

# Construction Project in Kuwait International Airport Cargo City: Issue of Conflict Management

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## ABSTRACT

Conflict in construction projects seems to be the reasons of high project cost, project delays, lower productivity, loss of profit, damage business relationships and dispute on the team. Effective functioning requires commitment of at least several key personnel to get the venture runs effectively even with the presence of distinctive intrigue. When individuals of fluctuating foundation meet-up on a task group, strife is unquestionably present there. As the individuals inside the venture alliance are interrelated, intrigue impacts and clashes are not uncommon within their activities. This study therefore sought to discover the causes of these conflicts in the construction sector and the manner by which these conflicts can be effectively resolved. Here a quantitative survey-type study has been carried out on construction project in Kuwait international airport for conflict management. One hundred eighty eight questionnaires have been distributed, fourteen of them have been lost and eleven of them have not been answered. The responses of 163 participants have been analyzed with the Statistical Package for Social Scientists (SPSS). This study showed that the general causes of conflict are predominantly create conflicts. Inadequate communication and contradicting instructions according to the results are the leading causes of conflict. The effects of conflict on project mainly include project delays, ineffective construction and reduced productivity, etc. The findings revealed that participants in the study prefer the role of collaborating and compromising styles in solving conflict of on-site construction. Every project starts and ends with communication, so communication is the life wire of all construction projects. To cure the communication problem, the study suggests strategies like Team Meeting Discussions, Site Review Meetings, and Project Status Reporting platform to manage the conflict and reduce the dispute of construction projects.

**Keywords:** Construction Project, Dispute, Conflict, Conflict Management

## 1 INTRODUCTION

The construction comprises of different members and specialists do interrelate task of an undertaking. What's more, when these individuals from the project group, there are potential for conflict and conflict circumstances do emerge. One of the key factors that predicts peril or undermines construction of open projects is conflict between task colleagues or members (Gardener et. al., 1995; Fenne et. al., 1997; Emit, 2013). This is predominantly because of their various foundation, preparing, aptitudes, standards to work and part's point of view (Duestch, 1973). Conflict remains a test in the construction business (Kassab et. al., 2010) till today. This specific part or area assesses existing literary works on the significance of contention, conflict types, refereeing styles or methodologies and models in the construction projects.

Conflict can be increasingly comprehended in the event that it is well-considered as a dynamic procedure containing a succession of contention scenes. Pondy (1967) recognized five phases of contention scenes in particular; inactive conflict, saw assignation, sensed fight, show conflict, and engagement repercussions. Pondy advance that, each contention scene starts with conditions considered by certain contention possibilities and can be believed of as a slow heightening to a condition of turmoil by an exposed conflict or animosity as a peak of a contention scene. Nonetheless, that ensures not mean each contention scene should go over each phase to exposed hostility. Gatherings

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to the contention may not see a possible engagement, the contention might be settled before threats cessation out (Vaaland and Hakansson, 2003). For good comprehension of contention marvels, every one of the five scenes is to be examined. Thus, for Kuwaiti construction projects, Alsbah (1997 p.2) claim as a articulation by the contractual worker that he trusts that he is qualified for additional payment or additional opportunity to finish the works. Such payment might be as recommended under a proviso of the agreement, or emerge from a break of the agreement or Kuwaiti Civil Code (KC code). In this exploration, Alsbah's definition has been picked as the most reasonable one for the Kuwaiti construction industry and the idea of cases in this area.

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

The examination adds to the exploration and practice networks, by tending to concerns on which disputes happen and their causes in structure extends in Kuwait International Airport Cargo City and in Kuwait. Methodologies and instruments for the executives and avoidance of contentions in structure extends in Kuwait are proposed. The aftereffects of the investigation gives extra learning required by customers/lenders, project directors, designers, engineers, amount Questionnaires, temporary workers and different partners in the administration of structure projects. The data consequently contained in the investigation may similarly be utilized as bases for building up a Charter or a Framework for controlling conflicts in the construction of open structures and other open related works by the State.

## 2 RESEARCH PHIISOPHY

A method of research that combine qualitative or quantitative called the mixed method has been applied in this research. Literature review will be done to accumulate a list of disputes, elements instigating them and prevailing clash resolve methods as self-governing variables. Then confirmation of self-governing variables recognized from collected works examination in the context of construction manufacturing units in Kuwait. And as with basic or primary data or information, questionnaires, observations and interviews will be employed. Data previously gathered on construction conflict will also be consulted to shore up the primary data that will be collected. Sample of clients, contractors and consultants will therefore be interviewed to verify the variables. Since interview is one of the qualitative approaches that are suitable in recognizing the main variables. Research variables are as follows:

- Age of the workers in the construction company in Kuwait.
- Education level for employees in construction projects.
- The specialization for managers and engineers in construction projects.
- Job description for employees in construction projects.

### 2.1 OBJECTIVES OF THE STUDY

The purpose of this study is to explore the existing conflicts management approaches, and examine their applicability in building projects in Kuwait International Airport Cargo City. To find solutions to the overall objective, the research endeavor to (i) investigate the main reasons, signs, and symptoms of the conflict in the field of the construction projects in Kuwait International Airport Cargo City and (ii) study the most common methods that used to manage and control conflict management of construction project in Kuwait International Airport Cargo City.

### 2.2 RESEARCH HYPOTHESIS

The research was built based on tow type of hypothesis, as follows:

- The conflict of construction of project effect on the performance of the receiving construction projects.
- Conflict of construction project effect on the relationship between time, cost as well as quality.
- The effects of conflict of construction project have some organizational consequences for instance, voluntary turnover, low levels of performance, lack of creativity, responsibility, accident, and low amount of job involvement.
- Even a small conflict can affect severely on the performance of workers Such as motivating workers and engineers.

### 2.3 RESEARCH QUESTIONS

The following questions will be posed to achieve the objectives of the study.

1. Is there an impact of conflict in construction projects in Kuwait International Airport Cargo City?
2. What are the conflict management systems used in construction projects in Kuwait International Airport Cargo City?
3. What management approaches are used in resolving conflict in public building projects and their effects on project success in Kuwait International Airport Cargo City?

### 3.1 THE CONSTRUCTION SECTOR IN KUWAIT

Kuwait has been distinguished by fast construction being developed in the course of the most recent thirty years, with exceptional accomplishments in different fields: financial, social, instructive and construction. The Kuwaiti government has considered the construction business to be one of its prime contemplations, with the most astounding need among non-oil areas. The quick increment in construction of the populace made it basic for the administration to focus on construction activities, and the construction industry, along these lines, possesses an essential spot in the monetary activities of the country (Alsabah, 1997). Kuwait's construction industry sector has been hit by a combination of factors in the last quarter of 2016, resulting in a decrease in forecasted growth to 0.65 billion Kuwaiti dinars. Falling oil prices and new OPEC quotas are set to reduce petroleum production, which accounts for 80% of government revenues. Meanwhile the global acknowledge emergencies, along with local political uncertainty, is greatly impacting investor confidence in Kuwait and these factors have led to an exodus of ex-pat workers and mean that some infrastructure projects may be cancelled or postponed until confidence returns. In Kuwait (in view of directorate of specialists standards and conditions) the way toward settling debate is relies upon the understanding between the parties in the agreement, for instance if parties have referenced that they will settle any question under the Kuwaiti common law at Kuwaiti courts which is prosecution step. Some item else, the agreement gatherings can pick Arbitration which ought to be referenced in the agreement if the two gatherings needed to determine their question with mediator; the decision of the arbitrator is binding with no further understandings.

By utilizing standard types of agreement, a more pleasant parity might be accomplished if there should arise an occurrence of question. The interviewees ensured that the improving of question goals system in Kuwait is an interest to recover the construction industry. Nonetheless, improving the procedure of debate goals isn't as simple as including a provision in the agreement. Concentrate the causes, components and roots of question in construction projects ought to be done before questionnaire the technique for construction. From the interviewees perspective, the deficiency of involvement in question goals with ADR for construction extends in Kuwait just as the need in preparing and instruction, are the huge bother issues against the utilization of ADR to determine construction industry debate.

### 3.2 RESEARCH SAMPLE AND RESEARCH POPULATION

The research population in this project is all the employees in company in Kuwait. The number of employees in this company and owner is very large, so the sample of questionnaire is random sample represented by the (5%) of the workers in this company (Including any worker was present during the distribution of the questionnaire). A 144 questionnaires have been distributed, 14 of them have been lost, and 11of them have not been answered.

The questionnaire will be built to make an assessment to the effect of conflict on the performance of the workers as well as to determine the main reasons of conflict of construction as well as to establish the level and extent of the conflict management of construction project. The target group in this part is the workers in the construction projects. The variety among the workers is due to the age, gender, education level and position. This information will be answered by each participant in the questionnaires at the beginning of the study under the (personal information) headline. The questionnaire will be distributed randomly to almost every worker and engineering and project manager and in the shift that will be working during the researcher's visit. The visits and distribution process will be permitted by the management. Every participant will be asked to willingly to answer the questions under the supervision of the researcher, where any question or unclear ideas will be clarified. After completing the questions, every worker will be asked to return them to the researcher. The type of questionnaire is a quantity survey, where the questions are multiple choice from five scale questionnaire (strongly agree, agree, uncertain, disagree and strongly disagree), where these choices determine whether the statement is true or not.

### 3.3 TYPES OF CONFLICTS

Conflicts may be well-thought-out in three measurements; level one may be seen as man-to-man struggle that is the contention that occurs inside the specific. Tier two is social encounter the contention proficient among persons in a comparative get-together or unit for example colleagues, level mates, unit people, etc. Such conflicts exist at whatever point people impart or get self-possessed to realize a mutual objective or aim. Tier three is the intra-amass engagement, the contention among social affairs in a comparable affiliation, gathering or bearing. The social and intra-cluster conflicts can moreover be arranged into three sorts: the relationship, task and method encounters (Bowen, 2017; Simmons and Peterson, 2000; Jackson et. al, 2008). Association or energetic encounter is an impression of social inconsistency and normally consolidates weight, unsettling influence, and ill will among gathering people (Simmons and Peterson, 2000). Different examinations done by specialists, for instance, Gladstein (1984), Wall and Nolman (1986), Bowen (2018), Jahnssen et al., (1999) alluded to in Simmons and Peterson, record the undesirable things of affiliation engagement on gatherings and affiliation fulfilment and obligation. Association conflict contrarily influences cooperative choice quality in three different ways. To begin with, it limits data preparing capacity of the groups in light of the fact that the group individuals invest a large portion of their time and vitality concentrating on one another instead of on the group issues. Second, it limits amass individuals' subjective working by expanding their pressure and tension dimensions and third, it supports adversarial or evil attributions for other gathering individuals' conduct, which can make an inevitable outcome of common threatening vibe and conflict acceleration.

As indicated by Simons and Peterson (2000) various analysts have discovered that task conflict can prompt expanded fulfillment with the cooperative choice and a longing of individuals to remain in the gathering, and furthermore have appeared cross connection between the two types of conflict. Researchers have built up that endeavors to invigorate possibly advantageous errand conflicts run a generous danger of activating inconvenient affiliation encounter. Simmon and Peterson recommend two conceivable clarifications; first they fight that, task conflict prompts affiliation engagement through a procedure of misattribution. Gathering individuals always translate the conduct of other gathering individuals - they construe goals, evaluate whether the wellspring of the conduct they see is interior or outer, and questionnaire the culmination and precision of the conflicts made by others. At the point when this attribution procedure indicates individual connection or concealed motivation, at that point mission conflict activates affiliation conflict.

The seemingly unanticipated causes of conflict are linked with project commencement and definition. These emanates from unrealistic expectations, misunderstandings, absence of cohesion, communications, modification of scope, insufficient contract records (Lu, 2017; Blake Dawson Waldron, 2006). However, Hellriegel (1986) cited in Femi (2014) classifies conflict into levels based on interaction between persons or human functioning within and outside the group or team. These groups of conflict are the intrapersonal conflict, the interpersonal conflict, the intragroup conflict and the intergroup conflict. The intrapersonal level which he states thus occurs to an individual in respect of the conflict of the mind, a state of paradox. On the other hand the interpersonal conflict is a form of conflict which occurs between two or more individuals has opposing views, goals, interest, attitudes, or values among other items. In fact, literature has it that, interpersonal conflict is one of the top occupational job stressor (Liu, 2002).

### 3.4 IMPROVING CONFLICT MANAGEMENT PROCESS IN KUWAIT STATE

Kuwait has been distinguished by rapid growth in construction over the last thirty years, with remarkable achievements in various fields: economic, social, educational and construction. The Kuwaiti government has considered the construction industry to be one of its prime considerations, with the highest priority among non-oil sectors. The rapid increase in growth of the population made. It is essential for the government to concentrate on construction activities, and the construction industry, therefore, occupies a very important place in the economic activities of the country (Alsabah, 1997). Kuwait has been recognized by fast construction being developed in the course of the most recent thirty years, with wonderful accomplishments in different fields: monetary, social, instructive and construction. The Kuwaiti government has viewed the construction business as one of its prime contemplations, with the most noteworthy need among non-oil segments. The fast increment in construction of the populace made it fundamental for the legislature to focus on construction exercises, and the construction business, hence, involves a vital spot in the monetary exercises of the nation (Alsabah, 1997).

Kuwait's construction industry part has been hit by a blend of components in the last quarter of 2009, bringing about a decline in gauge construction to 0.65 billion Kuwaiti dinars. Falling oil costs and new OPEC standards are set to lessen oil creation, which represents 80% of government incomes. In the meantime, the worldwide acknowledge emergency, alongside neighborhood political vulnerability, is enormously affecting speculator trust in Kuwait and these elements have led to a mass migration of ex-pat' specialists and imply that some foundation projects might be dropped or delayed until certainty returns. By 2013, the construction business' value is set to achieve 0.78 billion Kuwaiti Dinars (KD). The nation's construction industry value construction has descended insignificantly from 2.67% construction in 2008, to 2.28% in 2009, and is relied upon to fall further to 1.03% in 2010. Kuwait's construction industry construction will recuperate somewhat by 2013, with construction of 1.60% expected by at that point. There are as of now indications of postponements in a few substantial framework projects, outstandingly the \$7 billion metro framework for Kuwait City, which is required to be deferred by year and a half, and the broad Al-Zour refinery which might be overhauled.

## 4 RESULTS AND ANALYSIS

Statistical Package for Social Scientist (SPSS 16.0) and Microsoft Excel were used in analyzing the collected data. Although a number of software thus exist for such research computations, the researcher's insight in SPSS and Excel made the two techniques the researcher's favored picks. The SPSS was used to perform Mean & Median & Stander deviation & frequencies importance indices were performed using Microsoft Excel including the charts that are generated to depict findings. The package was applied in generating descriptive statistics. And a Microsoft Excel was also applied in generating relative important indices and chart to back findings. Mean values derived from the measurement of the items and the relationship between the variables are established. As previously mentioned, this questionnaire will be comprised of 45 statements categorized into four parts. 188 questionnaires have been distributed, 14 of them have been lost and 11 of them have not been answered. This sample is considered large sample.

This part represents mean, median frequency distribution as well as standard deviation for the gender of the participants in the questionnaire. Where "Valid" is represents the acceptable data in order to analyze process. In addition, "Missing" is represents the data that have no value. The Table 1 explains that the average value of the participant answers to gender type is Mean =1.3, also, the most frequent value of the gender type, and median value equal to (1.00). In addition to the value of standard deviation is equal to (0.4599). The table 5.2 as well as the fig 5.1 below illustrates that all of participants were male 114 contribute 69.9%, and Female 49 who contribute with

30.1%. This part represents mean, median frequency distribution as well as standard deviation for the age of the participants in the questionnaire. Where “Valid” is represents the acceptable data in order to analyze process. In addition, “Missing” is represents the data that have no value.

Table 2 and Table 3 illustrates that Participants' gender (Male, female) and ages ranging from (25 to 65 years) who contribute with 100%. Where “Valid” is represents the acceptable data in order to analyze process. Also, it can be considered a good approximation for expecting subsequent data points, also, the most frequent value of the position or answer that occurs, and median value equal to (1.0000) that is considered the middle value of participant's answers. The median is particularly useful when separating data into two parts. In addition to the value of standard deviation is equal to (.64689), which provides an idea of how close the entire group of participant's answers is to the value of mean. Data groups with a small value of standard deviation have tightly grouped, accurate data. Data groups with large value of standard deviations have data spread out over a wide range of values.

Table 4 illustrates that the total of participants are 163, and their Job divided as the following; 108 of them were owner, who contribute with 66.3% and 41 of them were 41 and who contribute with 25.2% and 14 of them contractor and who contribute with 8.6%. Table 6 explains that the average value of the participant answers to Experience” that is considered the average of data that obtained by dividing the sum of participant's answers by the answers number. Also, it can be considered a good approximation for expecting subsequent data points, also, the most frequent value of the experience or answer that occurs.

Table.1: Possible causes of conflicts in construction by various authors

Authors	Date	Causes of conflict
Wu, Y., Li, H., & Dan	2018	Pre-award design, change orders, pre-construction challenges and quality assurance.
Bowen et. al.	2018	Payment and budget; delay and time; budget performance; negligence; administration
Tipili et. al.,	2014	Inadequate communication
Li et. al.	2012	Mismatch in people's perception and expectation.
Lu, W., & Wang	2017	Delay; site access delay, delay in running bill, delay in decision by owner.
Acharya & Lee,	2006	Unrealistic Expectation; scope definition not clear, excessive change orders. Differing site condition, Errors and omissions in design, Local people obstruction, Excessive quantity of works, difference in change order evaluation, double meaning in specification.
Mgbekem	2004	Task dependence, scarce resources, goal incompatibility, communication failures, poorly design reward system, individual difference.
Yiu & Cheung	2007	Delay; site access delay, delay in running bill, delay in decision by owner. Unrealistic Expectation; scope definition not clear, excessive change orders.
Kumaraswamy	1997	Changes of conditions, changes of scope, unrealistic expectations, communications, delays, unpredictability, contract document.
Rhys jones.	1994	Poor communications; Inadequate design; Economic environment; Poor management; Unrealistic tendering; Inadequate contract drafting; Poor workmanship; Adversarial culture.
Conlin et. al.	1996	Payment and budget; delay and time; budget performance; negligence; administration.

Table 2: Participants gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	114	69.9	69.9	69.9
Valid Female	49	30.1	30.1	100.0
Total	163	100.0	100.0	

Table 3: Participants' ages ranging from (25 to 65 years)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 25 to 28 years	52	31.9	31.9	31.9
Valid 28 to 36 years	38	23.3	23.3	55.2
Valid 36 to 40 years	51	31.3	31.3	86.5
Valid 40 to 50 years	18	11.0	11.0	97.5
Valid 55 to 65 years	4	2.5	2.5	100.0
Total	163	100.0	100.0	

Table 4: total of participants are 163, and their Job divided

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Owner	108	66.3	66.3	66.3
	Consultant	41	25.2	25.2	91.4
	Contractor	14	8.6	8.6	100.0
	Total	163	100.0	100.0	

Table 5: Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 to 5 years	63	38.7	38.7	38.7
	5 to 8 years	34	20.9	20.9	59.5
	8 to 10 years	16	9.8	9.8	69.3
	10 to 15 years	16	9.8	9.8	79.1
	above 15 years	34	20.9	20.9	100.0
	Total	163	100.0	100.0	

Table 2: position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Site engineer	33	20.2	20.2	20.2
	project manager	24	14.7	14.7	35.0
	Manager department	1	.6	.6	35.6
	Administrative	60	36.8	36.8	72.4
	Technical staff	45	27.6	27.6	100.0
	Total	163	100.0	100.0	

## 5 CONCLUSIONS

The study was gone for investigation the idea of expert conflicts inside the development conflict management of construction project in Kuwait international airport. The survey showed that among the various causes of conflicts in the construction project of Kuwait international airport are the following:

1. Delays in time for project completion
2. Type of procurement method adopted
3. Conflicting commitment of project managers
4. Absence of qualified personnel in key positions
5. Differences in views among stakeholders
6. Deficiencies in designs
7. Unrealistic expectations from clients
8. Dissatisfaction of work progress of main contractor by Architect/Engineer
9. Limited Resources
10. Lack of team spirit among project team members

## 6 RECOMMENDATIONS

It is suggested that, venture supervisors ought to be presented to broad preparing for them to gain aptitudes fundamental to working successfully in any condition. The preparation will assist them with developing proper methodologies and working styles to keep away from strife circumstances which may prompt cases and subsequently to debate and claims. Besides peace making ought to be presented as a component of Project chiefs preparing inside and outside the ventures. Undertaking Management Administrative Body ought to be built up to screen and direct exercises of Project Management as this will improve venture the board work on preparing and retraining of Project Managers. It is additionally suggested that all partners ought to be taught on their rights and commitments. With this, delays in venture culmination, conflicting duty, Unrealistic clients' desire and the conduct of the two contractual workers and sub-temporary workers ought to be tended to which can go far to diminish or maintain a strategic distance from such conflicting circumstances. It is additionally prescribed that, venture supervisors ought to improve correspondence channels; construct a feeling of trust among undertaking colleagues, build up aggregate duties and advance their insight in human connection so as to lessen conflicts in tasks intelligently to enhance venture achievement.

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