

**ASSESSING THE CONTRIBUTION OF CONFLICT MANAGEMENT ON
PERFORMANCE OF PROJECTS IN TANZANIA: A CASE OF NATIONAL
INSTITUTE FOR MEDICAL RESEARCH**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that she has read and hereby recommend for examination by the Open University of Tanzania dissertation entitled; **“Assessing the Contribution of Conflict Management on Performance of Projects in Tanzania: A Case of National Institute for Medical Research”** in partial fulfillment of the requirements of Masters of Arts in Project Management (MPM).

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.....

Date

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DECLARATION

I, **Loveness Emmanuel Mgonja**, do hereby declare that, the work presented in this dissertation is original. It has never been presented to any other university or institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Masters of Project Management (MPM).



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Signature

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Date

DEDICATION

This work is dedicated to my beloved husband to be Mr. Augustine Alfred Shayo.
My Mother Lilian Mgonja, My Father Emmanuel Mgonja and My Best friend Aika
Assey. For their patience, Financial and moral support during my study period.

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ABSTRACT

The purpose of this study was to assess the contribution of conflict management styles on performance of projects at National Institute for Medical Research (NIMR). Specifically, the objectives of the study were to examine the influence of Integrating Conflict Management Style (ICMS) in projects performance; to examine the influence of Obliging Conflict Management Style (OCMS) in projects performance; to examine the influence of Compromising Conflict Management Style (CCMS) in projects performance; to examine the influence of Dominating Conflict Management Style (DCMS) in projects performance; and to examine the influence of Avoiding Conflict Management Style (ACMS) in projects performance. The study embraced quantitative research approach. Data was gathered from 227 respondents. The collected data was analyzed through IBM SPSS program version 20. It was revealed that the relationship between ICMS and projects performance was positive ($\beta=0.006$, $t=0.050$, $p>0.960$). The relationship between OCMS and projects performance was positive ($\beta=0.046$, $t=0.616$, $p>0.539$). The relationship between CCMS and projects performance was positive and statistically significant ($\beta= 0.206$, $t=2.827$, $p<0.004$). The relationship between DCMS and projects performance was weak and not statistically significant. The relationship between ACMS and projects performance was negative. Therefore, ICMS, OCMS, CCMS had positive relationship with the performance of NIMR projects while DCMS and ACMS had weak or negative relationship. It is recommended that project managers should prefer to apply integrating, obliging and compromising conflict handling styles over dominating and avoiding styles.

Keywords: *Conflict Management, Conflict Management styles, Project performance.*

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LIST OF ABBREVIATIONS

HIV	Human Immunodeficiency Virus
NIMR	National Institute for Medical Research
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents the background information on contribution of conflict management on performance of projects. It contains various sections such as background to the research problem, statement of the research problem, study objectives, research hypothesis, significance of the study, scope of the study and organization of the study.

1.2 Background to the Research Problem

Conflicts in project management are inevitable. This is because projects operates in a system of pre-determined plans, norms and work schedules; which involve individuals such as employees, which then interact with project team members or managers during implementation of projects; such integration is likely to foster interpersonal conflicts (Wallenstein, 2018). Conflicts may lead to solutions to problems, innovation and creativity. In contrary, little or no conflicts in a project may lead into stagnation, ineffectiveness and poor decisions making (Rahim, 2017). Singer (2018) reported that if conflicts are not resolved, may negatively impact the performance of projects.

Likewise, Henderson et al. (2016) reported that project failures continue at an alarming rate, despite growing understanding of determinants of success in project management, due poor conflict handling approaches. In line with that, the survey by Henderson et al. (2016) showed that managers spend quarter of their time dealing with conflict; handling disagreements over policies, enforcing rules and managing

the inevitable friction.

In developed nations, one of the traditional areas which receive much emphasis in managing projects within the institution or organization is conflict management (Prieto-Remona et al., 2015). Experience shows that in country such as France, German, and United Kingdom project managers use various conflict handling approaches such as collaboration and integration in order to ensure project success and sustainability of organizations (Goncalves et al. 2016). Chandolia & Anastasiou (2020) reported that conflict management is constructive and healthy for project performance and survival of an organization. This is because it aids in bringing underlying issues; it forces people to confront possible defects in a solution and choose a better one; it aids in understanding real interests, goals, needs and enhance communication around issues induced; and it prevents inappropriate resolution of conflict.

In sub-Saharan African countries, project managers expect individuals who are implementing projects to function in harmony with organization provisions in order to achieve their targets (Wanyonyi et al., 2015). However, conflicts have been common in most projects and are affecting performance of projects in terms of cost, time and quality. Olu & Abolade (2014) reported that 39% of project failures are due to conflicts in Nigeria. Brubaker et al. (2014) reported that 43% of managers surveyed disagreed that conflict management is a crucial concern for their organizations, making conflict management one of the top priorities in Kenya. Project failures lead to wasted funds and employee time, which burn into an organization's profits and productivity if conflicts are not appropriately managed

(Akuffo, 2015).

In Tanzania, projects are also associated with conflicts among project implementers or beneficiaries. Yusuf and Pretorius (2017) reported that the cause of conflict in projects teams are differences in culture values, expectations, perceptions, attitudes, needs, resources, and personalities. Larasati & Raharja (2020) indicated that proper skills in dealing with conflict can assist project managers and other organization members to handle and effectively resolve conflicts, which can lead to a more productive organization as a whole. Wanyonyi (2015) narrated that individuals prefer conflict styles that fit their cultural values. The study by Rwehumbiza & Mfugale (2022) revealed that conflict management has significant contribution to employee performance, on Dar es Salaam Marine Gateway Project. Despite the higher knowledge on existence of conflicts in projects, still information on conflict management and project performance are limited. Thus why, this study was intended to assess the contribution of conflict management on performance of projects, specifically the projects under National Institute for Medical Research (NIMR).

1.3 Statement of the Research Problem

National Institute for Medical Research (NIMR) like other institutions undertakes various projects in order to ensure its growth and survival. In that case, most projects undertaken by NIMR are research projects. The observable situation at NIMR is that execution of projects involves people with diverse aspirations, perception and characteristics as well as people from different educational and historical backgrounds. This has led to rise of diverse conflicts due to misunderstanding, mistrust and miscommunication among project implementers.

Despite the emerged conflicts at NIMR among project implementers, still it has managed to ensure projects are completed within time under the resources allocated. This can be evidenced by the project on HIV testing, treatment and retention for adolescents living with HIV (June 2020-August 2020); the project on menstrual hygiene management to boys and girls (August 2017-September 2017); and the project on malaria parasite burden (October 2017-November 2017). The knowledge on conflict handling styles used by NIMR to ensure performance of their projects is important for facilitating performance of other projects in future. In that case, this study was intended to examine the influence of conflict handling styles (i.e integrating, obliging, compromising, dominating and avoiding) in the performance of NIMR projects. Therefore, the purpose of this study was to understand the contribution of conflict management styles on performance of projects.

1.4 Research Objectives

1.4.1 General Objectives

The general objective is to assess the contribution of conflict management styles on performance of projects.

1.4.2 Specific Objectives

- i. To examine the influence of integrating conflict management style in the performance of NIMR projects
- ii. To examine the influence of obliging conflict management style in the performance of NIMR projects
- iii. To examine the influence of compromising conflict management style in the performance of NIMR projects

- iv. To examine the influence of dominating conflict management style in the performance of NIMR projects
- v. To examine the influence of avoiding conflict management style in the performance of NIMR projects

1.5 Research Hypothesis

- i. There is an indirect relationship between integrating conflict management style and project performance
- ii. There is an indirect relationship between obliging conflict management style and project performance
- iii. There is an indirect relationship between compromising conflict management style and project performance
- iv. There is an indirect relationship between dominating conflict management style and project performance
- v. There is an indirect relationship between avoiding conflict management style and project performance

1.6 Significance of the Study

This study contributes to body of knowledge regarding the contribution of conflict management on performance of projects. It is useful to researchers, students and academicians as it provides areas for further studies and practical experience on conflict management and project performance as well as it can be used as reference material for those interested in conflict management and project performance. It is useful to decision makers as it helps them to make informed decisions in matters relating to selection of best conflict handling or management styles in order to ensure

performance of projects. It is useful to project managers as it brings insights that raises their knowledge and awareness on essence of conflict management on performance of projects.

1.7 Scope of the Study

This study was limited to assess the contribution of conflict management on performance of projects. Specifically, to investigate the influence of five conflict management styles (integrating, obliging, compromising, dominating and avoiding) in the performance of NIMR projects. The study was conducted at National Institute for Medical Research (NIMR). It embraced quantitative research approach, where data was gathered from 227 respondents.

1.8 Organization of the Study

This dissertation is organized in to five main chapters, in which chapter one presents the background information on contribution of conflict management on performance of projects. Chapter two presents the summary of literatures reviewed relating to conflict management and performance of projects. Chapter three details the plans and procedures used to carry out this study. Chapter four presents the results on contribution of conflict management on performance of NIMR projects. Chapter five provides the summary of the study results, conclusion of the study and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the summary of literatures reviewed relating to conflict management and performance of projects. The chapter has various sections, including definition of key terms and concepts; theoretical review; empirical review; research gap; and conceptual framework.

2.2 Definition of Key Terms and Concepts

2.2.1 Conflict

Various scholars have tried to define conflict, for instance Doyle (2020) defined conflict as communicative interactions among people who are interdependent and who perceive that their interests are incompatible, inconsistent, or in tension. Prieto-Remona et al. (2015) defined conflict as appearance of different opinions, of interests. Mckinney (2021) defined conflict as the struggle between incompatible or struggling needs, wishes, ideas, interests or people. In this study, conflict is defined as disagreement between two or more individuals within the project team members or project management unit on the entire project life-cycle.

2.2.2 Conflict Management

According to Wu et al. (2017) conflict management is a process, in which disputes are being resolved; where negative impacts are minimized and positive results are maximized. Prieto-Remona et al. (2015) defined conflict management as a process or reducing, terminating or eliminating all types and forms of conflicts. In this study, conflict management is defined as the process of planning conflict resolution,

directing and controlling disagreement between two or more individuals within the project team members or project management unit on the entire project life-cycle through the use of conflict management styles (integrating, obliging, compromising, dominating and avoiding).

2.2.3 Project Performance

According to Bonghez & Grigoriu (2013) project performance is the process of creating, implementing, and managing projects in a manner that contributes to performance of an organization and its strategy. Ollows (2012) defined project performance as the linkage of inputs, activities and outputs in a manner that fosters unswerving relationship with attaining project goals in time, scope, budget and quality. . In this study, project performance is defined as the situation where the projects are managed in manner that they are completed within time; pre-determined costs; bringing maximum satisfaction; attain project goals; and sustainability of results.

2.3 Theoretical Review

This study was guided by Thomas-Kilmann conflict model as follows;

2.3.1 Thomas-Kilmann Conflict Model

The pioneer of Thomas-Kilmann Conflict Model is Kenneth Thomas and Ralph Kilmann (1974). The model is based on five conflict management methods, which are; competing, collaborating, compromising, avoiding and accommodating. It narrates that individuals can increase their effectiveness through deliberately choosing a mode in conflict situations. It maintains that we are all able to use each of

the five approaches to conflict management though we may naturally prefer one style above another. Furthermore, this preference may change depending upon the specific circumstances of an instance of conflict, or it may change in response to our own personal disposition at that particular time (Clayton, 2017).

The model assumes two basic dimensions of behavior: (i) assertiveness, the degree to which project managers try satisfy the project concerns during a conflict. This is related to how managers meet their needs or receive support for project ideas; (ii) cooperativeness, the degree to which managers try satisfies the concerns of the team members or other individuals. This is related to how managers try to help other individuals to meet their needs or how a manager can be receptive to the other individuals' ideas (Clayton, 2017).

According to Hampton (2022) the strength of the model is that it includes five conflict handling modes as shown on Figure 1. The modes are: competing (its assertive and uncooperative; a project manager satisfy project concerns over individuals expense); collaborating (it's both assertive and cooperative; a project manager satisfy project concerns and individuals concerns); compromising (its assertive and cooperative; a project manager finds a temporary solution to satisfy individuals concerns); avoiding (its unassertive and uncooperative; a project manager work sidesteps without satisfying either individuals concerns); and accommodating (its assertive and cooperative; a project manager satisfy individuals concerns over project expense). These modes are useful in handling conflicts on various phases of project life cycle.

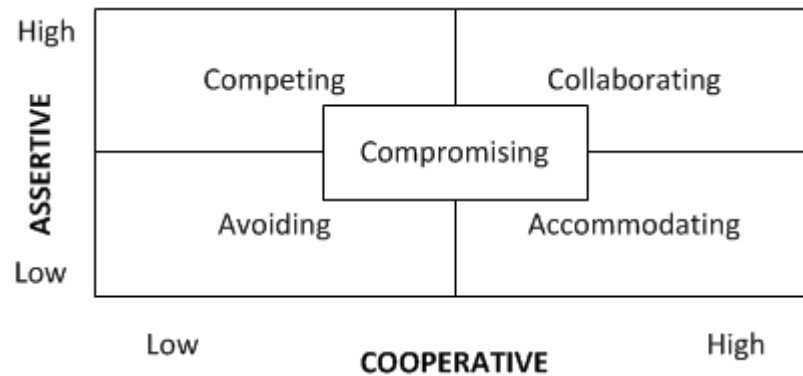


Figure 2.1: A Thomas-Kilmann Conflict Model showing how Assertive and Cooperative Behavior Inter-Relate
Source: Hampton (2022).

The model is relevant to this study because it helped the researcher to measure how project manager deal with interpersonal conflict. Moreover, it is relevant because it helped the researcher to become aware of the choice's managers make in conflict situations. Furthermore, it is relevant because it helped the researcher to understand the importance and costs of each conflict handling style in the project life cycle. Therefore, Thomas-Kilmann Conflict Model guided this study in investigating the influence of integrating conflict management style in the performance of NIMR projects; the influence of obliging conflict management style in the performance of NIMR projects; the influence of compromising conflict management style in the performance of NIMR projects; the influence of dominating conflict management style in the performance of NIMR projects; and the influence of avoiding conflict management style in the performance of NIMR projects.

2.4 Empirical Review

This section presents the empirical literatures that are reviewed in accordance to specific objectives of this study. It contains various sub-section including integrating

conflict management style and project performance; obliging conflict management style and project performance; compromising conflict management style and project performance; dominating conflict management style and project performance; and avoiding conflict management style and project performance.

2.4.1 Integrating Conflict Management Style and Project Performance

Integrating or collaborating conflict handling style is usually used when parties to conflict normally decides to find solutions which would be acceptable to both parties, by putting pending the conflict or creating tension between them (Goncalves et al., 2016). Rahim (2010) reported that collaborating approach consist of problem solving, open communication, assertiveness, open confrontation of conflict and cooperation. This approach is not appropriate when solving small conflicts, when quick decisions are needed, when people lack problem solving skills, and when people do not care about the outcomes.

The study by Rognes & Schei (2010) in understanding the intergrative approach to conflict management. It adopted surveys, experiements and scenario studies to explore factors relating to an intergrative approach. It was revealed that intergrative approach was beneficial for diverse outcome-dimensions (quality, fairness, trust and satisfation). It was also found that intergrative approach was postively related to higher achievement, motivation and good relationship.

Wu et al. (2017) studied the relationship between communication-conflict interaction and project success among construction project teams in China. It was found that task conflict was postively related to project success, while ehanced communication

among teams stimulated positive effect of task conflict. Relationship conflict and process conflict affected each other and negatively related to project success, leading to poor communication among teams. Formal communication and communication willingness were positively associated with project success, whereas informal communication affected project success.

The study by Babon & Dacuro (2016) on conflict management styles of the public elementary school principals and job satisfaction of teachers in the division of Samar in Israel. The descriptive research design was adopted. Various forms of conflict were existing such as pupil's non-compliance with homework tasks, pupil's vandalism, pupil's discipline, teachers and community on school contributions and support. It was also found that integrating conflict management style had positive influence on conflict management and job satisfaction of teachers.

The study by Einarsen et al. (2018) on climate for conflict management, exposure to workplace bullying and work engagement. The cross-sectional survey was adopted among employees in a transport company. It was found that conflict management was related to less reports of bullying and was highly related with work engagement. It was concluded that conflict management moderated the relationship between bullying and work engagement in that the relationship only existed when conflict management was low.

Conflicts have been common in most projects and are affecting performance of projects in terms of cost, time and quality. Brubaker et al. (2014) reported that 43% of managers surveyed disagreed that competing conflict management style is a

crucial concern for organizations and performance of projects in Kenya. Yusuf and Pretorius (2017) reported that 38% of project failures are due to inappropriate application of competing conflict handling style in Tanzania.

2.4.2 Obliging Conflict Management Style and Project Performance

Obliging/accommodating style is when a party to the conflict decides to satisfy the interest of the party at his own expense. Rahim (2001) reported that obliging is useful when one want to keep harmony relationship, when one lack the assertive communication skills to meet the conflicting need. This approach is useful when the conflict is more important to the other person, when one is willing to make sacrifice now in return of something later, when one has less power, and when someone is clearly wrong. This approach lead to harmony relationship, keep peace, low level of work stress and low level of perceived conflict.

The study by Wu et al. (2017) in China revealed that under obliging strategy; process conflict, task conflict and relationship conflict were negatively connected with performance of construction projects. The study by Rezvani et al. (2016) in Australia revealed that accomodating conflict management style had postive impact on project success, trust and job satisfaction. It was further revealed that trust and job satisfaction mediate the realtionshiop between emotional intelligence and project success in complex project situations.

The study by Aqqad et al. (2019) on relationship among emotional intelligence, conflict management styles, and job performance in Jordanian banks. It adopted the quantitative research design. The study results revealed that emotional intelligence

and conflict management styles were positively and significantly related to job performance. Emotional intelligence and conflict management styles were also significantly related to each other. It was concluded that in Jordanian banks conflict management styles exerted a significant mediating effect on the relationship between emotional intelligence and conflict management styles.

Iqbal, et al., (2015) studied the effect of leadership style on employee performance in Bangladesh. The quantitative research approach was adopted. It was revealed that democratic leadership style was useful in all time horizon, autocratic leadership was useful in the short term, participation leadership style was most useful in long-term and its effect to employees performance was positive. However, this study focuses on conflict management styles rather than leadership styles.

Gunkel, et al. (2016) studied the cultural values, emotional intelligence, and conflict handling styles. 1527 respondents from diverse cultural clusters were studied. It was found that avoidance and long-term orientation influenced preferences for the conflict handling styles of obliging, compromising, and integrating through emotional intelligence. It was also found that collectivism had negative effect on the preference for dominating style and that power distance had positive effect on preference for avoiding and dominating style.

The study done in Kenya by Wanyonyi et al. (2015) on conflict management styles influencing organizational commitment among Kenya Seed company employees; it was found that collaborating, obliging and avoiding conflict management styles facilitated trust and job satisfaction among employees, a thing that led to higher

employees performance while compromising and competing affected employees performance. However, the concern of this study was on conflict management styles and project performance rather than employees performance.

2.4.3 Compromising Conflict Management Style and Project Performance

Compromising conflict management style is associated with a concern for self and others. Where parties purposively come into agreement to forego something which is of great significant to both parties, so agreement could be reached. Rahim (2010) reported that with compromising approach, conflicts are solved by sharing or splitting the differences. The approach is effective when parties to conflict have equal power, when quick and temporary solution is needed, when it is not always perfect, when can't reach consensus. And when conflict goals are mutually exclusive. The approach is irrelevant when there is power imbalance (boss and employee), long-term solutions are needed, problems are complex or when dealing with value conflicts.

Chandolia & Anastasiou (2020) studied the conflict handling styles in secondary schools in Greece using 128 teachers from 12 schools in in Epirus region. It was revealed that school leaders exhibited a range of conflict management styles. Compromise and collaborative styles were enforced by smoothing and forcing. Avoidance was less applied. Aga et al. (2016) studied the transformational leadership and project success. It was found that in the context of development projects transformational leadership had both direct and indirect influences on project success. The study Henderson et al. (2016) revealed that compromising style had direct relationship with performance of global project teams. This was because

project managers simultaneously maintained clarification between project goals while consistently negotiating with global project teams.

Olu & Abolade (2014) revealed that effective conflict management through compromising, avoiding and collaborating style have enhanced employees performance in public organization in Nigeria. The study by Alozie & Kadiri (2022) on conflict management styles by multinational oil firms in the Niger Delta Region of Nigeria. It was found that compromising, avoiding and intergrating styles had positive influence on operationalization of multinational oil firms.

Dady (2015) studied the conflict management strategies used by headteachers and teachers of primary schools in Temeke municipality, Tanzania. It was found that conflict existed in most primary schools and were both destructive and constructive. The cause of conflicts were poor performance of teachers, difference in opinion, headteachers management style and favouritism. In managing existed conflicts in schools most head teachers tended to use compromising and intergrating strategy while teachers used avoiding strategy.

2.4.4 Dominating/Competing Conflict Management Style and Project Performance

Dominating/competing is a conflict handling style that occurs when one party decides to employ tactics to achieve his/her goal without taking into account consequences on the other party. It has high concern for self and low concern for others. It falls under highest degree of assertive behavior, with limited focus on relationship (Doyle, 2020). It where one seeks to win above all else, also is suitable

when project success is vital; and when one knows is right and there is a time pressure. The study by Goncalves et al. (2016) in UK revealed that self-monitoring was an important predictor of conflict management and had an influence on the choice or usage of dominating style in dealing with conflict situations.

The study of Rezvani et al. (2016) on managing emotional intelligence and project success. It applied quantitative research approach, where data was collected from 373 project managers. It was found that top managers used dominating approach to establish a win-lose situation for their organizations. However, it had negative influence on emotional intelligence and project success to lower satisfaction on working positions and lower passion among workers.

Larasati & Raharja (2020) studied the application of conflict management in increasing school effectiveness. It was found that conflict does not always lead to negative impact on school life, but encouraged creativity, adaptation and school innovation. It was also found that teachers adopted dominating style in order ensure school goals are achieved without taking into account consequences to students. Akuffo (2015) revealed that dominating, obliging and compromising styles of handling conflict had positive relation to counterproductive work behaviour while integrating and avoiding styles had negative relation to counterproductive work behaviour in Ghana.

Aunga & Masare (2017) studied the effect of conflict handling styles on teacher's performance in primary schools of Arusha District Tanzania. The quantitative

research design was used and data was collected from 140 respondents. There was a significant influence of integrating, compromising, obliging conflict handling styles and performance of teachers. There was insignificant relationship between avoiding, dominating conflict handling styles and performance of teachers. However, the focus of this study is on conflict handling styles and project performance rather than teachers' performance.

2.4.5 Avoiding Conflict Management Style and Project Performance

Avoiding is a conflict handling style that occurs when parties with conflict pretend as if there is no conflict by staying away or withdraw from the substance of the conflict (Rahim, 2001). According to Rahim (2004) avoiding approach preserve harmony in relationships and maintain long-term relationships. It contain lower concern of self and low concern for others. It is appropriate when the one part to conflict decide to chill-off, when the issue is off little importance to parties of conflict, and when disadvantages outweigh benefits of confrontation.

The study by Johansen & Cadmus (2016) on conflict management style, supportive work environments and the experience of work stress in emergency nurses in USA. It adopted a correlational research design, where data was collected from 222 nurses. It was found that 27% of nurses reported the elevated level of work stress. Supportive working environment and avoidant conflict management style were significant predictors of work stress. The study by Saiti (2015) on conflicts in Greek primary school, conflict management styles and the role of the school leader. A total of 414 respondents were studied. It was found that conflicts in schools were attributed to interpersonal and organizational reasons. It was also found that

intergration, collaboration, avoiding and coherence were key factors for cultivating a constructive conflict management strategy and enhancing better school performance.

Caputo, et al., (2018) studied the effect of cultural intelligence in relationship between individual cultural orientations and the choice of a conflict management style. It was confirmed that cultural orientations had impact on conflict controlling styles, namely avoiding, forcing and problem solving. The study by Ting-toomey & Oetzel (2001) on 200 college students working in teams, indicated integrating as the most effective and avoiding as ineffective response to conflict. In successful project management Rahim (2004) reported that the used approaches are integrating, compromising and obliging styles while in failed project management the approaches used are dominating and avoiding styles.

Prieto-Remona et al., (2015) studied conflict resolution on project performance. It was found that project managers adopt confronting/intergrating, compromising and avoiding styles in most cases as first options in order to highlight the degree factor and extent of the on-going conflict withing a project team. The study by Rwehumbiza & Mfugale (2022) revealed that conflict management had significant contribution to employee performance on Dar es salaam Marine Gateway Project; where this was associated with application of avoiding, compromising, collaboration and integrating styles.

2.5 Research Gap

There are various literatures on conflict management, for instance Akuffo (2015) looked on influence of supervisors' conflict management style on employees

counterproductive work behaviours. Caputo et al. (2018) looked on role of cultural intelligence in the relationship between cultural orientations and conflict management styles. Goncalves et al., (2016) looked on cultural intelligence, Larasati & Raharja (2020) also looked on conflict management in improving schools effectiveness. Olu & Abolade (2014) looked on impact of conflict management on employees 'performance in a public sector organization. Prieto-Remona et al. (2015) looked on conflict resolution to project performance. Rwehumbiza & Mfugale (2022) looked on contribution of conflict management on employees' performance. Wu at al. (2017) looked on effects of inter-organizational conflicts on construction project added value.

To the best of my knowledge, from the reviewed literatures it is clear that information on conflict management and performance of projects is inadequate. Therefore, this study was ought to fill in this gap in research by assessing the contribution of conflict management on performance of projects; specifically, research projects undertaken by NIMR.

2.6 Conceptual Framework

The conceptual framework for this study adopted from Rwehumbiza & Mfugale (2022). The framework as shown on Figur 2.1 indicates that conflict handling styles which are; integrating, obliging, compromising, dominating and avoiding if are well applied and considered on the project life cycle are likely to contribute to the performance of projects under NIMR.

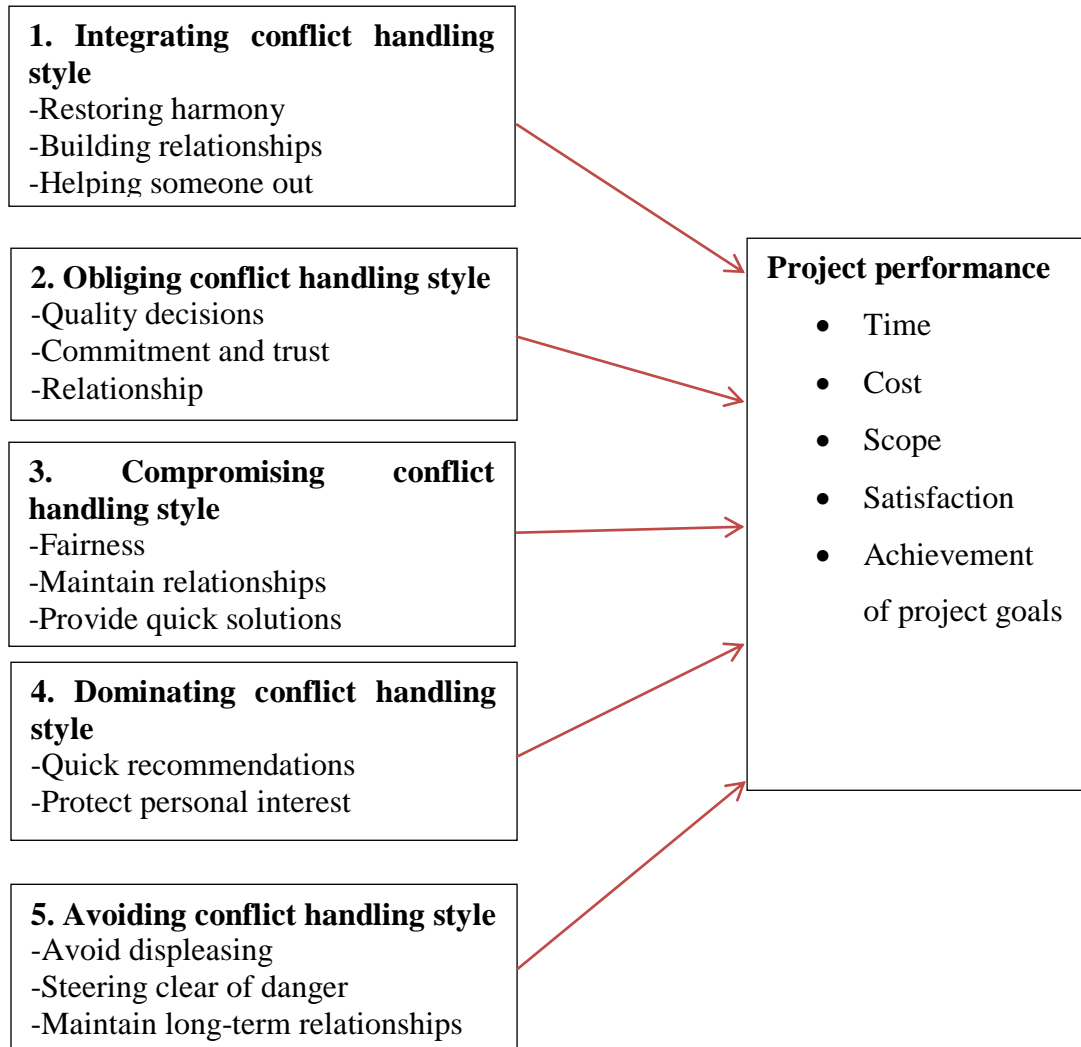


Figure 2.2: Contribution of Conflict Management on Performance of Projects
Source: Adopted from Rwehumbiza & Mfugale (2022).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the methodological plans and procedures used to carry out this study. It includes various sections such as selection of the study organization, research design, sampling design, type and source of data, data collection methods, data analysis and management, validity and reliability, ethical issues and limitations of the study.

3.2 Selection of the Study Organization

This study was conducted at the National Institute for Medical Research (NIMR) in Dar es Salaam. NIMR is responsible for undertaking research projects on behalf of the government. NIMR is chosen as a study organization since it's a major institution in undertaking Government research projects in Tanzania. Moreover, it is chosen because it is associated with diverse conflicts rooting from misunderstandings, mistrust and miscommunication among project implementers. Furthermore, it's chosen because despite the emerged conflicts among project implementers, still it has managed to ensure projects are completed within time under the resources allocated. Thus, it's imperative to understand the contribution of conflict management styles on performance of NIMR projects.

3.3 Research Approach

According to Creswell (2014) research approach is a plan and procedure that entail the steps of broad assumption to detailed methods of data collection, analysis and interpretation. In this study, Quantitative research approach was adopted in order to

gather information with breadth regarding the contribution of conflict management styles on performance of NIMR projects. On top of that, with this approach the researcher was able to establish the relationship between integrating, obliging, compromising, dominating and avoiding conflict management styles and performance of NIMR projects.

3.4 Research Design

Research design is the strategy of inquiry chosen by the researcher to undertake a particular study (Kothari, 2004). This study adopted quantitative case study research design. Moreover, this design was selected since it allows the researcher to acquire objective data that can be communicated clearly through statistics and numbers (Sileyew, 2019). Furthermore, this design was selected since it allows the researcher to focus on specific and interesting case i.e. NIMR projects.

3.5 Study Population

Study population is the subset of the target population that is available for the study (Mishra & Alok, 2022). The study population for obtaining quantitative data was 250 project implementers who were the employees employed and working at NIMR.

3.6 Sample Size

According to Pandey & Pandey (2012) sample size refers to the number of participants or observers included in a study. In this study sample size was determined by using Yamane's statistical formula as shown on equation-1 (Israel, 1992). From NIMR registry there were 250 project implementers, this number was used as a total population (N). According to Taherdoost (2017) the margin error of

1% to 10% is allowable in social science studies, following such logic this study used a 2% margin of error.

$$n = \frac{N}{\{1+N(e^2)\}} \dots\dots\dots (Equation-1)$$

Where: n-Sample size; N-Eligible population; and e-Marginal error

$$\text{Solution: } n = \frac{250}{1+250(0.02^2)} = 227.2 \sim 227 \text{ respondents}$$

Therefore, the information presented herein was acquired from a sample size of 227 respondents.

3.7 Sampling Procedure

According to Kothari (2004) probability random sampling methods are appropriate in selecting samples in quantitative studies. Following such logic simple random sampling technique was deployed as follows.

3.7.1 Simple Random Sampling

Simple random sampling is a type of probability sampling techniques that allows the researcher to select randomly a subset of participants from eligible population (Sileyew, 2019). Following such logic, the researcher selected randomly 227 respondents from 250 of employees working at NIMR. This was done after acquiring the list of employees working at NIMR. Then from the list, respondents were selected randomly until 227 participants reached. This technique was deployed in this study, since it provided equal chance to all NIMR employees to participate in the study and reduces the researcher's biasness in selection of samples.

3.8 Type and Source of Data

This study involved collection of primary and secondary data. Where, primary data was gathered direct from the project implementers (employees) employed by NIMR through survey method of data collection. Secondary data was gathered from published documents such as journals articles, books and reports in order to support the facts obtained during survey.

3.9 Methods of Data Collection

The study deployed survey method to collect quantitative data.

3.9.1 Survey Method

Survey method was deployed to gather primary quantitative data from project implementers (employees) employed by NIMR through written questionnaires. A 5-point Likert scale questionnaire was developed as a data collection tool (see Appendix 1) and was administered to 227 respondents. The questionnaire entailed close-ended questions which covered both independent variables and dependent variables. With this method, the researcher gathered data relating to the influence of conflict handling styles (integrating, obliging, compromising, dominating and avoiding) in projects performance.

3.10 Data Analysis and Presentation

Data analysis is a systematic process of inspecting, transforming, cleaning and interpreting data to discover valuable insights or draw conclusions (Kothari, 2004). The collected quantitative data was analyzed through IBM Statistical Package for Social Science (SPSS) program version 20. With IBM SPSS, the responses from

surveys was cleaned, and then useful (cleaned) data was entered in IBM SPSS program version 20. Thereafter, descriptive statistics and multiple regression analysis were executed. Descriptive statistics was used to understand the influence of conflict handling styles (integrating, obliging, compromising, dominating and avoiding) in performance of NIMR projects. The outcomes from descriptive statistics were presented into tables and figures showing response and percent.

Multiple regression analysis was used to understand the relationship between conflict handling styles (integrating, obliging, compromising, dominating and avoiding) and performance of NIMR projects. This was because multiple regression use two or more independent variables to predict a dependent variable. The outcomes from multiple regression analysis were presented into regression tables. The multiple regression equation was;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

Where:

Y- project performance;

β_0 - constant variable;

X1- integrating;

X2-obliging;

X3- compromising;

X4- dominating;

X5- avoiding; and

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ were coefficient variables.

Table 3.1: Data Collection Matrix

S/N	Variables	Indicators	Scales	Sources
1	Integrating	-Restoring harmony -Building relationships -Helping someone out	Likert 1-5	Adopted from (Wu et al., 2017)
2	Obliging	-Quality decisions -Commitment and trust -Relationship	Likert 1-5	Adopted from (Wanyonyi et al., 2015)
3	Compromising	- Fairness -Maintain relationships -Trust	Likert 1-5	Adopted from (Olu & Abolade, 2014)
4	Dominating	- Quick recommendations -Protect personal interest -Confidence	Likert 1-5	Adopted from (Akuffo, 2015)
5	Avoiding	-Avoid displeasing -Steering clear of danger -Setting favorable conditions	Likert 1-5	Adopted from (Rwehumbiza & Mfugale, 2022)
6	Project performance	-completion on time -Satisfaction -Scope coverage	Likert 1-5	Adopted from (Ollows, 2012)

Source: Author's Compilation (2022).

3.11 Validity and Reliability of Data Collection Tools

3.11.1 Validity

Validity refers to how well the outcomes among study participants represent true findings among similar people outside the study (Mishra & Alok, 2022). In order to ensure accuracy of the data collection instruments a pilot study was conducted. In which 10 questionnaires were pre-tested by distributing them to respondents, and the response from respondents brought consistent constructive arguments; then the instruments was regarded to be valid to ensure higher quality of the research.

3.11.2 Reliability

According to Kothari (2014) reliability refers to how consistently a data collection tool Measures something. It's when the same result can be consistently attained through similar data collection tool under similar circumstances. In this study, consistency of the data collection instrument was measured through Cornbrash's

alpha (α); and a 0.83 outcome was indicated. This result aligns with Wu et al. (2012) who reported that if the Cornbrash's alpha (α) brings results above 0.70; such instrument is regarded to be reliable to ensure higher quality of the research (see Table 3.2).

Table 3.2: Range of Cronbach's Alpha Coefficients

Reliability	Range
Unreliable	$\alpha \leq 0.30$
Barely reliable	$0.30 < \alpha \leq 0.40$
Slightly reliable	$0.40 < \alpha \leq 0.50$
Reliable (Most common range)	$0.50 < \alpha \leq 0.70$
Very reliable (Second most common range)	$0.70 < \alpha \leq 0.90$
Strongly reliable	$\alpha > 0.90$

Source: Wu, et al. (2012).

3.12 Ethical Issues

This study was undertaken with consideration of various ethical issues such as university research regulations, confidentiality, voluntary participation, and anonymity. Firstly, the research permit was attained from the office of the principle of Open University of Tanzania. Thereafter, it was submitted to Regional commissioner's office, then to NIMR. Then NIMR introduced the researcher to its employees in order for them to provide their opinion freely (see appendix 2). Secondly, respondents that debriefed over the purpose and consequences of the study; then those who were willing to participate in the study were the one that questionnaires were administered to. Thirdly, data were treated with confidentiality and respondents' identity remained anonymous as no names were recorded.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results on contribution of conflict management styles on performance of NIMR projects. It contains seven sections, where; the first section provides the chapter highlight. The second section describes the demographic features of respondents. The third section details the influence of integrating conflict management style in the performance of NIMR projects. The fourth section provides the influence of obliging conflict management style in the performance of NIMR projects. The fifth section presents the influence of compromising conflict management style in the performance of NIMR projects. The sixth section narrates the influence of dominating conflict management style in the performance of NIMR projects. The seventh section presents the influence of avoiding conflict management style in the performance of NIMR projects.

4.2 Demographic Features of Respondents

Investigating the demographic characteristics of respondents was important for understanding presentativeness of the respondents. In that manner, demographic characteristics of respondents were measured against gender, age, education level, working experience and position.

4.2.1 Gender

Gender is an important aspect in explaining the demographic characteristics of respondents. The result on Figure 4.1 revealed that 54.6% of respondents were males and 45.4% were females. This result implies that the information presented herein

was gathered from both males and females. It further implies that NIMR is comprised with both male and female employees' who are responsible for executing NIMR projects. These results align with Einarsen et al. (2018) who indicated that participation of males and females in studies facilitated presentation data that represented the views of both genders.

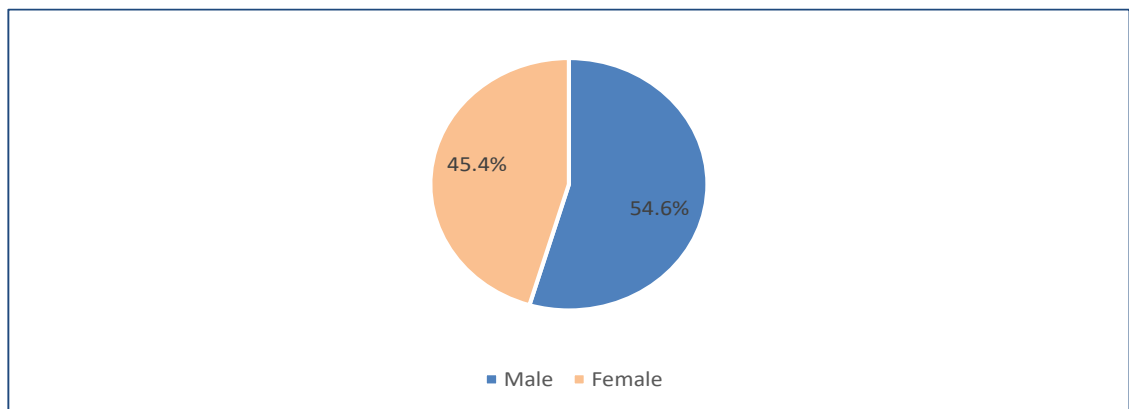


Figure 4.1: Gender of Respondents

Source: Field data (2023).

4.2.2 Age

Age is an important aspect in explaining the demographic characteristics of respondents. The study results demonstrated that 14.7% of respondents were aged 20 to 29, 33.3% were aged 30 to 39, 42.3% were aged 40 to 49 and 9.7% were aged 50-59. This result implies that the information presented herein was gathered from employees aged between 20 to 59.

Table 4.1: Age of respondents

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	33	14.7	14.7	14.7
	30-39	76	33.3	33.3	48
	40-49	96	42.3	42.3	90.3
	50-59	22	9.7	9.7	100.0
	Total	227	100.0	100.0	

Source: Field data (2023).

4.4.3 Education Level

Education level is an important aspect in explaining the demographic characteristics of respondents. The result on Table 4.2 indicated that 4.3% of respondents were certificate holders, 43.3% were diploma holders, 44.9% were degree holders, 7.4% were master degree holders. This result implies that the information presented herein are from certificate, diploma, degree and master degree holders employed at NIMR. This result further implies that NIMR projects are being executed by employees with certificate education level to master degree education level.

Table 4.2: Respondents' Education Level

Education level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate holder	10	4.3	4.3	4.3
	Diploma holder	98	43.4	43.4	47.7
	Degree holder	102	44.9	44.9	92.6
	Master degree holder	17	7.4	7.4	100.0
	Total	227	100.0	100.0	

Source: Field data (2023)

4.2.4 Working Position

Working position is an important aspect in explaining the demographic characteristics of respondents. It was revealed that 6% of respondents were senior managers, 22% were junior managers and 72% were normal employees (see Table 4.3). This result implies that the information presented herein was collected from senior managers, junior managers and normal employees. This result further implies that NIMR projects are being executed by normal employees under direct supervision of junior managers and indirect supervision from senior managers.

Table 4.3: Respondents' Working Position

	Position	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior manager	14	6.0	4.0	4.0
	Junior manager	50	22.0	22.0	26.0
	Normal employee	163	72.0	72.0	100.0
	Total	227	100.0	100.0	

Source: Field data (2023).

4.2.5 Work Experience

Work experience is an important aspect in explaining the demographic characteristics of respondents. The results on Table 4.4 revealed that 14% of respondents had below 5 years work experience, 15% had 6 to 10 years of work experience, 18.1% had 11 to 15 years of work experience, 35.4% had 16 to 20 years of work experience and 17.6% 15% had above 21 years of work experience. This result implies that the information presented herein was collected from employees with below 5 years of work experience and above 21 years of work experience. This result further implies that NIMR projects are being executed by less experienced, moderate experienced and highly experienced employees, a thing that signifies effective conflict management and facilitated projects performance.

Table 4.4: Respondents' work experience

	Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	32	14.0	14.0	14.0
	6-10 years	34	15.0	15.0	29.0
	11-15 years	41	18.1	18.1	47.,1
	16-20 years	80	35.4	35.4	82.5
	Above 21 years	40	17.5	17.5	100.0
	Total	227	100.0	100.0	

Source: Field data (2023).

4.3 Influence of Integrating Conflict Management Style in the Performance of NIMR Projects

This section details the results for the first objective of this study, which was to investigate the influence of integrating conflict management style in the performance of NIMR projects. The influence of integrating conflict management style is important for understanding the contribution of conflict management styles on performance of NIMR projects. In order to address this objective, the results were organized into extent to which integrating conflict management style influence the performance of NIMR projects and influence of integrating conflict management style on the performance of NIMR projects.

4.3.1 Extent to Which Integrating Conflict Management Style Influence the Performance of NIMR Projects

Investigating the extent to which integrating conflict management style influence the performance of NIMR projects was important for determining the influence of integrating conflict management style on the performance of NIMR projects. From surveys, it was discovered that 42.3% of respondents commented that integrating conflict management style had moderate extent of influence, others commented that it had larger extent, some commented that it had little extent and few commented that it had no influence at all (see Figure 4.2).

This result implies that integrating conflict management style had average influence on performance of NIMR projects. It further implies that at NIMR conflicts are handled while having higher concern for conflicting parties and organization. while

embracing openness, exchange of information, and examination of differences among conflicting parties to reach acceptable solutions to both parties. This result is in agreement with Thomas-Kilmann Conflict Model, which depicts that collaborating is both assertive and cooperative in which a project manager satisfy project concerns and individuals concerns. This result concurs with the study by Rognes & Schei (2010); Rahim (2010); Rahim (2017) who asserted that intergrative conflict management approach was beneficial for diverse outcome-dimensions (quality, fairness, trust and satisfaction).

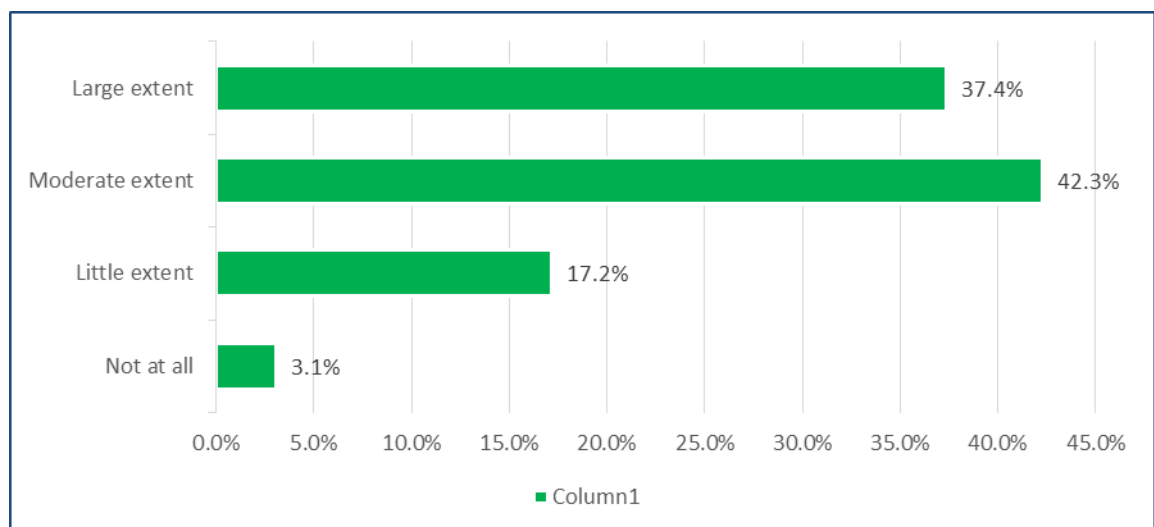


Figure 4.2: Response on Extent to Which Integrating Conflict Management Style Influence the Performance of NIMR Projects

Source: Field data (2023).

4.3.2 Influence of Integrating Conflict Management Style on the Performance of NIMR Projects

Investigating the yardsticks indicating the influence of integrating conflict management style on the performance of projects was important for understanding the contribution of integrating conflict management style on the performance of NIMR projects. During surveys, respondents were asked to provide their views on

statements that show the yardsticks indicating the influence of integrating conflict management style on the performance of NIMR projects into scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree. Their response is summarized on Table 4.5;

Table 4.5: Influence of Integrating Conflict Management Style on the Performance of NIMR Projects

No	Yardsticks	Percent				
		5	4	3	2	1
1	Integrating conflict management style restore harmony among us	40.1	38.4	21.5	0	0
2	Integrating conflict management style build relationships among us	10.1	27.3	36.6	22	4
3	Integrating conflict management style helps someone out	17.6	45.4	18.1	15	4
4	Integrating conflict management style puts pending the conflict	7	9.7	23.3	52	7.9
5	Integrating conflict management style creates tension between among conflicting parties	22	33	23.4	12.8	8.8

Source: Field data (2023).

The results on Table 4.5 revealed that 40.1% of respondents strongly agreed that integrating conflict management style restored harmony among project team members. Also, it revealed that 36.6% of respondents were neutral that integrating conflict management style built relationships among project team members. Furthermore, it revealed that most respondents (45.4%) agreed that integrating conflict management style helped someone out. Moreover, it revealed that 52% of respondents disagreed that integrating conflict management style putted pending conflicts. Lastly, it revealed that 33% of respondents agreed that integrating conflict management style created tension between among conflicting parties.

Generally, the result on Table 4.5 implies that integrating conflict management style has viable influence on the performance of NIMR projects; and it has led to restored

harmony among project team members, built relationships among project team members, helped someone out, and created tension between among conflicting parties. This result corresponds with Wu et al. (2017) who asserted that under integrating strategy, relationships among employees was higher. Similarly, Babon & Dacuro (2016) reported that integrating conflict management style had positive influence on conflict management and job satisfaction of teachers. Brubaker et al. (2014) reported that 43% of managers surveyed agreed that competing conflict management style was a crucial concern for organizations and performance of projects in Kenya.

4.4 Influence of Obliging Conflict Management Style in the Performance of NIMR Projects

This section details the results for the first objective of this study, which was to evaluate the influence of obliging conflict management style in the performance of NIMR projects. The influence of obliging conflict management style is important for understanding the contribution of conflict management styles on performance of NIMR projects. In order to address this objective, the results were organized into extent to which obliging conflict management style influence the performance of NIMR projects and influence of obliging conflict management style on the performance of NIMR projects.

4.4.1 Extent to which Obliging Conflict Management Style Influence the Performance of NIMR Projects

Investigating the extent to which obliging conflict management style influence the performance of NIMR projects was important for determining the influence of

obliging conflict management style on the performance of NIMR projects. From surveys, it was revealed that 49.8% of respondents stated that obliging conflict management style had moderate extent of influence; others stated that it had little extent, some stated that it had larger extent and few commented that it had no influence at all (see Figure 4.3).

This result implies that obliging conflict management style had average influence on performance of NIMR projects. It further implies that at NIMR some parties to conflict are handling conflicts by meeting the interest of the other conflicting at their own expense. This result is in pact with Thomas-Kilmann Conflict Model, which depicts that under obliging conflict management style project managers satisfies individuals concerns over organizational expense. This result coincides with Rezvani et al. (2016) who asserted that accomodating/obliging conflict management style had postive impact on project success, trust and job satisfaction.

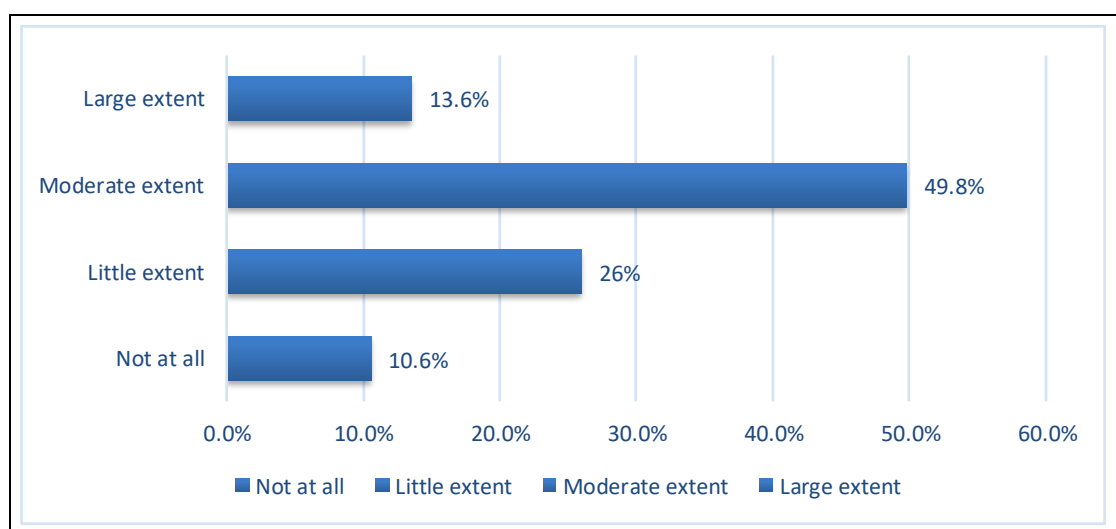


Figure 4.3: Response on Extent to Which Obliging Conflict Management Style Influence the Performance of NIMR Projects

Source: Field data (2023).

4.4.2 Influence of Obliging Conflict Management Style on the Performance of NIMR Projects

Investigating the yardsticks indicating the influence of obliging conflict management style on the performance of projects was important for understanding the contribution of obliging conflict management style on the performance of NIMR projects. During surveys, respondents were asked to provide their views on statements that show the yardsticks indicating the influence of obliging conflict management style on the performance of NIMR projects into scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree. Their response is summarized on Table 4.6;

Table 4.6: Influence of Obliging Conflict Management Style on the Performance of NIMR Projects

No.	Yardsticks	Percent				
		5	4	3	2	1
1	Obliging conflict management style leads to quality decisions among conflicted parties	2.6	9.3	53.3	26.4	8.4
2	Obliging conflict management style promote commitment and trust among us	9.7	19.8	28.6	33.5	8.4
3	Obliging conflict management style helps in building relationship among employees	4.8	7.5	12.8	53.3	21.6
4	Obliging conflict management style creates a sense of teamwork	9.3	27.3	32.1	25.6	5.7
5	Obliging conflict management style brings in togetherness	13.2	49.8	19.8	13.2	4
6	Obliging conflict management style offers job satisfaction	8.4	47.6	22.9	11.4	9.7

Source: Field data (2023).

The results on Table 4.6 indicated that 53.3% of respondents were impartial on obliging conflict management style leading to quality decisions among conflicted parties. Also, it declared that 36.6% of respondents disagreed that obliging conflict management style promoted commitment and trust among project team members. Furthermore, it indicated that most respondents (53.3%) disagreed that obliging

conflict management style helped in building relationship among project team members. Moreover, it declared that 32.1% were impartial on obliging conflict management style creating a sense of teamwork. In addition, it revealed that 49.8% of respondents agreed that obliging conflict management style brought in togetherness. Lastly, it revealed that 47.6% of respondents agreed that obliging conflict management style offered job satisfaction.

Generally, the result on Table 4.6 implies that obliging conflict management style has viable influence on the performance of NIMR projects; and it has brought togetherness and job satisfaction among project team members. This result harmonizes with Wu et al. Rezvani et al. (2016) who asserted that accomodating conflict management style had led to project success, trust and job satisfaction. Similarly, Aqqad et al. (2019) reported that emotional intelligence and conflict management styles were significantly related to each other. Wanyonyi et al. (2015) indicated that obliging conflict management style faciliated trust and job satisfaction among employess.

4.5 Influence of Compromising Conflict Management Style in the Performance of NIMR Projects

This section details the results for the first objective of this study, which was to examine the influence of compromising conflict management style in the performance of NIMR projects. The influence of compromising conflict management style is important for understanding the contribution of conflict management styles on performance of NIMR projects. In order to address this objective, the results were organized into extent to which compromising conflict

management style influence the performance of NIMR projects and influence of compromising conflict management style on the performance of NIMR projects.

4.5.1 Extent to which Compromising Conflict Management Style Influence The Performance of NIMR Projects

Investigating the extent to which compromising conflict management style influence the performance of NIMR projects was important for determining the influence of compromising conflict management style on the performance of NIMR projects. From surveys, it was revealed that 54.8% of respondents declared that compromising conflict management style had large extent of influence; others declared that it had moderate extent; some declared that it had little extent and few declared that it had no influence at all (see Figure 4.4).

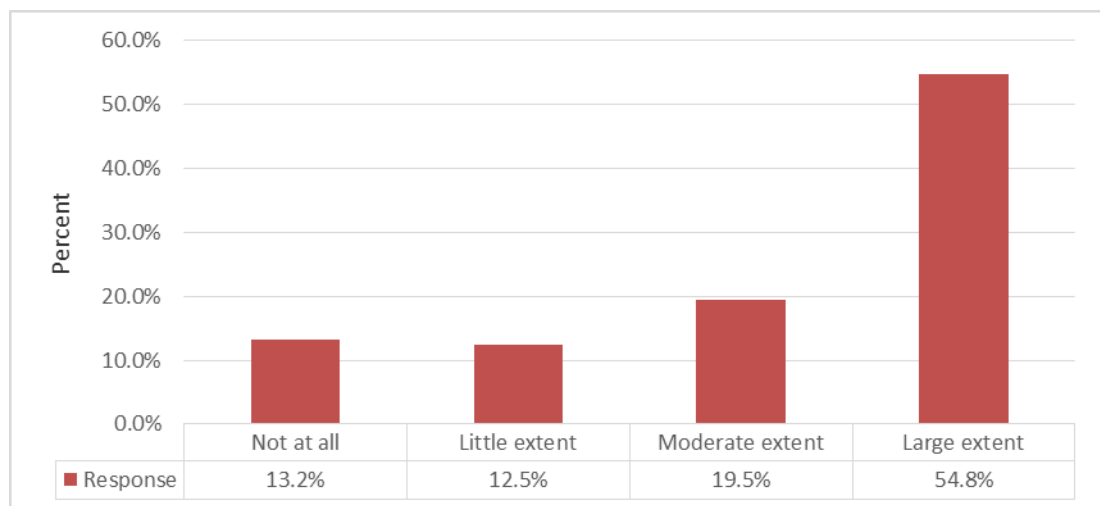


Figure 4.4: Response on Extent to Which Compromising Conflict Management Style Influence the Performance of NIMR Projects

Source: Field data (2023).

This result implies that compromising conflict management style had higher influence on performance of NIMR projects. It further implies that at NIMR project managers have been handling conflicts while having higher concerns for self and

others. This result is in line with Thomas-Kilmann Conflict Model, which depicted that under compromising conflict management style project managers have higher concerns for personal expenses and others expenses. This result is in support to Chandolia & Anastasiou (2020) who exposed that compromising style was enforced by leaders through smoothing and less force.

4.5.2 Influence of Compromising Conflict Management Style on the Performance of NIMR Projects

Investigating the yardsticks indicating the influence of compromising conflict management style on the performance of projects was important for understanding the contribution of compromising conflict management style on the performance of NIMR projects. During surveys, respondents were asked to provide their views on statements that shows the yardsticks indicating the influence of compromising conflict management style on the performance of NIMR projects into scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree. Their response is summarized on Table 4.7 below;

Table 4.7: Influence of Compromising Conflict Management Style On The Performance Of NIMR Projects

No	Yardsticks	Percent				
		5	4	3	2	1
1	Compromising conflict management style led to quality decisions	59.8	15	13.7	11.5	0
2	Compromising conflict management style has promoted fairness among employees	23	55.9	15.4	5.7	0
3	Compromising conflict management style helps to maintain relationships among employees	7.5	33.9	50.7	4.8	3.1
4	Compromising conflict management style promote performance of project teams	0	11	52.9	30.4	5.7
5	Provides quick solution to a conflict	8.4	40.5	26.8	20.3	4

Source: Field data (2023).

The results on Table 4.7 show that 59.8% of respondents strongly agreed that compromising conflict management style led to quality decisions. Also, it opens that 55.9% of respondents agreed that compromising conflict management style has promoted fairness among project team members. Furthermore, it indicated that most respondents (50.7%) were impartial on compromising conflict management style helping to maintain relationships among project team members. Moreover, it avowed that 52.9% of respondents were impartial on compromising conflict management style promoting performance of project teams. In addition, it revealed that 40.5% of respondents agreed that compromising provided quick solution to conflicts.

Generally, the result on Table 4.7 implies that compromising conflict management style has several positive influences on the performance of NIMR projects; as it led to quality decisions, promoted fairness among project team members, and it provided quick solution to conflicts. This result complements with Henderson et al. (2016) who asserted that compromising style had direct relationship with performance of global project teams. This was because project managers simultaneously maintained clarification between project goals while consistently negotiating with global project teams.

4.6 Influence of Dominating Conflict Management Style in the Performance of NIMR Projects

This section details the results for the fourth objective of this study, which was to Eximine the influence of dominating conflict management style in the performance of NIMR projects. The influence of dominating conflict management style is

important for understanding the contribution of conflict management styles on performance of NIMR projects. In order to address this objective, the results were organized into extent to which dominating conflict management style influence the performance of NIMR projects and influence of dominating conflict management style on the performance of NIMR projects.

4.6.1 Extent to which Dominating Conflict Management Style Influence the Performance of NIMR Projects

Investigating the extent to which dominating conflict management style influence the performance of NIMR projects was important for determining the influence of dominating conflict management style on the performance of NIMR projects. From surveys, it was discovered that 46.6% of respondents claimed that dominating conflict management style had little extent of influence, others claimed that it had moderate extent, some claimed that it had large extent and few claimed that it had no influence at all (see Figure 4.5).

This result implies that dominating conflict management style had little or lower influence on performance of NIMR projects. It further implies that at NIMR project managers have less concern for self at the expense of team members and organizational goals. This result is in support with explanations by Rahim (2001); Rahim (2010); Rahim (2017) who reported that dominating conflict management style is inadequately applied in institutions whose survival depends or projects as routine operations.

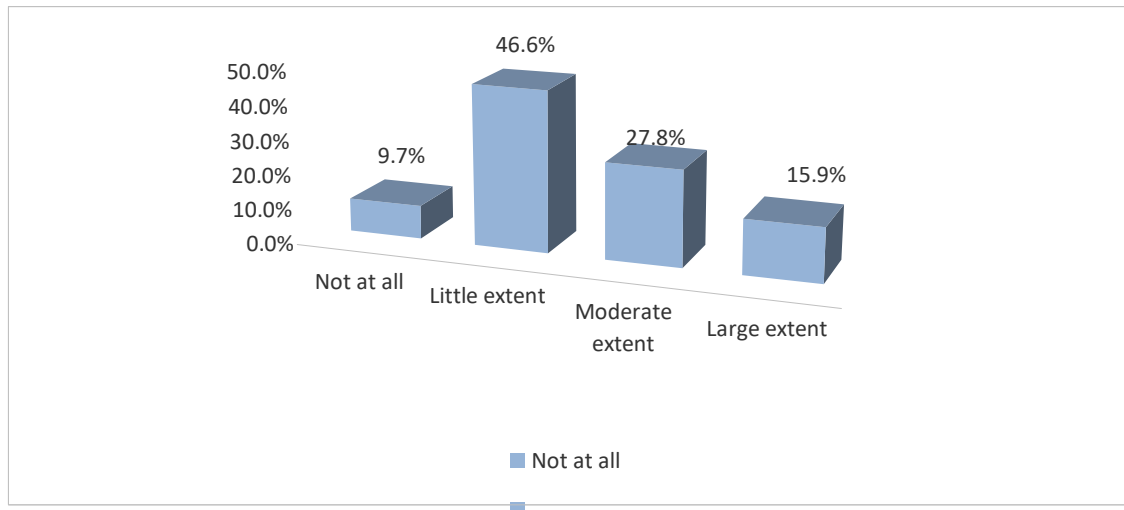


Figure 4.5: Response on Extent to Which Dominating Conflict Management Style Influence the Performance of NIMR Projects

Source: Field data (2023).

4.6.2 Influence of Dominating Conflict Management Style on the Performance of NIMR Projects

Investigating the yardsticks indicating the influence of dominating conflict management style on the performance of projects was important for understanding the contribution of dominating conflict management style on the performance of NIMR projects. During surveys, respondents were asked to provide their views on statements that shows the yardsticks indicating the influence of dominating conflict management style on the performance of NIMR projects into scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree. Their response is summarized on Table 4.8;

The results on Table 4.8 declared that 32.2% of respondents disagreed that managers have high concern for self and low concern for others. Also, it revealed that 53.3% of respondents disagreed to have highest degree of assertive behavior. Moreover, it

dictates that 49.8% of respondents disagreed that dominating conflict management style encourage creativity. Additionally, it revealed that 47.5% of respondents disagreed that dominating conflict management style promote quick recommendations. Furthermore, it indicated that most respondents (49.8%) were impartial on dominating conflict management style protecting personal interest.

Table 4.8: Influence of Dominating Conflict Management Style on the Performance of NIMR Projects

No	Yardsticks	Percent				
		5	4	3	2	1
1	Managers have high concern for self and low concern for others	11.5	26.3	28.2	32.2	1.8
2	I have highest degree of assertive behavior	4	14.1	23.3	53.3	5.3
3	Dominating conflict management style encourage creativity	4	13.2	19.8	49.8	13.2
4	Dominating conflict management style promote quick recommendations	9.7	11.5	22.9	47.5	8.4
5	Dominating conflict management style protect personal interest	1.8	24.7	33	31.7	8.8

Source: Field data (2023).

Thus, the result on Table 4.8 implies that dominating conflict management style was inadequately applied at NIMR and had inadequate contribution on performance of NIMR projects. This was indicated by various yardsticks such as less high concern for self and low concern for others by managers, lowest degree of assertive behavior among managers and employees, limited influence of the style in encouraging creativity and promoting quick recommendations. This result is in line with Rahim (2001); Rahim (2010) who asserted that dominating conflict management style is inadequately applied in institutions whose survival depends on projects as routine operations.

4.7 Influence of Avoiding Conflict Management Style in the Performance of NIMR Projects

This section details the results for the fifth objective of this study, which was to assess the influence of avoiding conflict management style in the performance of NIMR projects. The influence of avoiding conflict management style is important for understanding the contribution of conflict management styles on performance of NIMR projects. In order to address this objective, the results were organized into extent to which avoiding conflict management style influence the performance of NIMR projects and influence of avoiding conflict management style on the performance of NIMR projects.

4.7.1 Extent to which Avoiding Conflict Management Style Influence the Performance of NIMR Projects

Investigating the extent to which avoiding conflict management style influence the performance of NIMR projects was important for determining the influence of avoiding conflict management style on the performance of NIMR projects. From surveys, it was exposed that 39.9% of respondents claimed that avoiding conflict management style had moderate extent of influence; others claimed that it had little extent, some claimed that it had large extent and few claimed that it had no influence at all (see Figure 4.6).

This result implies that avoiding conflict management style had average influence on performance of NIMR projects. It further implies that at NIMR project managers tend to stay away or withdraw from the substance of conflicts that parties to conflict pretend ignore. This result is in agreement with the study by Saiti (2015) who

asserted that avoiding conflict management approach was key factor for cultivating a constructive conflict management strategy and enhancing better school performance.

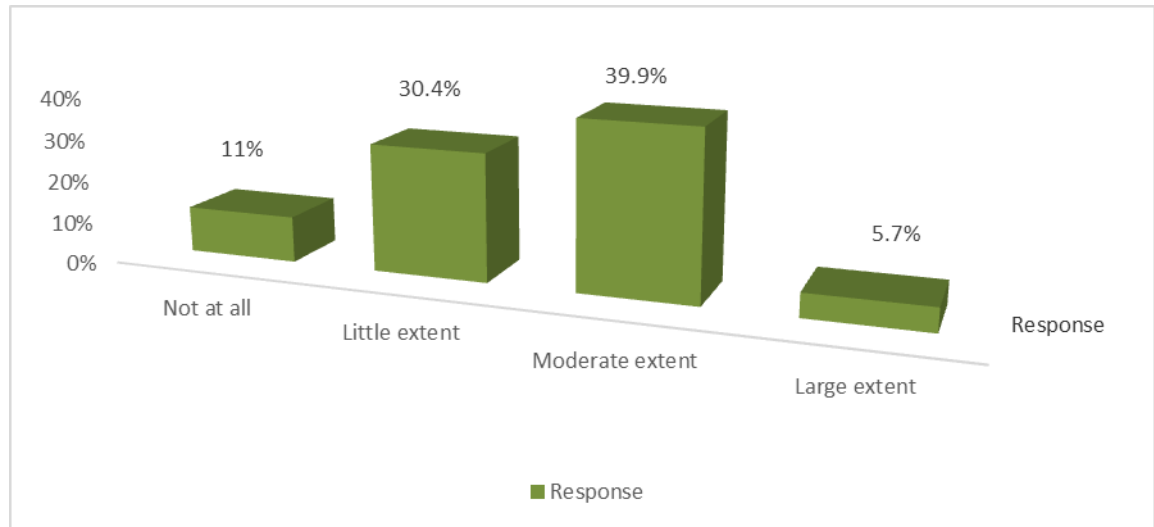


Figure 4.6: Response on Extent to Which Avoiding Conflict Management Style Influence the Performance of NIMR Projects
Source: Field data (2023).

4.6.2 Influence of Avoiding Conflict Management Style on the Performance of NIMR Projects

Investigating the yardsticks indicating the influence of avoiding conflict management style on the performance of projects was important for understanding the contribution of avoiding conflict management style on the performance of NIMR projects. During surveys, respondents were asked to provide their views on statements that shows the yardsticks indicating the influence of avoiding conflict management style on the performance of NIMR projects into scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree. Their response is summarized on Table 4.9;

Table 4.9: Influence of Avoiding Conflict Management Style on the Performance of NIMR Projects

No	Yardsticks	Percent				
		5	4	3	2	1
1	Managers has high concern for organization and cultural orientations	13.2	49.8	19.8	13.2	4
2	Avoiding conflict management style has brings in respect among employees	4.8	7.5	12.8	53.3	21.6
3	Avoiding conflict management style encourage setting of favorable conditions	9.3	27.3	32.2	25.5	5.7
4	Avoiding conflict management style helps me to clear of danger	9.7	11.5	22.9	47.5	8.4
5	Avoiding conflict management style helps me to avoid displeasing	13.2	49.8	19.8	13.2	4

Source: Field data (2023).

The results on Table 4.9 revealed that 49.8% of respondents agreed that managers had higher concern for organization and cultural orientations. Also, it exposed that 53.3% of respondents disagreed it brought in respect among employees. Moreover, it depicted that most respondents (32.2%) were impartial about it encouraging setting of favorable conditions. Additionally, it revealed that 47.5% of respondents disagreed that it helped employees to clear danger. Furthermore, it indicated that most respondents (49.8%) agreed that it helped employees to avoid displeasing.

Thus, the results on table 4.9 implies that avoiding conflict management style had positive imprints on the performance of NIMR projects such as managers higher concern for organization and cultural orientations as well as helped employees to avoid displeasing. This observation concurs with Johansen & Cadmus (2016) who asserted that supportive working environment and avoidant conflict management style were significant predictors of work stress. Similarly, Caputo et al. (2018) confirmed that cultural orientations had impact on conflict controlling styles, namely avoiding, forcing, and problem solving.

4.8 Performance of NIMR Projects

Investigating the performance of NIMR projects was vital in understanding the contribution of conflict management styles on performance of NIMR projects. From surveys, it was exposed that more than a half of respondents (60.8%) claimed that NIMR projects performed well at large extent, others claimed that they performed at moderate extent, some claimed that they performed at little extent and few claimed that they performed did not perform at all (see Figure 4.7). This result implies that projects implemented by NIMR performed well at larger extent in terms of scope coverage, timely completion, cost effectiveness, acceptance and satisfaction of stakeholders. Therein indicating that good the performance of NIMR projects was attributed by conflict management styles that have been adopted by project managers to deal with conflicts that arose while implementing projects.

4.9 Regression Analysis

The multiple regression analysis was used to understand the relationship between conflict handling styles (integrating, obliging, compromising, dominating and avoiding) and performance of NIMR projects. The outcome on Table 4.10 revealed that the adjusted R-square was 0.037. This implies that 3.7% of variations in performance of NIMR projects is explained by variations in predictor variables namely; integrating, obliging, compromising, dominating and avoiding conflict handling styles.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.242 ^a	.058	.037	.46559
a. Predictors: (Constant), Avoiding style, Dominating style, Integrating style, Compromising style, Obliging style				

Outcomes Table 4.11 below indicates that the fitted regression model was significant with F-value of 2.743 and P value of “.000” which is below 0.05. This observation implies that there is a statistically significant variance in performance of NIMR projects as explained by the variance in the predictor variables (integrating, obliging, compromising, dominating and avoiding conflict handling styles).

Table 11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.973	5	.595	2.743	.000 ^b
	Residual	47.908	221	.217		
	Total	50.881	226			

a. Dependent Variable: Performance of NIMR projects

b. Predictors: (Constant), Avoiding style, Dominating style, Integrating style, Compromising style, Obliging style

The outcome on Table 4.12 reveals that the coefficient of the fitted regression equation translates to: Performance of NIMR projects = 1.403 + 0.006 Integrating conflict handling style + 0.049 Obliging conflict handling style - 0.076 Dominating conflict handling style + 0.206 Compromising conflict handling style - 0.212 Avoiding conflict handling style.

Table 4.12: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.403	.144		9.742	.000
	Integrating style	.002	.046	.006	.050	.960
	Obliging style	.020	.033	.046	.616	.539
	Dominating style	-.029	.049	-.076	-.600	.549
	Compromising style	.093	.034	.206	2.827	.004
	Avoiding style	-.093	.031	-.212	-3.020	.003

a. Dependent Variable: Performance of NIMR projects

The outcome on Table 4.12 established that without the predictor variables, the constant levels for performance of NIMR projects is 1.403. It further shows that there is a positive relationship between Integrating conflict handling style and performance of NIMR projects is positive but not statistically significant ($\beta=0.006$, $t=0.050$, $p>0.960$). The relationship between Obliging conflict handling style and performance of NIMR projects is positive and not statistically significant ($\beta=0.046$, $t=0.616$, $p>0.539$). The relationship between dominating conflict handling style and performance of NIMR projects is weak and not statistically significant ($\beta=-0.76$, $t=-600$, $p>0.549$). The relationship between compromising conflict handling style and performance of NIMR projects is positive and statistically significant ($\beta=0.206$, $t=2.827$, $p<0.004$). The relationship between avoiding conflict handling style and performance of NIMR projects is negative but statistically significant ($\beta=-0.212$, $t=-3.020$, $p<0.003$).

Generally, the results on Table 4.12 implies that integrating, obliging and compromising were the conflict handling styles that had positive relationship with the performance of NIMR projects while dominating and avoiding styles had weak or negative relationship. This further implies that the conflict handling styles that contributed much to the performance of the projects included integrating, obliging and compromising styles. This result concurs with Rognes & Schei (2010) who asserted that intergrative approach was beneficial for diverse outcome-dimensions (quality, fairness, trust and satisfaction).

Equally, Babon & Dacuro (2016) reported that integrating conflict management style had positive influence on conflict management and job satisfaction of teachers.

Brubaker et al. (2014) reported that 43% of managers surveyed disagreed that competing conflict management style is a crucial concern for organizations and performance of projects in Kenya. Yusuf and Pretorius (2017) reported that 38% of project failures are due to inappropriate application of competing conflict handling style in Tanzania.

Wu et al. (2017) revealed that in China under obliging strategy; the process conflict, task conflict and relationship conflict were negatively connected with performance of construction projects. Aqqad et al. (2019) indicated that emotional intelligence and conflict management styles were also significantly related to each other. Wanyonyi et al. (2015) found that collaborating and obliging conflict management styles facilitated trust and job satisfaction among employees, a thing that led to higher employees performance while competing affected employees performance. Chandolia & Anastasiou (2020) reported that compromise and collaborative styles were enforced by school leaders through smoothing and forcing but avoidance was less applied.

Henderson, et al., (2016) revealed that compromising style had direct relationship with performance of global project teams. Olu & Abolade (2014) revealed that effective conflict management through compromising and collaborating style have enhanced employees performance in public organization in Nigeria. Alozie & Kadiri (2022) found that compromising and integrating styles had positive influence on operationalization of multinational oil firms. Akuffo (2015) revealed that obliging and compromising styles of handling conflict had positive relation to counter productive work behaviour while avoiding styles had negative relation to

counterproductive work behaviour in Ghana. Saiti (2015) found that intergration, collaboration and coherence were key factors for cultivating a constructive conflict management strategy and enhancing betters school performance. Rahim (2004) reported that in successful projects the used approaches are integrating, compromising and obliging styles while in failed project management the approaches used are dominating and avoiding styles.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and recommendations of the study results on contribution of conflict management styles on performance of NIMR projects. It contains five sections which includes summary of the study, conclusion of the study, recommendations of the study and areas for further studies.

5.2 Summary of the Study Findings

The purpose of this study was to assess the contribution of conflict management styles on performance of projects i.e. NIMR projects. It had three objectives, which are: to investigate the influence of integrating conflict management style in the performance of NIMR projects; to evaluate the influence of obliging conflict management style in the performance of NIMR projects; to examine the influence of compromising conflict management style in the performance of NIMR projects; to determine the influence of dominating conflict management style in the performance of NIMR projects; and to assess the influence of avoiding conflict management style in the performance of NIMR projects. The study embraced quantitative research approach and data was gathered from 227 respondents. Respondents were selected by using simple random sampling technique. Data was collected through survey method of data collection. The collected data was analyzed through IBM SPSS program version 20.

Under influence of integrating conflict management style in the performance of NIMR projects. It was revealed that integrating conflict management style had

average (42.3%) influence on performance of NIMR projects. Also, integrating conflict management style had viable influence on the performance of NIMR projects; and it led to restored harmony among project team members, built relationships among project team members, helped someone out, and created tension between among conflicting parties. It was further indicated that the relationship between Integrating conflict handling style and performance of NIMR projects was positive but not statistically significant ($\beta=0.006$, $t=0.050$, $p>0.960$).

Under the influence of obliging conflict management style in the performance of NIMR projects. It was established that obliging conflict management style had average (49.8%) influence on performance of NIMR projects. Moreover, obliging conflict management style had viable influence on the performance of NIMR projects; as it brought togetherness and job satisfaction among project team members. It was further found that the relationship between Obliging conflict handling style and performance of NIMR projects was positive and not statistically significant ($\beta=0.046$, $t=0.616$, $p>0.539$)

Under the influence of compromising conflict management style in the performance of NIMR projects. It was demonstrated that compromising conflict management style had higher influence (54.8%) on performance of NIMR projects. Also, compromising conflict management style had several positive influences on the performance of NIMR projects; as it led to quality decisions, promoted fairness among project team members, and it provided quick solution to conflicts. The relationship between compromising conflict handling style and performance of NIMR projects was positive and statistically significant ($\beta= 0.206$, $t=2.827$,

$p < 0.004$).

Under the influence of dominating conflict management style in the performance of NIMR projects. It was revealed that dominating conflict management style had little or lower influence (46.6%) on performance of NIMR projects. Also, dominating conflict management style was inadequately applied at NIMR and had inadequate contribution on performance of NIMR projects. This was indicated by various yardsticks such as less high concern for self and low concern for others by managers, lowest degree of assertive behavior among managers and employees, limited influence of the style in encouraging creativity and promoting quick recommendations. It was further discovered that the relationship between dominating conflict handling style and performance of NIMR projects was weak and not statistically significant ($\beta = -0.76$, $t = -600$, $p > 0.549$).

Under the influence of avoiding conflict management style in the performance of NIMR projects. It was found that avoiding conflict management style had average influence (39.9%) on performance of NIMR projects. Furthermore, avoiding conflict management style had positive imprints on the performance of NIMR projects such as managers higher concern for organization and cultural orientations as well as helped employees to avoid displeasing. The relationship between avoiding conflict handling style and performance of NIMR projects was negative but statistically significant ($\beta = -0.212$, $t = -3.020$, $p < 0.003$).

5.3 Implications of the Study Findings

This study contributes to body of knowledge regarding the contribution of conflict

management on performance of projects. It is useful to researchers, students and academicians as it provides areas for further studies and practical experience on conflict management and project performance as well as it can be used as reference material for those interested in conflict management and project performance. It is useful to decision makers as it helps them to make informed decisions in matters relating to selection of best conflict handling or management styles in order to ensure performance of projects. It is useful to project managers as it brings insights that raises their knowledge and awareness on essence of conflict management on performance of projects.

5.4 Conclusion

From the study results it can be concluded that the relationship between Integrating conflict handling style and performance of NIMR projects was positive but not statistically significant ($\beta=0.006$, $t=0.050$, $p>0.960$). The relationship between Obliging conflict handling style and performance of NIMR projects was positive and not statistically significant ($\beta=0.046$, $t=0.616$, $p>0.539$). The relationship between compromising conflict handling style and performance of NIMR projects was positive and statistically significant ($\beta= 0.206$, $t=2.827$, $p<0.004$).

The relationship between dominating conflict handling style and performance of NIMR projects was weak and not statistically significant ($\beta= -0.76$, $t= -600$, $p>0.549$). The relationship between avoiding conflict handling style and performance of NIMR projects was negative but statistically significant ($\beta= -0.212$, $t= -3.020$, $p<0.003$). Therefore, integrating, obliging and compromising were the conflict handling styles that had positive relationship with the performance of NIMR

projects while dominating and avoiding styles had weak or negative relationship.

5.5 Recommendations of the Study

The study recommends the following;

- i. Project managers should strengthen the application of integrating conflict management style in order to ensure conflicts at its lowest form, and good relationships are built among project team members.
- ii. There is a need for project managers to increase the application of obliging conflict management style in order to bring more togetherness and job satisfaction among project team members.
- iii. The application of compromising conflict management style should be increased and should be the mostly used approach in order to make quality decisions, promote fairness among project team members, and to make quick solution to conflicts arising during project implementation.
- iv. Project managers should maintain caring for needs of project members while addressing conflicts rather than personal needs. And dominating style can be used only when the manager think it's necessary to protect his/her interest in the conflict.
- v. In order to bring respect among employees and clear understanding among project team members, project managers should not apply avoiding conflict management style.

5.6 Limitations of the Study

This study has various constraints; firstly, the information presented herein entails the views of NIMR employees only and excludes the views of NIMR beneficiaries.

Secondly, this study was limited to five styles of conflict management which are integrating, obliging, compromising, dominating and avoiding. Lastly, some respondents were afraid to take part in the study; however, after highlighting to them the purpose and consequences of this study most changed their mind and responded to questionnaires.

5.7 Areas for Further Studies

Since this study was confined to assess the views of NIMR employees who only undertake research projects. Thus, this result cannot be generalized to all organizations; since there are diverse categories of projects. Thus, other researchers are encouraged to assess the contribution of conflict management styles on performance of other projects rather than research projects.

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APPENDICES

Appendix 1: Questionnaire

A QUESTIONNAIRE FOR COLLECTING DATA NIMR EMPLOYEES' RESEARCH OBJECTIVES

General Objectives

The general objective is to assess the contribution of conflict management on performance of projects.

Specific objectives

- i. To investigate the influence of integrating conflict management style on the performance of NIMR projects
- ii. To evaluate the influence of obliging conflict management style on the performance of NIMR projects
- iii. To examine the influence of compromising conflict management style on the performance of NIMR projects
- iv. To determine the influence of dominating conflict management style on the performance of NIMR projects
- vi. To assess the influence of avoiding conflict management style on the performance of NIMR projects

SECTION A: GENERAL INFORMATION

Date		
		<i>Tick appropriate answer</i>
1. Gender	Male	
	Female	
2. Age	20-29	
	30-39	
	40-49	
	50-59	
	Above 60	
3. Level of education	a. Certificate holder	
	b. Diploma holder	
	c. Degree holder	
	d. Master degree holder	
	e. PhD holder	
	f. Professor	
4. Position	a. Senior management position	
	b. Junior management position	
	c. Normal employee	
5. What is your duration as a NIMR employee?		

SECTION B: The influence of integrating conflict management style on the performance of NIMR projects

Below are statements on influence of integrating conflict management style on the performance of NIMR projects. Kindly rate the extent to which you agree with the following statements. Use a scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree

Statement	5	4	3	2	1
integrating conflict management style has been used when parties to conflict normally decides to find solutions which would be acceptable to both parties					
integrating conflict management style restore harmony among us					
integrating conflict management style build relationships among us					
integrating conflict management style helps someone out					
integrating conflict management style puts pending the conflict					
integrating conflict management style creates tension between among conflicting parties					

6. In general, at what extent how does integrating conflict management style influence the performance of NIMR projects?

Not at all
Little extent
Moderate extent
Large extent
Very large extent

SECTION B: The influence of obliging conflict management style on the performance of NIMR projects

Below are statements on influence of obliging conflict management style on the performance of NIMR projects. Kindly rate the extent to which you agree with the following statements. Use a scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree

Statement	5	4	3	2	1
obliging conflict management style has been used when a party to the conflict decides to satisfy the interest of the party at his own expense					
obliging conflict management style simplifies the processes of conflict management					
obliging conflict management style leads to quality decisions among conflicted parties					
obliging conflict management style promote commitment and trust among us					
obliging conflict management style helps in building relationship among employees					
obliging conflict management style creates a sense of teamwork					
obliging conflict management style brings in togetherness					
obliging conflict management style offers job satisfaction					

6. In general, at what extent obliging conflict management style influence the performance of NIMR projects?

Not at all
Little extent
Moderate extent
Large extent
Very large extent

SECTION C: The influence of compromising conflict management style on the performance of NIMR projects

Below are statements on influence of compromising conflict management style on the performance of NIMR projects. Kindly rate the extent to which you agree with the following statements. Use a scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree

Statement	5	4	3	2	1
Compromising conflict management style is associated with a concern for self and others.					
Compromising conflict management style led to quality decisions					
Compromising conflict management style has promoted fairness among employees					
Compromising conflict management style helps to maintain relationships among employees					
Compromising conflict management style promote performance of project teams					
Provides quick solution to a conflict					

6. In general, at what extent compromising conflict management style influence the performance of NIMR projects?

Not at all
Little extent
Moderate extent
Large extent
Very large extent

SECTION D: The influence of dominating conflict management style on the performance of NIMR projects

Below are statements on influence of dominating conflict management style on the performance of NIMR projects. Kindly rate the extent to which you agree with the following statements. Use a scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree

Statement	5	4	3	2	1
High concern for self and low concern for others					
Highest degree of assertive behavior					
Dominating conflict management style encourage creativity					
Dominating conflict management style promote quick recommendations					
Dominating conflict management style protect personal interest					

6. In general, at what extent dominating conflict management style influence the performance of NIMR projects?

Not at all
Little extent
Moderate extent
Large extent
Very large extent

SECTION E: The influence of avoiding conflict management style on the performance of NIMR projects

Below are statements on influence of avoiding conflict management style on the performance of NIMR projects. Kindly rate the extent to which you agree with the following statements. Use a scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree

Statement	5	4	3	2	1
Avoiding conflict management style has been used by employees when parties to conflict pretend as if there is no conflict by staying away or withdraw from the substance of the conflict					
Avoiding conflict management style has high concern for organization and cultural orientations					
Avoiding conflict management style has brings in respect among employees					
Avoiding conflict management style encourage setting of favorable conditions					
Avoiding conflict management style helps me to clear of danger					
Avoiding conflict management style helps me to avoid displeasing					

6. In general, at what extent avoiding conflict management style influence the performance of NIMR projects?

Not at all
Little extent
Moderate extent
Large extent
Very large extent

SECTION F: Conflict management and performance of NIMR projects

Below are statements on conflict management and performance of NIMR projects.

Kindly rate the extent to which you agree with the following statements. Use a scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree

Statements	5	4	3	2	1
Efficiently use of project resources					
Completion of project on time					
Stakeholders' satisfaction					
Project acceptability by beneficiaries					
Achievement of the project goals and milestones					
Sustainability of the project results					

6. In general, at what extent NIMR projects are performing well?

Not at all
Little extent
Moderate extent
Large extent
Very large extent

SECTION F: Relationship between conflict management styles and performance of NIMR projects

Below are statements that show the relationship between conflict management styles and performance of NIMR projects. Which of the conflict management styles promote performance of NIMR projects? Use a scale of 1-5. Where; 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= strongly disagree

Statement	5	4	3	2	1
Integrating conflict management styles					
Obliging conflict management styles					
Compromising conflict management styles					
Dominating conflict management styles					
Avoiding conflict management styles					

Appendix 1: Research Clearance Letters



Ref. No OUT/ PG202086023

13th February 2023

Regional Administrative Secretary,
Dar es salaam Region,
P.O Box 5429,
DAR ES SALAAM.

Dear Regional Administrative Secretary,

RE: RESEARCH CLEARANCE FOR MS. LOVENESS EMMANUEL MGONJA. REG NO: PG202086023

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Loveness Emmanuel Mgonja, Reg. No: PG202086023** pursuing **Master of Project Management (MPM)**. We here by grant this clearance to conduct a research titled **"Assessing the Contribution of Conflict Management on Performance of Projects in Tanzania: A Case of National Institute for Medical Research"**. She will collect her data at National Institute

for Medical Research (NIMR) in Dar es salaam Region from 14th February to 14th March 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth S. Bushesha
For: **VICE CHANCELLOR**



UNITED REPUBLIC OF TANZANIA
MINISTRY OF HEALTH



NATIONAL INSTITUTE FOR MEDICAL RESEARCH

In reply please quote:

Ref. No: NIMR/HQ/P.9/Vol.XI/156

17th March 2023

Lovness Emmanuel Mgonja
lovenes94@yahoo.com
0764996623
DAR ES SALAAM

RE: REQUEST FOR RESPONSE TO QUESTIONNAIRE

Please refer to your letter with regard to the heading above.

2. I would like to inform you that your request to assist in providing response to the question contained in your questionnaire has been accepted. The Director of Research Coordination and Promotion will be available to provide all the necessary information and guidance.

Yours sincerely,

S. Aboud
Prof. Said S. Aboud
DIRECTOR GENERAL

Cc: Director of Research Coordination and Promotion
NIMR
DAR ES SALAAM

JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA

MKOA WA DAR ES SALAAM
Anwani ya Simu
Simu 2203156/2203156/286371
Barua pepe ras@idm.go.tz

Unapojibu Tafadhali taja

Kumb. Na. EA.260/307/02B/151



OFISI YA MKUU WA MKOA,
3 Barabara ya Rashidi Kawawa
S.L.P 5429
12880 DAR ES SALAAM.

23 Februari, 2023.

Mkurugenzi wa Jiji,
Halmashauri ya Jiji la Dar es Salaam,
Dar es Salaam.

Yah KUMTAMBULISHA BI. LOVENESS EMMANUEL MGONJA KUFANYA UTAFITI

Tafadhali husika na somo tajwa hapo juu.

- 2 Ofisi ya Mkuu wa Mkoa wa Dar es Salaam imepokea barua Kumb. Na. **OUT/PG/202086023** ya tarehe 13 Februari, 2023 kutoka Chuo Kikuu Huria ikimtambulisha na kumuomba kibali cha utafiti Bi. Loveness Emmanuel Mgonja katika Halmashauri yako.
- 3 Mwanafunzi huyu anafanya utafiti kuhusu *"Assessing the Contribution of Conflict Management on Performance of project in Tanzania: A case of National Institute for Medical Research."*
- 4 Kwa barua hii, kibali kimetolewa kuanzia 14 Februari, 2023 hadi 14 Machi, 2023.
- 5 Asante kwa ushirikiano wako.

Samwel Magweiga
Kny. KATIBU TAWALA MKOA
DAR ES SALAAM

Nakala: Makamu Mkuu wa Chuo,
Chuo Kikuu Huria,
S.L.P 5429
Dar es Salaam.