” to the control and settlement of conflict.

As a result some scholars have documented the restriction of the concept of conflict management and required other concepts to express broader processes and other sizes several new ideas have been recommended to fill the gap in its attitude such conflict resolution a more compressive idea which implies that the deep rooted sources of conflicts are addressed and resolved and conflict transformation which takes the conflict beyond conflict resolution & implies a deep modification in the parts and their relations and in the situation that shaped the conflict.

Conflict can lead to competition, innovation and creativity. In such situation conflict requirement to be encourage on other hand where conflicts destructive in nature it should be resolved as soon as possible. The challenge for managers is to select a suitable conflict management style which is appropriate to the situation and the individual challenging. A manager must thus recognize potential sources of conflict and analyze thoroughly the various cases of such conflict and device style to manage it for organizational benefit. (Homod,Ahmed,Azem vol 7, July 2005).

There are various researchers who have identified various techniques in dealing with conflict between two or more individuals or groups with the organization. Some of the most commonly exercised styles for dealing with and reducing the impact of organizational conflict. (Prise oil,Jerome Delli, 2003).

The choice of an appropriate conflict management style depends to great degree on the situation and the goals of the conflict parties. Whenever individuals attempt to manage conflict they tend to adopt one of the five conflict management styles each with its own objectives, behaviors, rationales and possible outcomes. Here styles reflect different levels importance on confidence and cooperativeness.

## 2.5 Procedure of conflict management style

The challenge for managers is to select a suitable conflict management styles w/c is appreciate to the situation and the individuals involved. A manager must thus recognize potential sources of conflict and analyze thoroughly the various causes of such conflict and devise styles to manage it for organizational benefits.

There are various researches that have identified various techniques in dealing with conflict b/n two or more individuals or groups within the organizations. Some of the most commonly exercised styles for dealing with in the reducing the impact of organizational conflict are discussed in the following section. These styles reflect different levels of emphasis on assertiveness and cooperativeness.

Conflict management styles are often designated as five basic styles, avoidance, competition, compromise, accommodation and collaboration.

**Avoiding** “no winners; no loses” many individuals have difficulty dealing with conflict. The uncertainty involved can lead to uncomfortable feeling of mind.

**Competing –I win, you lose** Competing is also called contending or dominating. It is assertive and uncooperative. Individual follows his\her own concerns at the other individual’s cost. This is a power oriented made in which one users whatever power seems appropriate to wine one’s own position.

**Compromising** –you bend, I bend is a useful style when conflicting parties have relatively equal power so that no one party can force its viewpoints. On the other and the only solution is to compromise if the problems are complex and many faced and the time is limited to solve them, then it might be in the interest of conflicting parties to reach a compromise.

**Accommodating** “I lose, you win” is the opposite of competing when accommodating an individual neglects his\her own concerns. To satisfy the concerns of the other person. There is an element of selflessness in this style.

**Collaborating-** “I win, you win” is also called problem solving and integrating. It is both assertive and supportive. This is the opposite of avoiding.

## **2.6 Basis for conflict**

The main causes of conflict are; less pay wage and salary; is the first income of employees. Women's needs are many to leave, to fulfill is needs sufficient amount of money. When the money paid monthly or weekly cannot fulfill his basic needs. The workers forced to ask increment of salary. May an organization have no capacity to pay at moment of the conflict rises? Poor management of an organization; a good leader always prior his subordinates from other resources. Human reserves are not easily replaced as other resources like money. A management always inspects the procedure of work and the cause of conflicts and its perspective solution.

## **2.7 Range of conflict management**

Managing conflict in the organizations of Micro and small scale construction enterprises in construction project

- Conflict resolution techniques.
- Formulation of policy.
- Intergroup behavior and conflict management.
- Understanding organizational conflict.
- Nature of organizational conflict management.
- Feelings and magnitude of group conflict

Determination of conflict and organizational performance.

- Determination of cause of organizational conflict.
- Determination of the conflict process and analyzes the conflict process.

## **2.8 Variety and Productive Conflict to improve decisions**

Similar group communicate more successfully and they are more agreements than dissimilar groups. When group members come from similar backgrounds there is usually interchange participation and opens and greater interpersonal attractions.

Diversity can be used give advantage of sharing experience on construction activity, develop work interest, competition among other group and etc.

However, when it simulates it construct conflict in a decisions making group. Productive conflict enhances outcomes by exposing members to a broader variety of ideas, forcing them to consider alternative ideas and encouraging them to carefully analysis each idea.

Because of constructive conflict can improve group decision making a group leaders are encouraged to consider a variety of ways to stimulate constructive conflict, such as expressing their opinions and uncertainties, activity asking the viewpoints of other representing a willingness to change their own locations, criticizing the discussion and satisfying members for independent thinking.

## CHAPTER THREE METHODOLOGY

### 3.1. Study area

This research was conducted on Assessment of conflict management in construction project enterprises in case of Buno Bedele Zone, Oromia regional state. Bedele is a capital city of Buno Bedele Zone and found in south western Ethiopia 487kms far from Addis Ababa, Ethiopia. Bedele is one of the woredas of Buno Bedele Zone in the Oromia region of Ethiopia and bordered on the south by Gechiworeda, on south west by chora, on the west by Dega, on the north east by the Didesa river which separate it from MisraqWelega Zone. Bedele town has a longitude and latitude of  $8^{\circ}27'N$   $36^{\circ}21'E$  and an elevation between **2012-2162** meters above mean sea level (MSL).

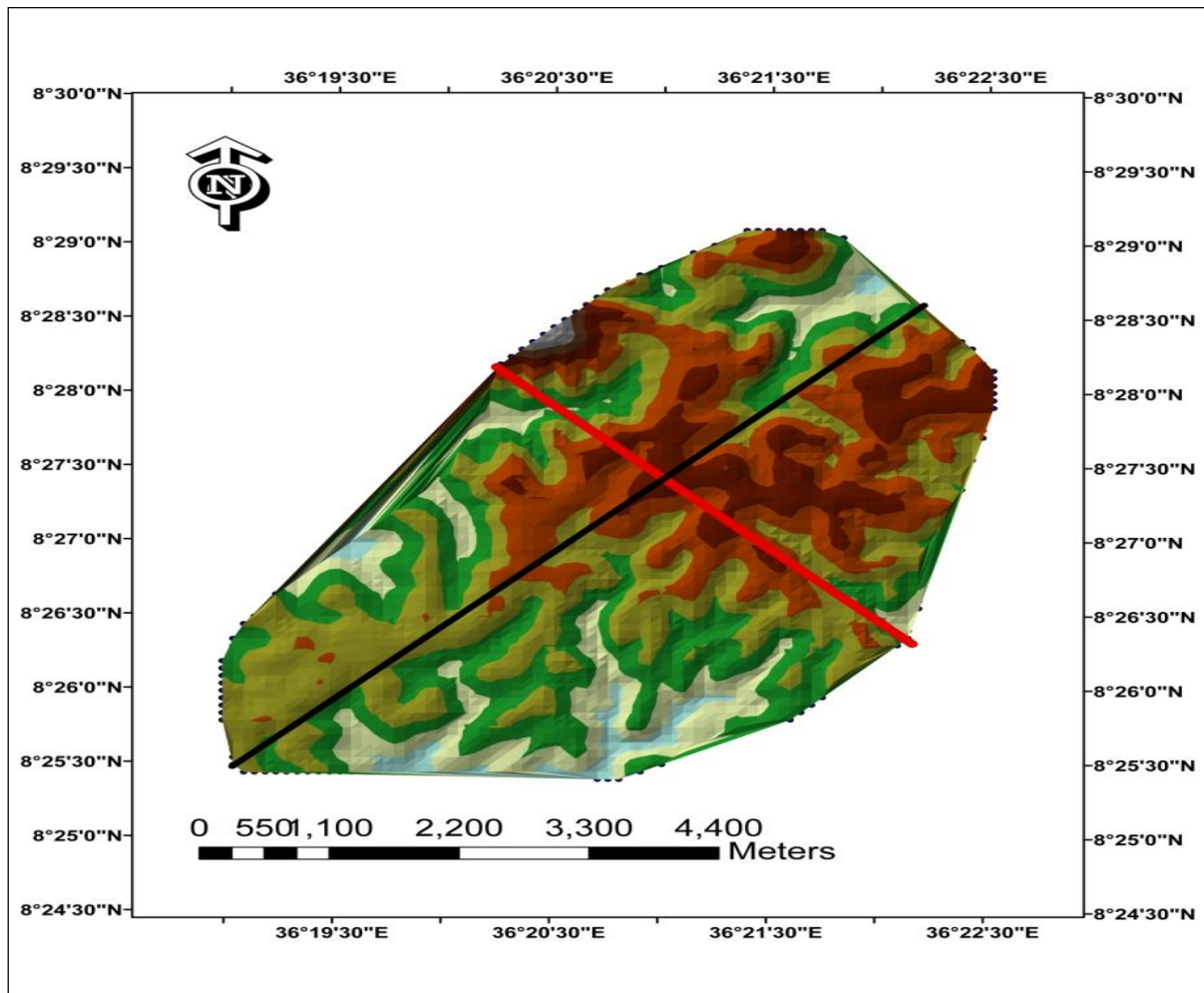
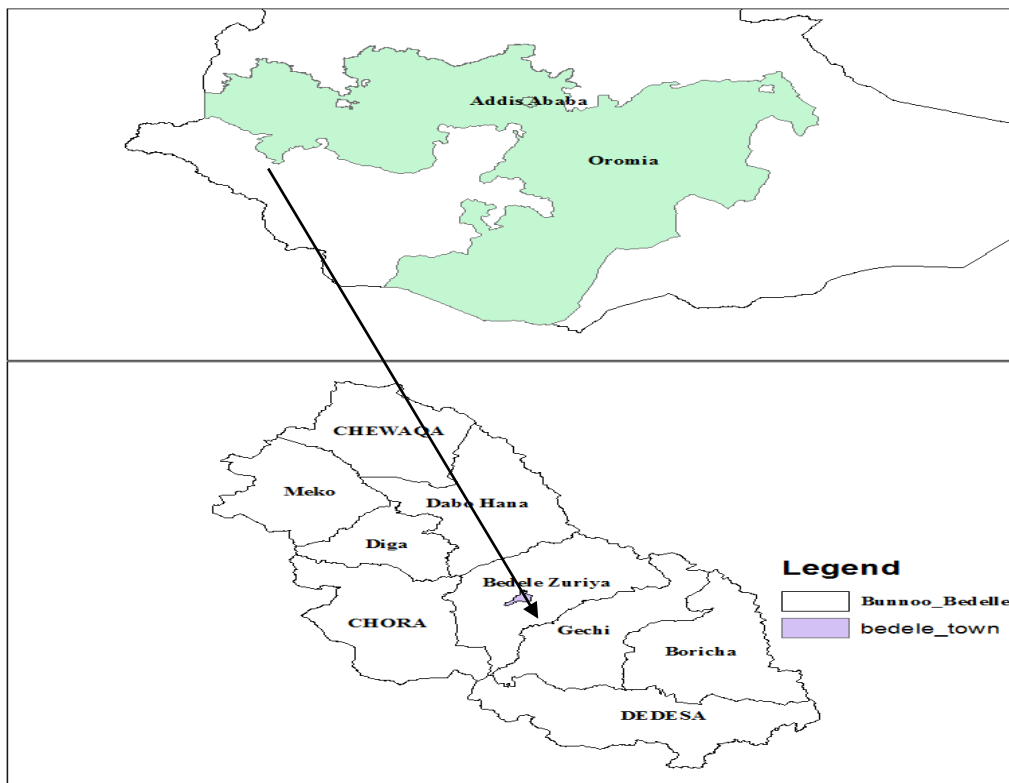


Figure 3. 1. Map of Buno Bedele Zone



**Figure 3.2 Topographic Features of surrounding Bedele Town**

### 3.2. Research design

The type of this research design was descriptive research designs. The reasons behind of having those types of design was carried out until the problem was achieved in performing the objectives, it was described what exists with respect to variables were taken in order to determine or predict what to be occurred and this research used secondary data sources and a variety of primary documentary evidence such as official records from micro and small scale construction enterprises and construction authority sectors offices in Buno Bedele Zone and background information from the clients of the project who seen a problem on project performance due to conflict formed in MSSE.



### 3.3 Study period

This research was carried out within eight months starting from June, 2020 and finalized in February, 2021.

### 3.4. Study variables

#### 3.4.1. Dependent Variables

- MSSE Conflict Management

#### 3.3.2 Independent variables

- ✚ Organization
- ✚ Price
- ✚ Lack of policy
- ✚ Resource management
- ✚ Performance
- ✚ Resolution strategy

### 3.5. Target Population of the study

Sample is a portion of overall population having uniform/the same character. Sampling is taking confident limited amount from massive population to test/examine for generalization of the total population character. In Buno Bedele Zone, the overall population of Micro and small scale construction project enterprise found on construction of building, bridge and road project are sixty five (65) in number of senior group up to current date.

### 3.6 Sampling procedures and sample size determination

In this study the sample was taken from a population of existing micro and small scale construction enterprise in Buno Bedele Zone.

$$SS = Z^2 * P * \left(\frac{1-P}{C^2}\right)$$

SS = Sample Size

Z = Z-value (1.645 for a 90 percent confidence level)

P = Percentage of population picking a choice, expressed as decimal (50%=0.5)

C = Confidence interval, expressed as decimal (e.g., .015= +/- 15 percentage point.

$$Ss=1.645^2 * .5*(1-.5)/.15^2$$

$$\underline{Ss=30}$$

$$\text{New SS} = \frac{\text{SS}}{1 + (\text{SS} - 1)/\text{pop}}$$

$$\text{New SS} = \frac{30}{1 + (29/65)}$$

$$\text{New SS} = \underline{\underline{21}}$$

For these study, 21group were purposively selected samples, the questionnaires was given in order to collect the required information or data.

### **3.7 Sources of Data**

Data could be categorized in to two depending on the source. Concerning the primary data the information was collected through questionnaire from MSSE group members. On the other hand the secondary data was collected from detailed interview with the leader of MSSE and BBKA sectors and it was composed from the analysis of the documents those associated to the study objective such as profile, the enterprise–client contract and other documents (i.e. records and client satisfaction survey findings)

### **3.8 Data collection procedure**

The data collected from government authority and literatures, secondary data and primary data was stored. Data collectors have to be trained well in case of field data collection. In order to make guaranteed the reliable data was developed from relevant body. The formal procedure of asking data letter from university send to the office by the researcher. Data collected from relevant groups was checked and secured.

### **3.9 Data presentation and Analysis**

These records have to categorized and well-ordered according to their type. The collected data was recorded and analyzed using Microsoft word and SPSS software’s respectively after oral discussion with the related authority responsible to take an action for improving the growth of Micro and small scale enterprises on construction project.

The study for this research was completed within six month from May 30, 2020 to October 30, 2020. In this period data was collected from the sources, analyzed, and discussed depending on the standards, guideline and the outputs of other literatures.

The main software used to analyze the data were:-

- ✓ SPSS and Microsoft excel for data analysis
- ✓ Microsoft word for recording all necessary information
- ✓ ArcGIS was used to indicate the map of study area.

The finding of the research study was presented as MSc thesis for School of graduate studies Department of civil engineering Masters of construction engineering and management and defended for the internal and external examiners' and other attendant of the presentation.

Furthermore the modified document by considering the both examiners and others comments will disseminated for publication to different designated journals.

### **3.10 Validity and Reliability**

Validity is the most unselfish ordinary and designates the step to which an instrument measures what it is make-believe to measure. It can also be expected of as usefulness. According to (Kothari, 2004) validity is the degree to which variances originate with a gauging tool mirror factual changes amongst those being tested. Its determination is primarily judgmental and intuitive; there is no mathematical way to express it.

Based on this, the student researcher integrates response of the research consultant in converting the instrument.

### **3.11. Data quality assurance**

The study data was collected very imperatively to get appropriate results for the study. To achieve these objectives, standard working time of target respondents was considered, all the research questions to be answered by the target respondents was prepared in simple and clear ways and finally, the eagerness of the respondents to answer all questions presented to them and their collaboration to the study was checked out.

### **3.12. Ethical considerations**

The ethical considerations, approval, and clearance were obtained from Jimma University, Jimma institute of Technology (JiT), postgraduate and research program office. Before starting the data collection process, first culture of the informants and verbal consents was ensured by the researcher. After ensuring all parameters, the data collection procedure was commenced.

## CHAPTER FOUR

### RESULTS AND DISCUSSIONS

This chapter deals with results and discussion of records which were collected for assessment from members of micro and small scale construction enterprises through questionnaires and work executor of Buno Bedele Zone construction Authority and micro and small scale construction enterprises sector and also from consultancy team created to supervise every construction activity in Buno Bedele Zone through interviews and document analysis.

In this study, members of micro and small scale construction enterprises are interested to have a job in order to live and reduce poverty in the life of their family and support the growth of their country. The rule and regulation laid in 2010 E.C, for constructing micro and small scale construction enterprises group or team on construction of Building, Bridge and Road contractor did not put the comfort and clear condition for the success of these teams at all.

In Buno Bedele Zone, the rule which govern the construction activities do not have the rule which enable the members of micro and small scale construction enterprise (MSSE) to share the benefit they obtain from the project they do based on the level of their education. All micro and small scale construction enterprises group in this Zone as a group has their own rule. Based on the level of their education, individual responsibility is not given to them by the rule of top management. The existing rule did not put the criteria to be a manager in case of the Micro and small scale enterprises (MSSE) in construction project.

There is no specified criteria that enhance to select manager, cashier and different necessary assignments from the group members given from top management i.e. there is a poor assignment of resources.

Instead, the members of micro and small scale construction enterprise make every talkative person rather than selecting on education level to be a manager. Sometimes it related with politics.

But, not every person can be a manager. The structure of an organization system was not defined and revised. In some work units the members paid without work (they can do whatever they want at other place during the construction work), that means they do not have care about work, usually, carelessness was found in individual members.

However, in other areas lightly work load on the manager of micro and small scale construction enterprises who has a responsibility to the work equal with them on exercising activities. But, at the end of the project work, they raise the idea that is to share the benefit gained from the work equally. This makes partiality among the group members and existence of Poor organizational structure in Micro and small scale construction enterprises (MSSE) results in conflict.

Questionnaires were distributed to 21 groups of micro and small scale construction enterprises and the interviews were conducted to 2 managers of MSSE and Construction authority sectors and two group of consultancy team formed to supervise construction activity in Buno Bedele Zone. The total questionnaire distributed were properly filled, returned and analyzed with proper discussion by grouping into four main parts based on the specific objective of the study. The first, second and third parts of the analyzed data were general information on MSSE, cause of conflict in MSSE, impact of conflict of MSSE and techniques of minimizing conflict in micro and small scale construction enterprises found on construction of building, bridge and road projects.

#### 4.1 Demographic Characteristics of Respondents

The respondents of the questionnaire were members of micro and small scale construction enterprises grouped by a principles laid to reduce poverty in 2010 E.C and an interview were conducted face to face with work executor of two sectors of government office (MSSE and BBKA) sectors and also done with consultancy team formed to supervise construction activity.

**Table 4.1 Response rate of the questionnaire**

Respondents	Questionnaire			
	Distributed	Returned	Valid	Valid among distributed in percentage
MSSE	21	21	21	100%

Table 4.1 indicates that the response rate for the questionnaire survey for members of micro and small scale construction enterprises is 100%. According to Research done by (Sekaran, 2001), a response rate of 30% is acceptable for different type of studies.

Therefore, as the response rate of this study is more than what is referred and the response rate was considered adequate for the study.

**Table 4.2 Respondents Enterprise level**

<i>Responses</i>				
	<b>Number of MSSE on construction of BBRC</b>	<b>Amount in Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
level 9	9	42.9	42.9	42.9
level 8	10	47.6	47.6	90.5
other	2	9.5	9.5	100.0
Total no of BBRC	21	100.0	100.0	

As presented in table 4.2 of question 1.1, 9(42.9%), of the respondents have level 9 contractor license, 10(47.6%) have level 8 contractor license and other two group have out of these two level permission of work. These shows that the number respondents of level 8 licensed MSSE exceed the other in quantity.

**Table 4.3 Respondents idea on performance of MSSE work on time and required quality**

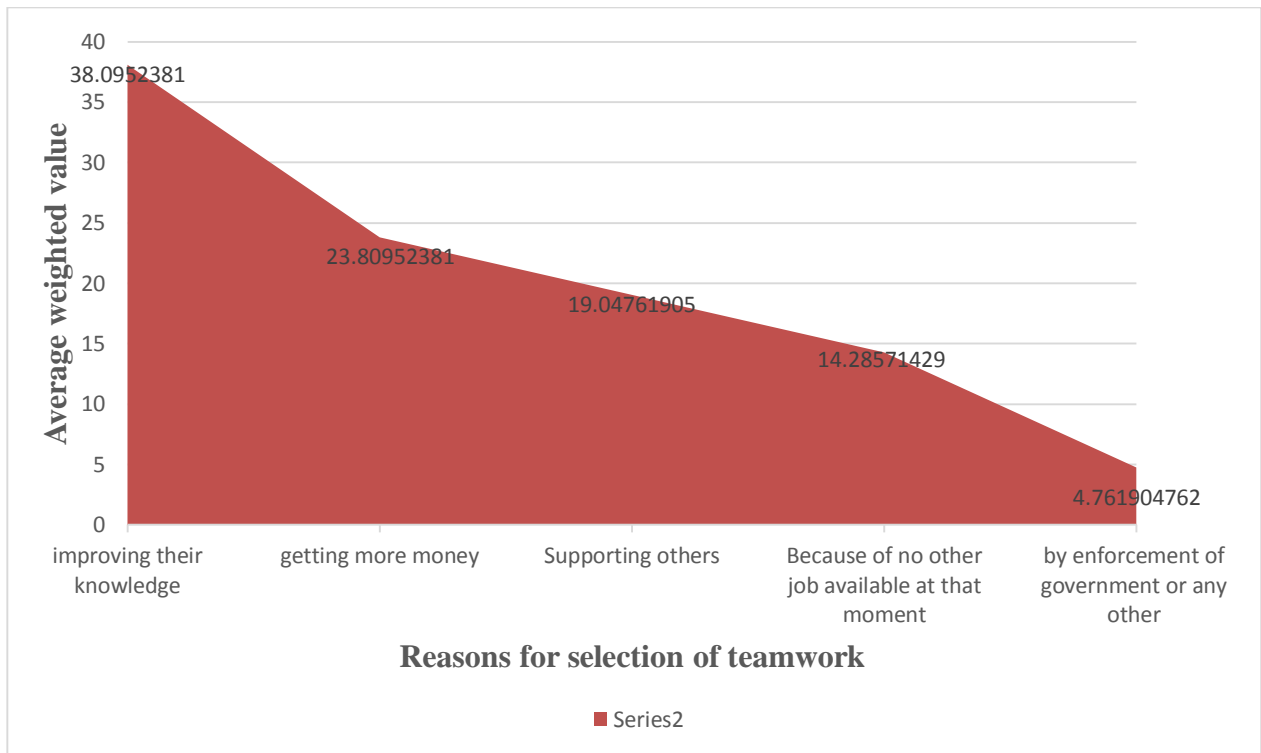
<b>Question</b>	<b>Answer</b>	<b>Number of MSSE on construction of BBRC</b>	<b>Amount in Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Is MSSE finish their project work in a given time with required quality at all?	Yes	3	14.3	14.3	14.3
	No	18	85.7	85.7	100.0
	Total	21	100.0	100.0	

As indicated in table 4.3 of item 1.2, 3(14.3%), of respondents said that “Micro and small scale construction enterprise in construction of building, road and bridge perform their work as a required quality in a given duration at all”. In the other hand, 18(85.7%) of the responds said that “Micro and small scale construction enterprise in construction of building, road and bridge do not perform their work as a required quality in a given duration at all”. This clearly shows that there were obstacles that disabled the performance of MSSE in construction of building, road and bridge and a given project did not performed with the required quality in a given duration at all in Buno Bedele Zone.

**Table 4.4**The rank of selection criteria of team work of MSSE

<b>Reasons of choosing working in team</b>	<b>weighted average method</b>	<b>Rank</b>
Improving their knowledge	4.57	1
Getting more money	4.47	2
supporting others	4.33	3
Because of no other work available at that moment	4.28	4
By enforcement of government or any other	4.04	5

From the table above the respondents choose working in a team because of improving their knowledge, getting more money, supporting others, because of no office work available at that moment and etc. From the listed reasons, improving their knowledge is the major selection criteria of working in a team of MSSE found in Buno Bedele Zone.



**Figure 4.1 graphical representation of reason of respondents for making their choice working in a team**

As displayed in the graph, the respondents’ chosen working in a team because of different reasons and such reasons represented in graph above. Where 38%,24%,19%,14% and 5% represents, improving their knowledge, getting more money, Supporting others, Because of no other job available at that moment and by enforcement of government or any other respectively.

From the result of above graph, improving knowledge was taken as a major criteria of choosing working in a team than none availability of other job at the required time, getting more money and supporting other peoples in Buno Bedele Zone.



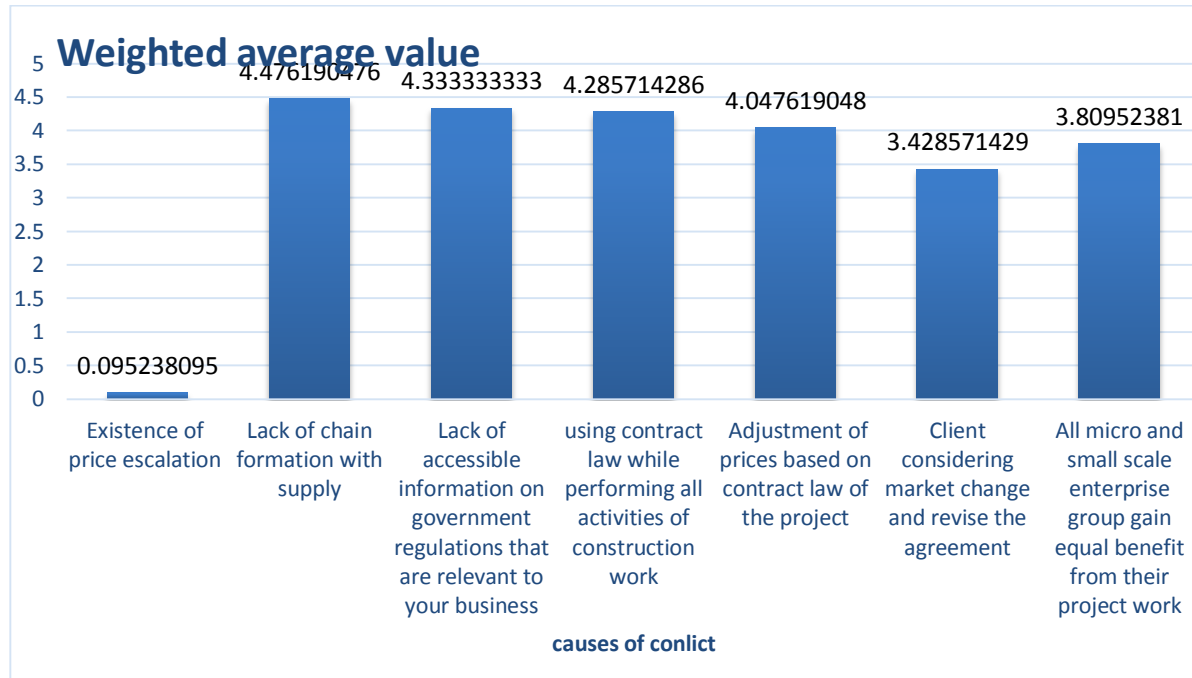
#### 4.2 Causes of Conflict in MSSE

From analysis, we conclude that Existence of price escalation (66.7%), Lack of chain formation with supply (81%) Lack of accessible information on government regulations that were relevant to a business (66.7%),lack of using contract law while performing all activities of construction work (61.9%),lack of adjustment of prices based on contract law of the project(61.9%),lack of Client consideration of market change and revise the agreement (52.4%), sharing of equal benefit of all micro and small scale enterprise group from their project work (57.1%) were a major causes of conflict among micro and small scale Construction Enterprises in the highest level and all the respondents were strongly agreed up on these causes of conflict in Buno Bedele Zone.

**Table 4.5 Ranking of causes of conflict in MSSE of Buno Bedele Zone**

<b>CAUSES OF CONFLICT IN MSSE OF CONSTRUCTION ENTERPRISE</b>	<b>Weighted average method</b>	<b>Rank</b>
1. Existence of price escalation	0.095	7
2. Lack of chain formation with supply	4.47	1
3. Lack of accessible information on government regulations that are relevant to your business	4.33	2
4. Absence of using contract law while performing all activities of construction work	4.28	3
5. Lack of adjustment of prices based on contract law of the project	4.02	4
6. Absence of Client considering market change and revise the agreement	3.42	6
7. Absence of gaining equal benefit from their project work	3.8	5

As analysed above the seven listed factors were causes of conflict and resulted impact on the project given for MSSE on construction project. Among these factors, lack of chain formation with supply is a major cause of conflict in MSSE found on the construction project.



**Figure 4.2 Graphical representation of levels of idea of respondents on major factors that causing conflict in micro and small enterprises in construction project (weighted average value Vs causes of conflicts)**

According to data gathered from respondents, these all factors were identified as causes of conflict in micro and small scale construction enterprise. From the analysed result, the degree of their effect on resulting conflict was exceeded each other. Among these causes of conflict, lack of chain formation with supply was the major causes of conflict in MSSE in Buno Bedele zone.

Generally from this graph we enable to take the order of average of causes of conflict from highest level to lowest level in MSSE and conclude that, Lack of chain formation with supply, Lack of accessible information on government regulations that were relevant to a business, lack of using contract law while performing all activities of construction work, lack of adjustment of prices based on contract law of the project, lack of Client consideration of market change and revise the agreement, lack sharing equal benefit of all micro and small scale enterprise group from their project work and existence of price escalation were a major causes of conflict

from highest level to lowest level among micro and small scale Construction Enterprises in Buno Bedele Zone.

### 4.3 Impact of Conflict in MSSE

As analyzed (4.8%), respondent said that “Individual loss was not decided as impact of conflict in MSSE construction Enterprises. (4.8%) and (90.5%) of the respondents agreed and strongly agreed respectively as individual loss of the members of MSSE was an impact of their conflict while performing the construction work or project. (4.8%), respondent disagreed as liquidated damage was impact of conflict in MSSE of construction, (4.8%), respondent said that “Liquidated damage was not decided as impact of conflict in MSSE construction Enterprises. (19%) and (71.4%) of the respondents agreed and strongly agreed respectively as liquidated damage of the members of MSSE was an impact of their conflict while performing the construction work or project. (4.8%), respondent said that “Separation among each member was not decided as impact of conflict in MSSE construction Enterprises. (28.6%), of the respondents agreed as Separation among each member was an impact of their conflict while performing the construction work or project. In other words, (66.7%) of the respondents strongly agreed as the impact of conflict in MSSE cause individual loss. (4.8%), respondent strongly disagreed as lack of interest of team work was not resulted from impact of conflict in MSSE construction enterprises. (9.5%), of the respondents agreed as lack of interest of team work of the members of MSSE was an impact of their conflict while performing the construction work or project. In other words, (85.7%) of the respondents strongly agreed as the impact of conflict in MSSE cause lack of interest of team work. (4.8%), respondent said that “Poor performance was not decided as impact of conflict in MSSE construction enterprises. (4.8%), respondent disagreed as Poor performance of the members of MSSE was an impact of their conflict while performing the construction work or project. In other words, (14.3%) and (76.2%) of the respondents agreed and strongly agreed respectively as the impact of conflict in MSSE cause Poor performance.(4.8%), respondent said that “Increasing poverty was not decided as impact of conflict in MSSE construction Enterprises”. (4.8%), of the respondents strongly disagreed as increasing poverty was an impact of their conflict while performing the construction work or project. In other words, (14.3%) and (76.2%) of the respondents agreed and strongly agreed respectively as the impact of conflict in MSSE cause Poor performance. 1(4.8%), respondents said that “Affecting the strategy of government on

formation of entrepreneurship was not decided as impact of conflict in MSSE construction Enterprises.

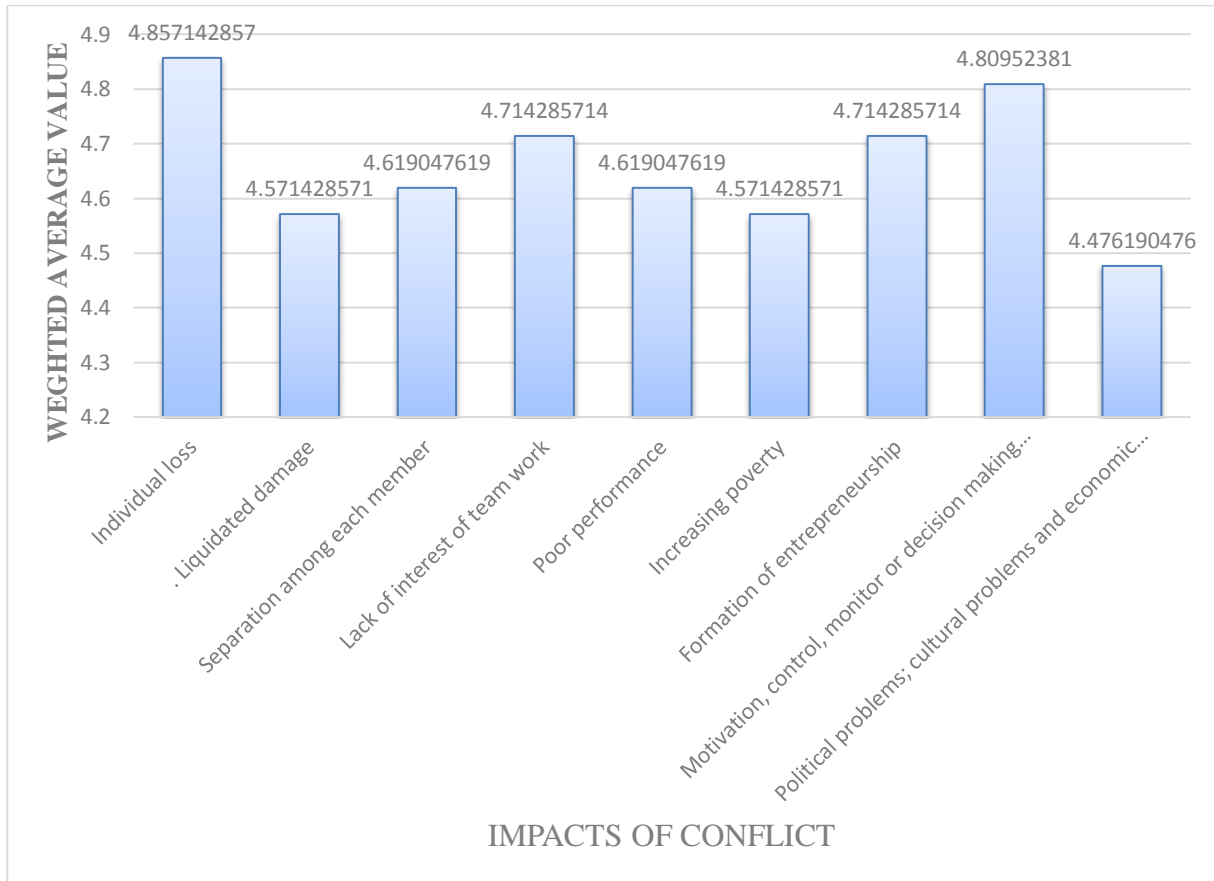
4(19%), of the respondents agreed as Affecting the strategy of government on formation of entrepreneurship was an impact of their conflict while performing the construction work or project. In other words, (76.2%) of the respondents strongly agreed as the impact of conflict in MSSE Affecting the strategy of government on formation of entrepreneurship. (4.8%), respondent said that “Political problems; cultural problems and Economic conditions was not decided as impact of conflict in MSSE construction Enterprises.(4.8%), respondent disagreed as political problems; cultural problems and economic conditions was an impact of their conflict while performing the construction work or project. In other words, (19%) and (66.7%) of the respondents agreed and strongly agreed respectively as the impact of conflict in MSSE cause political problems; cultural problems and economic conditions. (19%), and (81%), of the respondents agreed and strongly agreed respectively as absence of motivation, control, monitor or decision making systems of the members of MSSE is an impact of conflict of MSSE while performing the construction work or project.

From these we conclude that, when the degree of conflict in MSSE construction enterprises growth, its impact were loss of what they want to handling from their activity, liquidated damage, Separation among each member, Lack of interest of team work, Poor performance of work of the project, Affecting the strategy of government on formation of entrepreneurship, political problems; cultural problems and economic conditions and absence of motivation, control, monitor or decision making systems.

**Table 4.6 Ranking of impacts of conflict in MSSE**

<b>Impact of conflict in MSSE</b>	<b>weighted average method</b>	<b>Rank</b>
1. Individual loss	4.85	7
2. Liquidated damage	4.57	1
3. Separation among each member	4.619	2
4. Lack of interest of team work	4.71	3
5. Poor performance	4.619	4
6. Increasing poverty	4.57	6
7.Lack of awareness on Formation of entrepreneurship	4.71	5
8.Reduction of knowledge of Motivation, control,monitoror decision-making systems	4.8	2
9.Political problems;	4.47	9

The above result show as Individual loss is the major impact of conflict among micro and small scale construction enterprises and the others, motivation, control,monitoror decision making systems, Affecting the strategy of government on formation of entrepreneurship and lack of interest of team work, poor performance, separation among each members, increasing poverty, liquidated damage and political problems ,cultural problems and economic problems were the major problems follow individual loss in MSSE found in Buno Bedele Zone.



**Figure 4.3 Graphical representation of level of idea of respondents on statements (impacts) of conflict in micro and small scale construction enterprises (Weighted average vs impacts of conflict among MSSE)**

From the above graph, individual loss, motivation, control, monitor or decision making systems, lack of interest of team work, formation of entrepreneurship, poor performance, separation among each member, increasing poverty, liquidated damage and Political problems; cultural problems and economic conditions were highest to lowest level of impacts of conflict in micro and small scale construction enterprises in Buno Bedele Zone. From these we conclude that, the respondents strongly agreed on the idea, when the degree of conflict in MSSE construction enterprises growth, its impact were loss of what they want to handling from their activity, liquidated damage, Separation among each member, Lack of interest of team work, Poor performance of work of the project, Affecting the strategy of government on formation of entrepreneurship, political problems; cultural problems and economic conditions and

absence of motivation, control, monitor or decision making systems and also we enable to say that individual loss was the most impact of conflict in MSSE found on the highest level .

#### 4.4 Techniques of Minimizing Conflict

**Table 4.7 Conflict management style in MSSE construction enterprises**

Method of conflict resolving among MSSE	Number of MSSE in Buno Bedele Zone	Percent	Valid Percent	Cumulative Percent
Collaborating	20	95.2	95.2	95.2
Avoiding	1	4.8	4.8	100.0
Total	21	100.0	100.0	

As indicated in the above 20(95.2%), of the respondents said that “Collaborating style is the most important technique used to solve the conflict in MSSE in Construction Enterprises.1(4.8%),of the respondents selected avoiding style because of poor communication and separation due to hard disturbance of the members found, so no one need fighting the other. So, in order to protect themselves from hard fighting they avoid managing this conflict.

From the respondents idea we enable to conclude collaborating techniques will be the most used style of minimizing conflict and enhance the growth individuals found in MSSE of construction Enterprises in Buno Bedele Zone.

**Table 4.8 extent of construction authority and MSSE office sectors in performing construction principles in minimizing conflict among Micro and Small Scale Construction project enterprise**

Level of performance of principle of construction by BBKA and MSSE sector	Number of MSSE	Percent of MSSE	Valid Percent	Cumulative Percent
High	2	9.5	9.5	9.5
Medium	15	71.4	71.4	81.0
Low	4	19.0	19.0	100.0
Total	21	100.0	100.0	

From Analysis, (9.5%) of the respondents said that “Construction authority and MSSE office sectors were highly change the government principles related to construction project regarding with MSSE into practice and protect the creation of conflict among micro and small scale construction enterprises or the performance of principles of construction principles were high in minimizing conflict among Micro and Small Scale Construction project enterprise,(71.4%) of the respondents said “Construction authority and MSSE office sectors were found on medium level in performance of principles of construction to minimize conflict among Micro and Small Scale Construction project enterprise.(19%) of the responds said “Construction authority and MSSE office sector’s performance of principles of construction were low and not enhance minimizing conflict among Micro and Small Scale Construction project enterprise. Generally, from the idea of the respondents, construction and MSSE sectors found on medium level for performing the principles that enhance the construction activities to reduce or minimize the conflict raised in MSSE members in Buno

From the respondents idea, (33.3%) of them said that “using contract law in construction project given for MSSE construction enterprises were found useless in current work time in Buno Bedele zone,(38.1%) of the respondents said that “contract law is not such much used to minimize the conflict formed in Buno Bedele Zone,(4.8%) respondent idea support as contract law was used in very much in Buno Bedele Zone, (14.3%) of the respondent talked as contract law were used as a good manner and (9.5%) of the respondents gives the idea that said “using contract law in construction project given for MSSE construction enterprises were found in high level in current work time, (66.7%) respondent idea support as Provision of government policy was not much use in Buno Bedele Zone, (9.5%) and (23.8%) of the respondent talked as contract law were used as very much and in a good manner respectively in construction project given for MSSE construction enterprises were found in high level in current work time , (85.7%) of them said that “Organized team for conflict resolution at office level for solving conflict in MSSE construction enterprises were found useless in current work time in Buno Bedele zone,(4.8%) of the respondents said that “Organized team for conflict resolution at office level is not such much used to minimize the conflict formed in MSSE in Buno Bedele Zone, (9.5%) of the respondent talked as Organizing team for conflict resolution at office level were used as a good manner, (85.7%) of them said that “clarity in document and work flow in

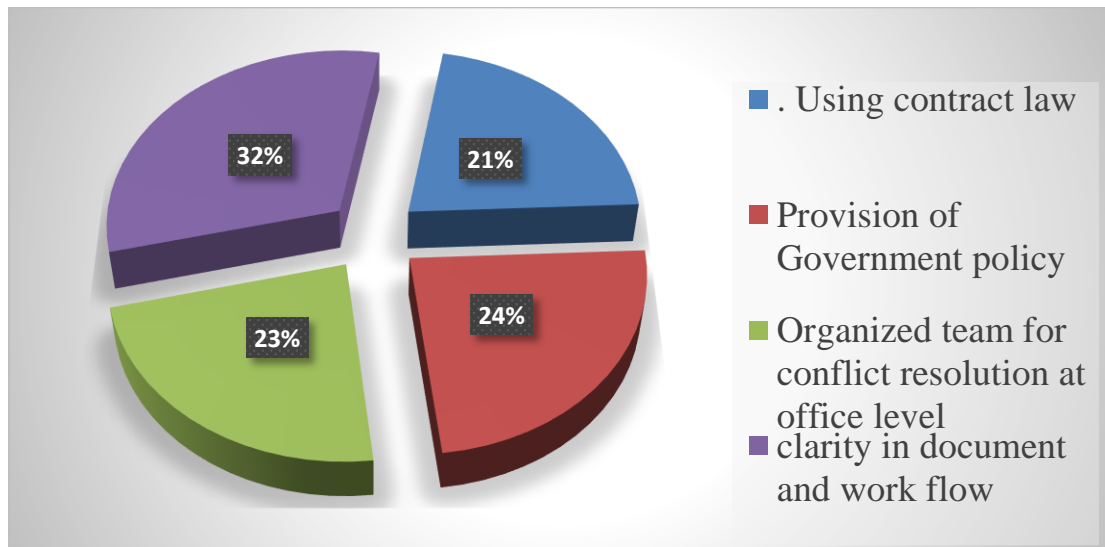


construction project given for MSSE construction Enterprises were found useless in current work time in Buno Bedele zone,(9.5%) of the respondents said that “contract law is not such much used to minimize the conflict formed in Buno Bedele Zone, (14.3%) of the respondent talked as contract law were used as a good manner and (71.4%) is the last idea given by the respondents and said that “using contract law in construction project given for MSSE construction Enterprises were found in high level in Buno Bedele Zone.

Generally we conclude, contract laws were not such much used to protect the conflict raised, provision of government policy was not such much used in project done by MSSE, the degree to which organized team created for conflict resolution at office level were low, the degree of clarity of the document of MSSE member of Buno Bedele zone construction enterprises were found in a good manner and only the clarity of document takes place in highest degree.

According to the analysis done the clarity of the document in MSSE found on construction project in Buno Bedele Zone, the Clarity of the document was found on a good manner, these means the problem of clarity of document was not found at all. In opposite manner, using contact law in work of MSSE found on construction building, road and bridge project found on the least condition. These made as conflict raised among MSSE and client of the project. As a response found orally from the Members of MSSE, the client of a project has being a cause of conflict in MSSE.

They made a design of a given project by performing an agreement with consultancy team and they refused to perform the change order as permitted by national and international law given for performing construction activity. The consultancy group has no power to change order of an items to be changed, and the client fear to add or deduct any change order or item of the given work. This made as conflict raised in MSSE in Buno Bedele Zone.



**Figure 4.4 graphical representation of indicating extent of factors in work of MSSE in construction**

From the above graph among the factors used in MSSE work, 32% shown that the clarity of the document of individual member of Micro and small scale construction enterprise were fulfill the requirement criteria. 24% shown us the provision government policy related to construction project took less place in performance of construction project given to MSSE in Buno Bedele Zone. 23% shown as organized team for resolving conflict among MSSE was not created to enhance these group member to make them profitable. 21% shown as using contract law found on lower level in this place.

According analyzed result ,(9.5%) of respondents dis agreed on properly using contract law during all phase of construction to minimize a conflict as a technique in addition to the available techniques used in construction projects,(9.5%)of respondents said that it was neutral when we use contract law during all phase of construction to minimize conflict in MSSE in construction enterprises in Buno Bedele Zone,(28.6%) and (52.4%) of respondents agreed and strongly agreed respectively to Using contract law during all phase of construction minimize conflict in construction enterprises in Buno Bedele Zone. (14.3%) of respondents dis agreed with formulating government policy on benefit sharing to minimize a conflict in micro and small scale construction enterprises of Buno Bedele Zone ,(9.5%)of respondents said that it was neutral when government policy is formulated on benefit sharing to minimize conflict in MSSE in construction enterprises in Buno Bedele Zone,(23.8%) and (52.4%) of respondents agreed and strongly agreed respectively on formulating government policy on benefit sharing to minimize conflict in construction enterprises in Buno Bedele Zone. (14.3%) of respondents disagreed with formulating government policy on benefit sharing to minimize a conflict in

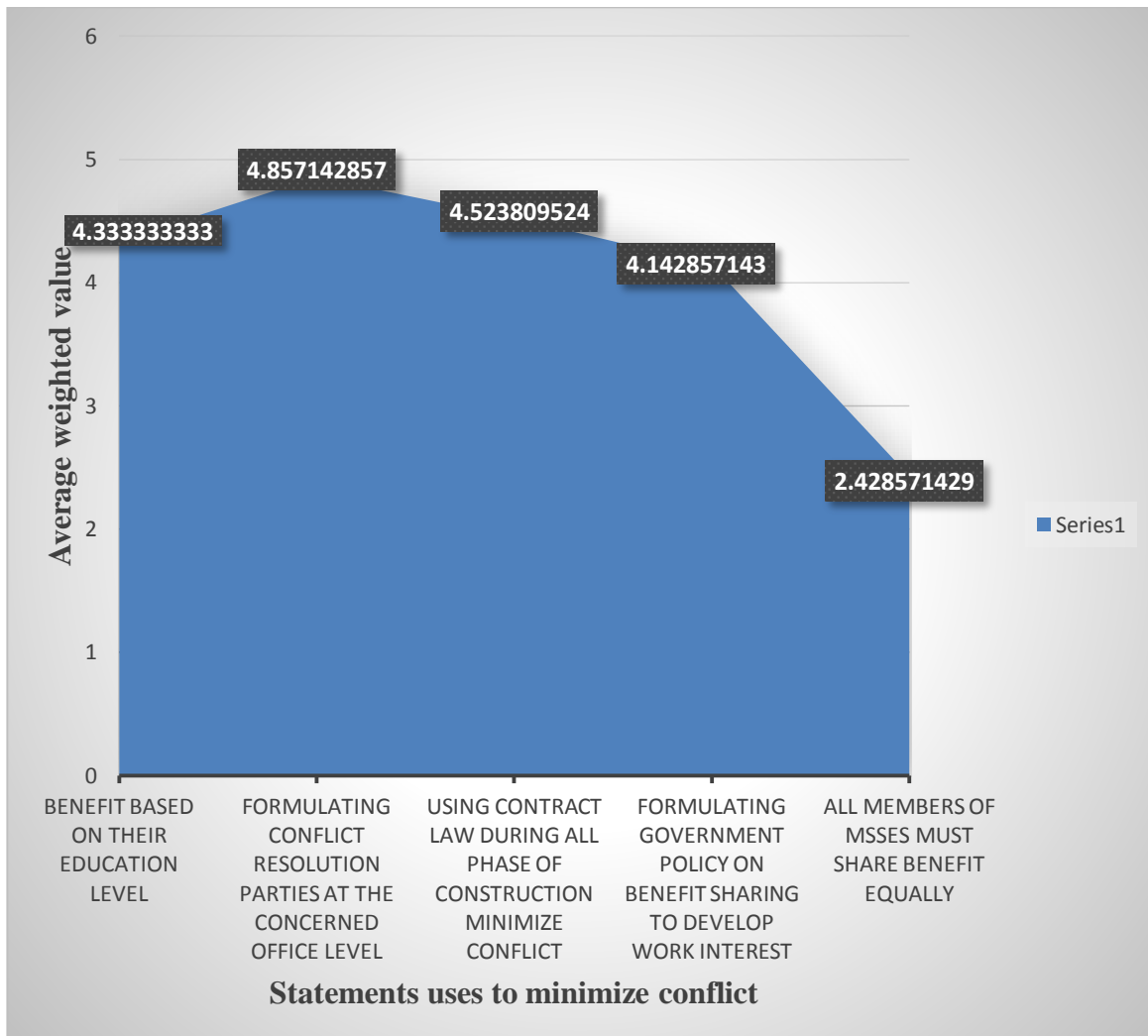
micro and small scale construction enterprises of Buno Bedele Zone ,(9.5%)of respondents said that it was neutral when government policy is formulated on benefit sharing to minimize conflict in MSSE in construction enterprises in Buno Bedele Zone,(23.8%) and (52.4%) of respondents agreed and strongly agreed respectively on formulating government policy on benefit sharing to minimize conflict,(38.1%) and (33.3%) of respondents Strongly disagreed and disagreed respectively on the idea that said all members of MSSE must share their benefit equally, (4.8%) and (23.8%) of respondents agreed and strongly agreed respectively to share benefit equally ,(4.8%) of respondents dis agreed on Formulating conflict resolution parties at the concerned office level to minimize a conflict as a technique in addition to the available techniques used in construction projects, (95.2%) of respondents strongly agreed to formulating conflict resolution parties at the concerned office level in order to solve conflict formed in construction enterprises in Buno Bedele Zone.

From this, any conflict raised in related to contract document can be minimized by applying contract law during all phase of construction in MSSE, Formulating government policy on benefit sharing develop work interest, against individual interest of each members in order to minimize any conflict raised, in order to minimize any conflict raised in MSSE in construction enterprises in Buno Bedele Zone all members of MSSE must gain the amount they act or done rather than each individual sharing benefit equally, because one person act well and the other found to share the benefit without performing the necessary activity given to him/her,in order to minimize any conflict raised in MSSE in construction enterprises in Buno Bedele Zone conflict resolution parties or team was needed and serve as a techniques of conflict minimizing methods in construction enterprise in Buno Bedele Zone.

**Table 4.9 Techniques used to minimize conflict in MSSE in Buno Bedele Zone**

<b>Statements used to minimize conflict in MSSE of construction Enterprise in Buno Bedele Zone</b>	<b>weighted average method</b>	<b>Rank</b>
1. Benefit based on their education level	4.33	3
2. Formulating conflict resolution parties at the concerned office level	4.85	1
3. Using contract law during all phase of construction minimize conflict	4.52	2
4. Formulating government policy on benefit sharing to develop work interest	4.14	4
5. All members of MSSEs must share benefit equally	2.42	5

According to the result obtained above, formulating conflict resolution parties at the concerned office level being a major thing that uses to minimize conflict among MSSE found on construction project in Buno Bedele Zone.



**Figure 4.5 Graphical representation of level of idea of respondents on statements used to minimize conflict**

Based on the respondent’s idea, analysis could be done and gave as the above results. From these results, formulating conflict resolution parties at the concerned office level was the most important thing enable as to minimize conflict rises in MSSE in Buno Bedele zone. On the other hand using contract law in all phase of construction project protect conflict rises in MSSE by governing every activities to be done by both enterprises and client of the project. Lastly, formulating policy on how to share the benefit from project work based on the member’s education level will create a job interest and protect conflict in MSSE.

#### **4.5 Interview results**

Next concluding the responses of the questionnaire now let us see the responses of the two administrators (both construction authority and micro and small scale sectors) for the detailed interview conducted. Alike responses from the respondents on each question were shared together for straightforwardness.

On the first question, MSSE Sector administrator replied as conflict resolution team were not created for MSSE alone. But, there was a team which formulated to resolve any claim as a general on enterprises related works.

On the second question they said “Construction law did not work all the time, because there is a budget limitation on a work. The number of members and their work budget did not balanced. Do to these there was no support given for them on price adjustment in a given project. In the other hand they replied that “According to the new principle of the government, since the projects given to MSSE were fixed in price, there was no price adjustment for them”

On the third question both sectors replied to say yes. But, they put as there is a limitation on some area like limitation of giving the project of NGO for these MSSE and also there was a limitation of price adjustment for micro and small scale construction enterprises. Because of fixed price project is given for MSSE, there was no price adjustment for micro and small scale construction enterprises in Buno Bedele Zone they said. According to the interview done with them, the MSSE created on Consultancy once perform the design of the project and give to the client of the project. The client of the project being with construction Authority and announce their project to the bidders. On this project the consultancy do not take liability to take change order of an items because they limited by the budget of the sector that announce the project work. Due to shortage of budget available most of the time MSSE limited to change the price of the project. Even though the contract law allow the price adjustment, they limited to do so. From this we conclude that there was a gap of government policy in work progress and organizing system of MSSE in Buno Bedele Zone.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATION

#### 5.1. Conclusion

The objective of this paper was to identify the major causes of conflict between micro and small scale construction enterprise in Buno Bedele Zone as well as to assess conflict management in micro and small scale construction enterprise.

Therefore, the study findings have concluded that the major causes of conflict between micro and small scale construction enterprises are Poor assignments of resource, lack of government policy on benefit sharing, individual interest, price escalation, lack of work schedule for each members, lack of team spirit, Biased on benefit sharing, lack of transparency on finance, design related problems, lack of awareness of idea of entrepreneur, lack of plan/vision, lack of equal participation each member/carelessness, lack of punctuality and fear of taking responsibility of individual members of micro and small scale construction enterprises. Here we enable to finalize as lack of chain formation with supply was the major causes of conflict in MSSE of construction project in Buno Bedele Zone.

These study found that individual loss, liquidated damage, separation among each members, lack of interest of team work, poor performance ,increase poverty, affect the strategy of formation of entrepreneurship, political problems; cultural problems and economic conditions, absence of motivation, control, monitor or decision making systems are the major results of conflict formed among micro and small scale construction enterprises and also this study identified as there is a limitation on performance of the principle of construction through interview from BBKA and MSSE sectors. From these the major impact of conflict in MSSE was individual loss of each member of the group.

Lastly, Collaboration is a method uses for resolving the conflicts and using contract law at all phase of construction, formulating government policy on benefit sharing to develop work interest, sharing a benefit as much as participating on work based on educational level and formulating conflict resolution parties at the concerned office minimize conflict arises among members of micro and small scale construction enterprises in Buno Bedele Zone.

## 5.2 Recommendations

Micro and small scale construction enterprises in Buno Bedele Zone were formed in a recent time and in present day they are participating in construction of building, bridge and road projects given by the governments. However, these MSSE face various problems and challenges resulted in conflict among each group members. There are various causes of conflict among these group members Such as Poor assignments of resource, lack of government policy on benefit sharing, individual interest, price escalation, lack of work schedule for each members, Lack of team spirit, Biased on benefit sharing, lack of transparency on finance, Design related problems, Lack of awareness of idea of entrepreneur, Lack of plan/vision Lack of equal participation each member/carelessness, lack of punctuality and fear of taking responsibility. The conflicts in MSSE cause cost overruns by burning the duration given to complete the project. This leads in failure to complete project work within the billed budget with scheduled quality standard that will be negotiated. When these all problems are imagined, the strategies of the government (entrepreneurship) to reduce the big enemy of the country (poverty) became declined because of the challenges found in this team members. Handling of once own life became difficult and every individuals lost the interest of working in a team or group. In order to protect the conflict rises in micro and small scale construction enterprises, some possible recommendations on how to minimize the conflict are irritated to be provided by the researcher. The recommendations are presented below,

- Contract law must be used during all phase of construction.
- Government policy on benefit sharing should be formulated to develop work interest.
- Conflict resolution parties at the concerned office level should be framed.
- Each member of MSSE have their benefit based on their education level.
- Advising micro and small scale construction enterprise to have their own rule and regulation that enable them to perform every activity given to them and hinder them to share their benefit from what they do according to their participation in a work, minimize conflict
- All members of micro and small scale construction enterprises should have to obtain their benefit according to their participation on work i.e. those who work great should have to gain great!



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**APPENDIXES 1  
QUESTIONNAIRE  
JIMMA UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**DEPARTMENT OF CIVIL ENGINEERING**

**MASTERS OF CONSTRUCTION ENGINEERING AND MANAGEMENT CHAIR**

**SECTION 1: INTRODUCTION**

**Dear respondent,**

I am a graduate student of Masters of construction engineering and management program in Department of civil engineering, Jimma University.

By now, I am undertaking a research entitled ‘Assessment of Conflict management in micro and small scale construction project enterprise. A case study of Buno Bedele Zone, south Western Ethiopia’ So that you are one of the respondents selected to participate by giving information on this study. Please be responsible and help me in giving appropriate and full information to present a real representative results on the existing situation of conflict Management of Micro and Small scale enterprises found on construction of building, bridge and road project work in Buno Bedele zone. Your participation in responding the questions is entirely voluntary and the questionnaire is completely anonymous.

At the end, I prove you that the information that you give me will be kept confidential and only used for the academic research purpose. No individual’s responses will be specified as such and the unique identity of persons responding will not be announced or released to anyone.

You have great thanks for your kind cooperation and giving your time.

With regards,

**Yadata Dabala Biru**

**SECTION 1: GENERAL INFORMATION ON ENTERPRISES**

1.1 Your enterprise level

1. Level 9 2. Level 8 3. Level 7 4. Other

1.2 Do you think micro and small scale enterprise in construction of building, road and bridge perform their work as a required quality in a given duration at all?

1. YES

2. NO

3. If other please specify

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1.3 Thinking about the choice you have just made about your selection for doing in team, please look at this list of factors and rank the three which were most Important for you in making your decision. Please encircle the given items and order as 1, 2 and 3 (1 for most important, 2 for next most important, 3 for next most important).

1. Improving your knowledge

2. Getting more money

3. Supporting others

4. Because of no other job available at that moment

5. By enforcement of government or any other

6. If other (please elaborate)

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**SECTION 2: FACTORS CAUSING CONFLICT IN MICRO AND SMALL ENTERPRISES ON CONSTRUCTION PROJECT.**

2.1 What do you think about the cause of conflict formed among members of micro and Small scale enterprises in construction of building, bridge and road project?

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2.2 Which of the following factors cause conflict among MSSE members and also Clients of a project (tick as many as you like)?

- 1. Poor assignments of resource
- 2. Lack of government policy on benefit sharing
- 3. Individual interest
- 4. Price escalation
- 5. Lack of clarity in document and work flow
- 6. Other (please specify)

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The major factors that causing conflict in micro and small enterprises in construction project Are listed below. Please indicate the level of degree to which these factors are causing conflict in MSSE. After you read each of the factors, evaluate them in relation to your business enterprise and then put a tick mark (✓) under the choices below. Where, 5 = strongly agree, 4

= agree, 3 = undecided, 2 = disagree and 1= strongly disagree.

2.3 Please indicate the degree to which you agree with the following statements

Concerning marketing regulation and contract law

S.no	Causes of conflict					
1.	Existence of price escalation	5	4	3	2	1
2.	Lack of chain formation with supply					
3.	Lack of accessible information on government regulations that are relevant to your business					
4.	Using contract law while performing all activities of construction work					
5.	Adjustment of prices based on contract law of the project					
6.	Client consider market change and revise the agreement					
7.	All micro and small scale enterprise group gain equal benefit from their project work					

### SECTION 3 QUESTIONS ON IMPACTS OF CONFLICT IN MICRO AND SMALL SCALE CONSTRUCTION ENTERPRISES

3.1 Please indicate the degree to which you agree with the following Statements concerning impacts of conflict among Micro and Small Scale Construction project enterprise.

S.no	Impacts of conflict in MSSE	5	4	3	2	1
1.	Individual loss					
2.	Liquidated damage					
3.	Separation among each members					
4.	Lack of interest of team work					
5.	Poor performance					
6.	Increase poverty					
7.	Affect the strategy of formation of entrepreneurship					
	8 political problems; cultural problems and economic conditions					
	9 absence of motivation, control, monitor or decision making Systems					

3.2 Discuss if any other impacts of conflict exist in Micro and small scale construction  
Project enterprise in Buno Bedele Zone.

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**SECTION 4 QUESTIONS ON TECHNIQUES AND METHOD OF MINIMIZING  
CONFLICT IN MICRO AND SMALL ENTERPRISES ON CONSTRUCTION  
PROJECT.**

4.1 What are the major Conflict Management Styles practiced to minimize  
Conflict among micro and small scale construction enterprise in Buno  
Bedele Zone?

1. Competing (I win, you lose or Pushing for your own point of view without regard for the other person)
2. Collaborating (I win, you win or Working together for a mutually satisfactory Solution)
3. Compromising (you bend, I bend or Each Person Gives Up Something)
4. Avoiding (no winners; no loses or saying nothing)
5. Accommodating (I lose, you win or giving in to the other persons wishes)
6. If other (please specify)

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4.2 What is the extent of construction authority and MSSE officesectors for the performance of principles in minimizing conflict among Micro and



Small Scale Construction project enterprise?

1. High
2. Medium
3. Low
4. If other (Please specify)

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4.3 If you engaged in construction industries in Buno Bedele Zone, how influential do you find these factors? Indicate by ticking under these numbers. 5. Super 4. Good 3. Very much 2. Not much use 1. Useless

S.no	Factors	5	4	3	2	1
1.	Using contract law					
2.	Provision of					
3.	Government policy					
4.	Organized team for					
5.	conflict resolution at					
6.	office level					
7.	clarity in document and work flow					

4.4 Please indicate the degree to which you agree with the following statements

Concerning minimizing conflict among Micro and small scale construction enterprise in Buno Bedele Zone. 5. Strongly agreed 4. Agreed 3. Neutral 2. Disagreed 1. Strongly Disagreed

S.no	Statements used to minimize conflict	5	4	3	2	1
1.	Using contract law during all phase of construction minimize conflict					

2.	Formulating government policy on benefit sharing to develop work interest					
3.	All members of MSSEs must share benefit equally					
4.	Each member of MSE have their benefit based on their education level					
5.	Formulating conflict resolution parties at the concerned office level					

**APPENDIXES 2**  
**INTERVIEW**

1. Is there any conflict resolution team formed as your sector?

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2. Is construction law is working with MSSE at all phase of construction?

1. Yes 2. No

2.1 If Yes how?

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2.2 If no why?

2.3 \_\_\_\_\_

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3. Is a gap of government policy is available?

1. Yes

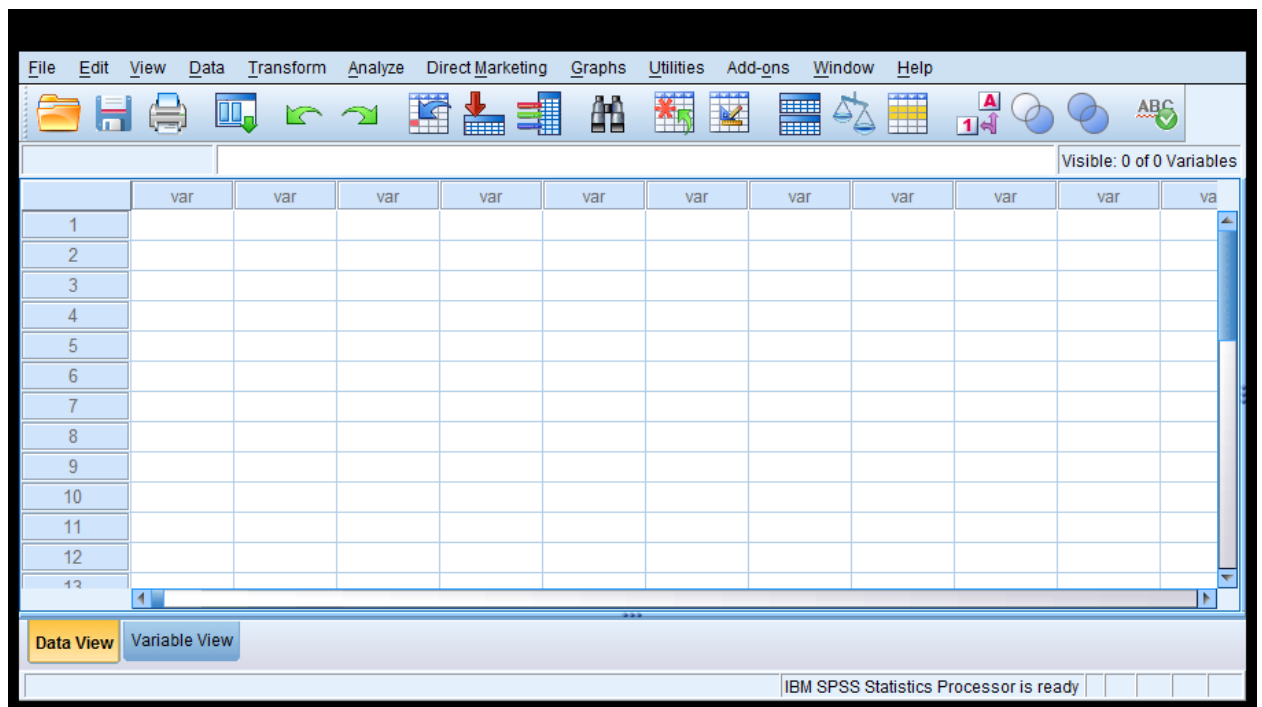
2. No

3.1 If yes what types of gaps are available?

### APPENDIX-3

#### General overview with regard to SPSS for analyzing the result.

1. To analyze the result using SPSS software 1<sup>st</sup> double click on SPSS software on our computer, then the blank page shown as below:-

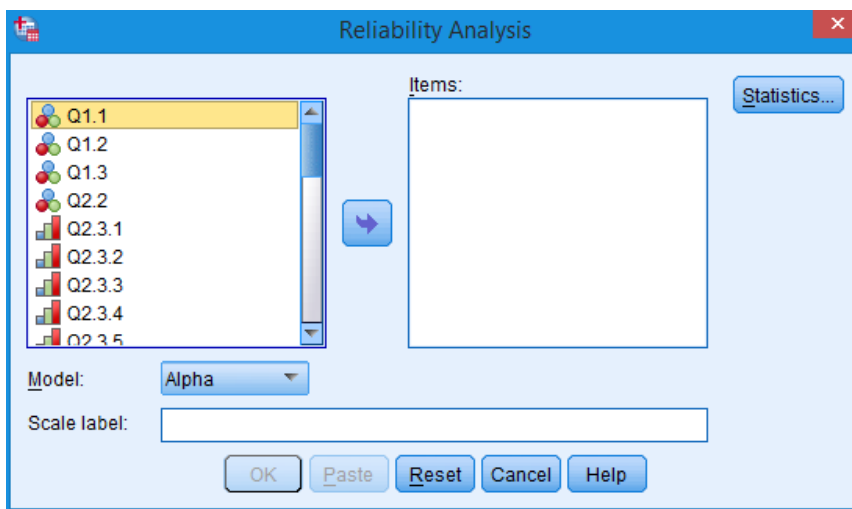


2. Then after we can enter our input or data to be analyzed as it is clear for us for analyzing the result from the collected data

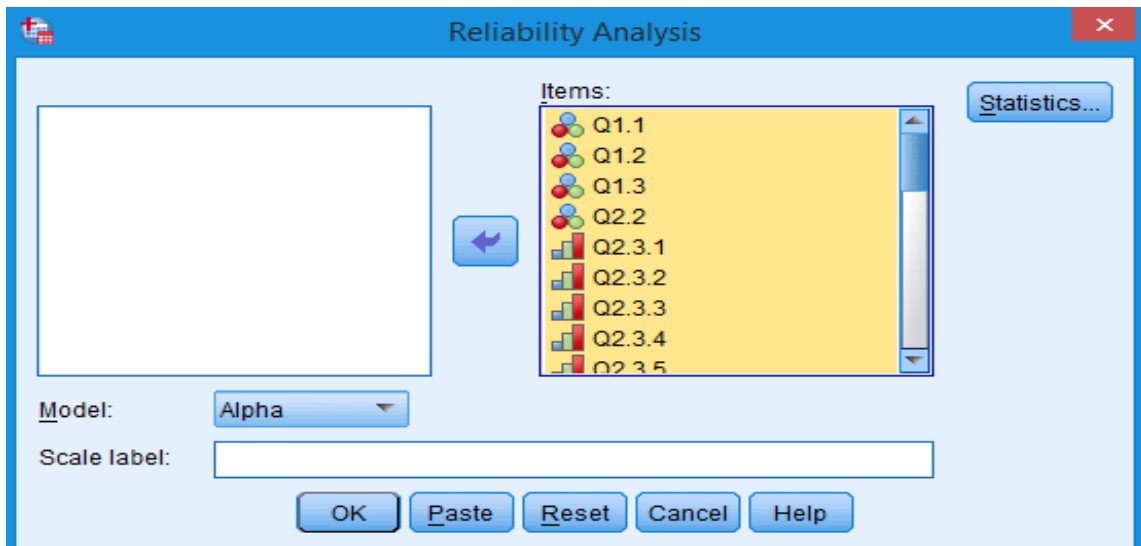
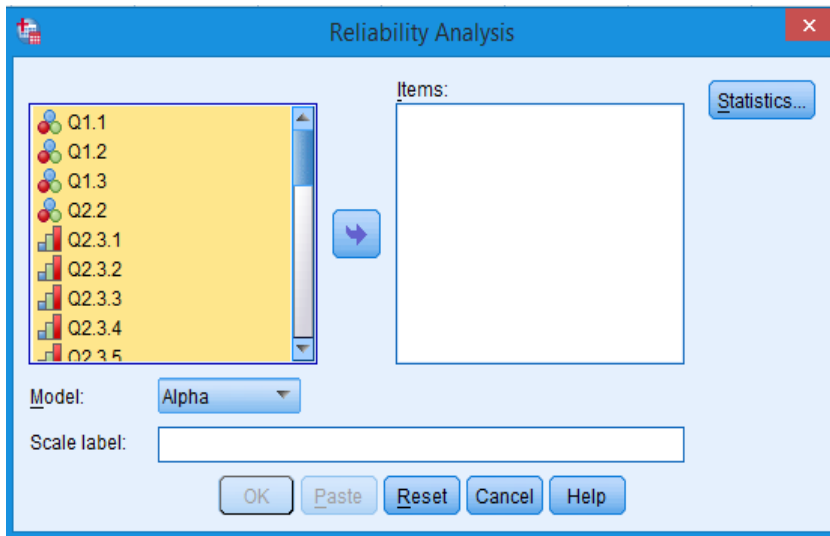
ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA

	Q1.1	Q1.2	Q1.3	Q2.2	Q2.3.1	Q2.3.2	Q2.3.3	Q2.3.4	Q2.3.5	Q2.3.6	Q2.3.7	Q3.1.1	Q3.1.2	Q3.1.3	Q3.1.4	Q
1	1.00	2.00	1.00	2.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
2	1.00	2.00	1.00	2.00	5.00	2.00	3.00	4.00	3.00	1.00	3.00	3.00	3.00	4.00	4.00	4.00
3	2.00	1.00	1.00	3.00	5.00	3.00	1.00	1.00	1.00	2.00	5.00	5.00	5.00	5.00	5.00	5.00
4	1.00	2.00	2.00	4.00	2.00	3.00	3.00	1.00	1.00	1.00	4.00	5.00	2.00	4.00	1.00	1.00
5	1.00	2.00	1.00	2.00	3.00	5.00	3.00	3.00	5.00	1.00	4.00	4.00	4.00	3.00	4.00	4.00
6	1.00	2.00	2.00	1.00	5.00	4.00	3.00	5.00	5.00	5.00	1.00	5.00	5.00	5.00	5.00	5.00
7	4.00	2.00	1.00	1.00	5.00	5.00	5.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
8	2.00	1.00	2.00	4.00	5.00	4.00	4.00	4.00	5.00	5.00	1.00	5.00	5.00	4.00	4.00	5.00
9	2.00	2.00	1.00	4.00	5.00	5.00	4.00	5.00	5.00	5.00	4.00	5.00	4.00	5.00	5.00	5.00
10	1.00	2.00	1.00	1.00	4.00	4.00	5.00	4.00	4.00	5.00	5.00	5.00	4.00	4.00	5.00	5.00
11	4.00	2.00	1.00	1.00	5.00	5.00	5.00	5.00	5.00	3.00	1.00	5.00	5.00	5.00	4.00	5.00
12	1.00	2.00	1.00	1.00	5.00	5.00	5.00	5.00	5.00	3.00	1.00	5.00	5.00	5.00	5.00	5.00
13	2.00	4.00	2.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	5.00	5.00
14	2.00	2.00	1.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
15	2.00	4.00	2.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	4.00	5.00
16	2.00	2.00	1.00	1.00	5.00	5.00	5.00	5.00	3.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00
17	2.00	2.00	1.00	1.00	5.00	5.00	5.00	5.00	3.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00
18	2.00	2.00	1.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
19	2.00	2.00	1.00	1.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
20	1.00	2.00	4.00	2.00	4.00	4.00	5.00	4.00	4.00	3.00	5.00	5.00	4.00	5.00	5.00	5.00
21	1.00	1.00	1.00	1.00	5.00	5.00	5.00	5.00	1.00	1.00	1.00	5.00	5.00	5.00	5.00	5.00
22																
23																

- On this step, after we put our data on necessary place, we “click” on analyze, then “click” on scale ,then also “click” on reliability to check whether our result is reliable or not.



- Here we select all Items in the left hand side and forward it to right hand side to check reliability of our study using cronbach alpha model and we obtain the result as the following figures.



ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA

Reliability Analysis: Statistics

Descriptives for

- Item
- Scale
- Scale if item deleted

Inter-Item

- Correlations
- Covariances

Summaries

- Means
- Variances
- Covariances
- Correlations

ANOVA Table

- None
- F test
- Friedman chi-square
- Cochran chi-square

Hotelling's T-square

Tukey's test of additivity

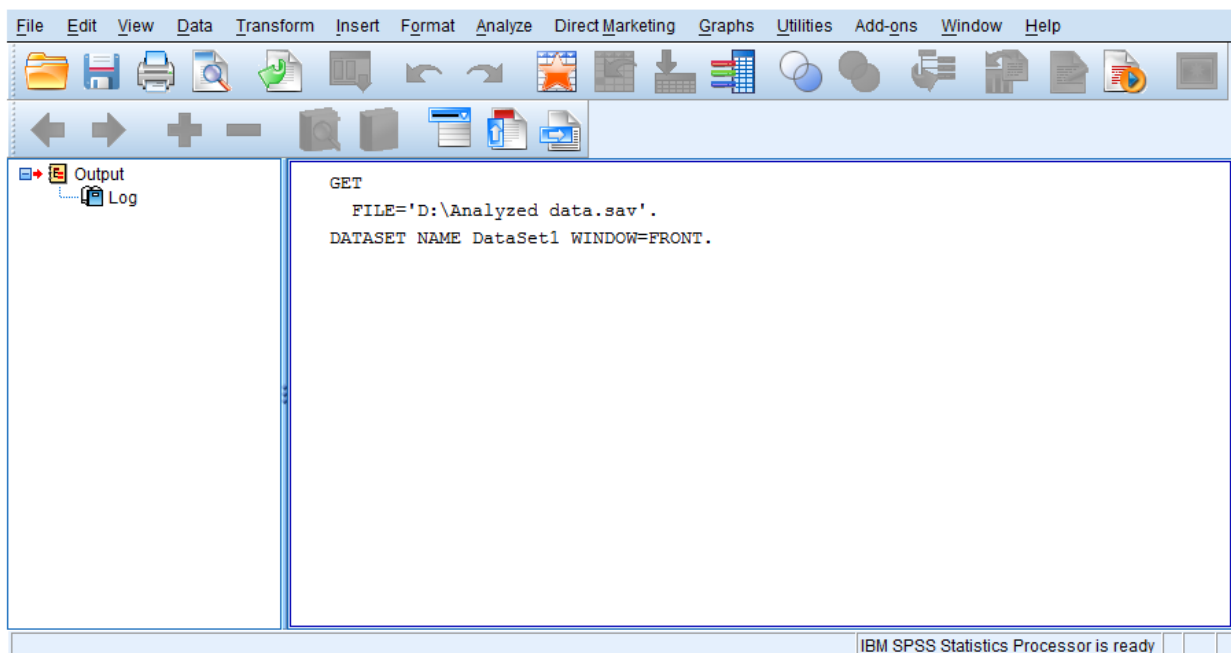
Model: Two-Way Mixed

Type: Consistency

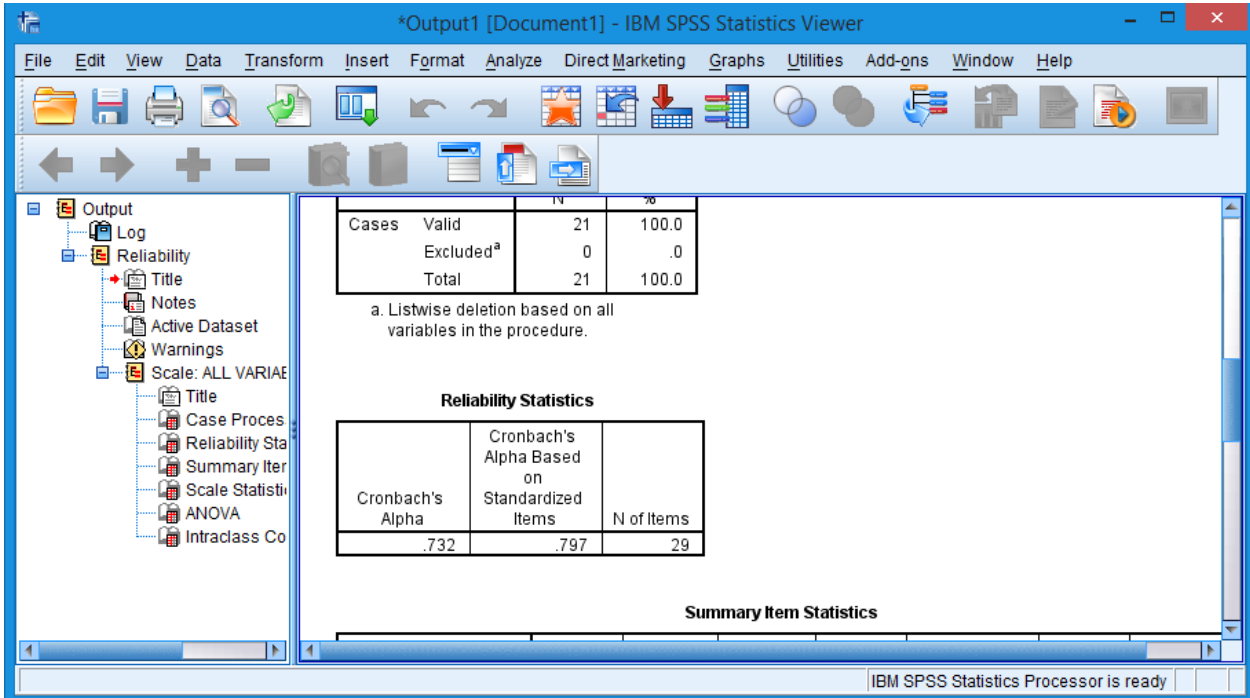
Confidence interval: 95 %

Test value: 0

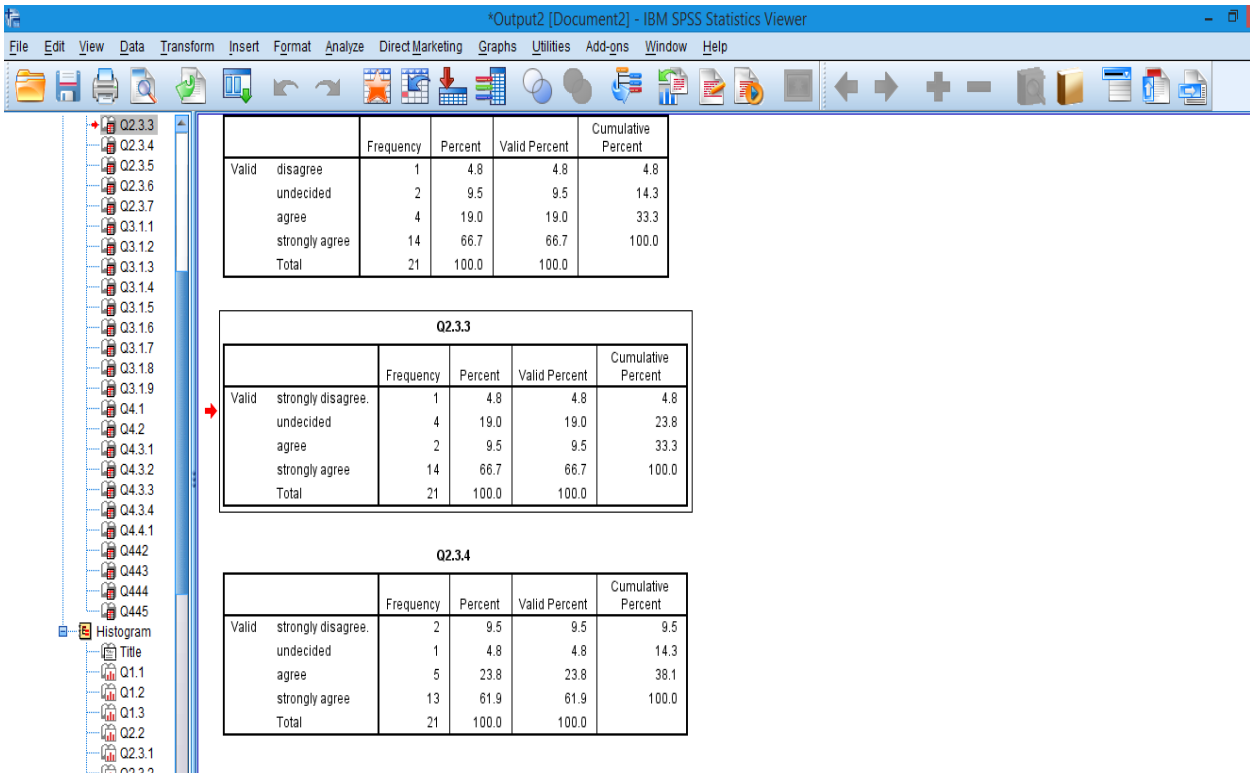
Continue Cancel Help



ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA

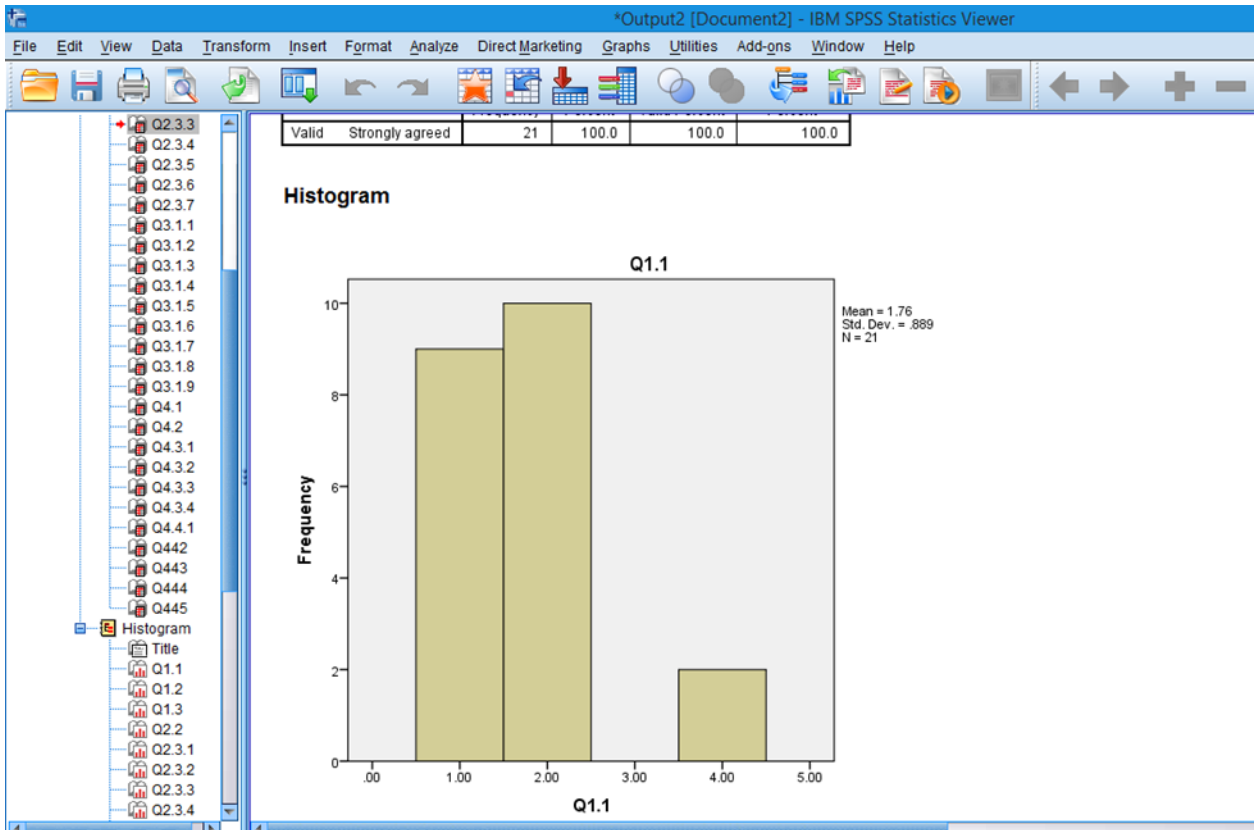


5.





ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA



	Level of idea of respondents on choosing working in a team in Buno Bedele Zone								
Reason of choosing working in team	Strongly disagree(1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree(5)	weighted average	Min	Max	Rank
	1	2	3	4	5				
Improving their		1	1		2	4.571429	<b>4.0476</b>	<b>4.571</b>	1
Getting more money		0	1	2	4	4.47619			2
Supporting others		1	0	4	2	4.333333			3
Because of no other job available at that moment		2	0	1	5	4.285714			4
by enforcement of government or any other		3		3	2	4.047619			5

**ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA**

Causes of conflict in Micro and small scale construction Enterprises	Level of idea of respondents on the listed causes								
	Strongly disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree(5)	product	weighted average	Max	Rank
	1	2	3	4	5				
1.Existence of price escalation	0	1				2	0.09524		7
2.Lack of chain formation with supply	0	1	2	4	14	94	4.47619	<b>4.48</b>	<b>1</b>
3.Lack of accessible information on government regulations that are relevant to your business	1	0	4	2	14	91	4.33333		2
4.using contract law while performing all activities of construction work	2	0	1	5	13	90	4.28571		3
5. Adjustment of prices based on contract law of the project	3		3	2	13	85	4.04762		4
6.Client considering market change and revise the agreement	6	1	3		11	72	3.42857		6
7. all micro and small scale enterprise group gain equal benefit from their project work	5		1	3	12	80	3.80952		5

Impacts of conflict in MSSE in Buno Bedele Zone	Level of responses											
	Strongly dis agree		Disagree		neutral		Agree		Strongly Agree		Total	
	%	No	%	No	%	No	%	No	%	No	%	
1.Individual loss				1	4.8	1	4.8	19	90.5	21	100	
2.Liquidated damage		1	4.8	1	4.8	4	19	15	71	21	100	
3.Separation among each member				1	4.8	6	28.6	14	66.7	21	100	

**ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA**

4.Lack of interest of team work	4.8	2	9.5		2	9.5	18	85.7	21	100	
5.Poor performance		1	4.8	1	4.8	3	14.3	16	76.2	21	100
6.Increasing poverty	4.8			1	4.8	3	14.3	16	76.2	21	100
7.Formationof entrepreneurship				1	4.8	4	19	16	76.2	21	100
8.Motivation, control,monitoror decision-making systems						4	19	17	81	21	100
9.Political problems;		1	4.8	4	19	14	66.7	2	9.5	21	100

<b>Level of idea of respondents on the listed impacts of conflict in MSSE</b>										
<b>Impacts of conflict in MSSE</b>	<b>Strongly disagree(1)</b>	<b>Disagree(2)</b>	<b>Neutral (3)</b>	<b>Agree (4)</b>	<b>Strongly agree(5)</b>	<b>product</b>	<b>weighted average</b>	<b>Min</b>	<b>Max</b>	<b>Rank</b>
	1	2	3	4	5					
Individual loss	0	0	1	1	19	102	4.85714		<b>4.857</b>	<b>1</b>
Liquidated damage	0	1	1	4	15	96	4.57143			<b>6</b>
Separation among each member	0	0	1	6	14	97	4.61905			<b>4</b>
Lack of interest of team work	1		0	2	18	99	4.71429			<b>3</b>
Poor performance	0	1	1	3	16	97	4.61905			<b>4</b>
Increasing poverty	1	0	1	3	16	96	4.57143			<b>6</b>
Affecting the strategy of government on formation of entrepreneurship.	0		1	4	16	99	4.71429			<b>3</b>
Motivation, control, monitor or decision making systems	0	0		4	17	101	4.80952			<b>2</b>
Political problems; cultural problems and economic conditions	0	1	2	4	14	94	4.47619	<b>4.47619</b>		<b>9</b>

**ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA**

Factors to be used in MSSE in Buno Bedele Zone	Degree of performing the given factors in the work of MSSE on construction project											
	super		Very much		Good		Not such much		useless		Total	
	No	%	No	%	No	%	No	%	No	%		
1. Using contract law			1	4.8	3	14.3	8	38.1	7	33.33	21	100
2. Provision of Government policy			2	9.5	5	23.8	14	66.7			21	100
3. Organized team for conflict resolution at office level					2	9.5	1	4.8	18	85.7	21	100
4. clarity in document and work flow	2	9.5			15	71.4	2	9.5	2	9.5	21	100

Degree of performing the given factors in the work of MSSE on construction project											
Factors to be used in MSSE in Buno Bedele Zone	super	Very much	Good	Not such much	useless	Total	weighted average	Min	Max	Rank	
	1	2	3	4	5						
. Using contract law		18	0	2	1	0	2.333333	2.33333	2.952	4	
Provision of Government policy		13	2	2	2	0	2.38095			3	
Organized team for conflict resolution at office level		17	0	3	1	0	2.42857			2	
clarity in document and work flow		8	8	3	2	0	2.95238			1	

ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION  
ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA

Statements used to minimize conflict in MSSE in Buno Bedele Zone	Respondents idea if the statements will performed											
	Strongly disagree		Disagree		neutral		agree		Strongly agree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
1.Benefit based on their education level	1	4.8	1	4.8			8	38.1	11	52.4	21	100
2.Formulating conflict resolution parties at the concerned office level			1	4.8					20	95.2	21	100
3.Using contract law during all phase of construction minimize conflict			2	9.5	2	9.5	6	28.6	11	52.4	21	100
4.Formulating government policy on benefit sharing to develop work interest			3	14.3	2	9.5	5	23.8	11	52.4	21	100
5.All members of MSSEs must share benefit equally	8	38.1			1	4.8	5	23.8	7	33.3	21	100

**ASSESSMENT OF CONFLICT MANAGEMENT IN MICRO AND SMALL SCALE CONSTRUCTION  
ENTERPRISE: A CASE STUDY OF BUNO BEDELE ZONE, SOUTH WESTERN ETHIOPIA**

Statements used to minimize conflict in MSSE in Buno Bedele Zone	Respondents idea if the statements will performed									
	Strongly disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree(5)	produc	weighted average	Min	Max	Rank
	1	2	3	4	5					
Benefit based on their education level	1	0	1	8	11	91	4.33333	2.4	4.9	3
Formulating conflict resolution parties at the concerned office level	0	1	0	0	20	102	4.85714			1
Using contract law during all phase of construction minimize conflict	0	0	2	6	13	95	4.52381			2
Formulating government policy on benefit sharing to develop work interest	0	3	2	5	11	87	4.14286			4
All members of MSSEs must share benefit equally	8	7	0	1	5	51	2.42857			5