

**EFFECT OF CONFLICT RESOLUTION STRATEGIES ON  
PERFORMANCE OF CONSTRUCTION PROJECTS IN NAIROBI CITY  
COUNTY, KENYA**

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**ABSTRACT**

The construction industry is well known for its susceptibility to conflicts due to its complexity in nature. There is limited attention to the performance construction projects in Kenya with respect to conflicts that arise during the project life cycle. In Kenya, most construction projects have not been complete in time due to conflicts that arise during the project life cycle. The study sought to investigate conflict resolution strategies and their influence on performance in the construction projects with a specific focus to Nairobi City County, Kenya. The specific objectives of the study are to establish influence of partnering, arbitration, mediation and DRBs on project performance of construction projects in Nairobi City County, Kenya. The theories underpinning this study include conflict theory, theory of performance and dual concern theory. The study adopted descriptive survey research design where respondent described their experiences on the four conflict resolution strategies to resolve conflicts arising between the different parties involved in construction industry in Nairobi City County, Kenya. The target population was National Construction Authority 300 registered contractors. Simple random sampling method was applied to select sample size of 169 of experienced contractors as participants from the construction industry. The study adopted self-administered questionnaires as the data collection instrument. A pilot study was undertaken to pre-test the questionnaire for its validity and reliability. Data findings were according to the variables and reasons of the research. Data analysis followed qualitative and quantitative approach with the aid of Statistical Package for Social Science (SPSS) version 23. Descriptive statistics (in form of percentages, means and measures of dispersion) and inferential analysis was employed in the data analysis. Analysis using multiple regression was applied to show the strength of the association between the dependent and independent variables. The findings were presented in frequency tables and pie charts with a prose form explanation right after. There was 71.6% response rate. ANOVA demonstrates that the independent variables statistically significantly predict the dependent variable. Partnering and arbitration are the conflict resolution strategies which are statistically significant in construction project performance from the multiple regression analysis as compared to DRBs and Mediation. Arbitration, however expensive, the effects can be strengthened with international assurance in Kenya's arbitration enforcement procedure is achieved. Mediation and DRBs low effects could be attributed to low levels of awareness and responsiveness within the construction industry. The research recommends adequate training on conflict resolution strategies to the construction industry participants should be emphasized. There should be awareness of the different partnering approaches amongst industry stakeholders as an option for conflict resolution strategies as well as to overcome capital problems. A strong memorandum

of understanding should bind the partners. Partner's liquidity must be adequate at all times. Involve client's project managers at initial stage of partnership. Construction institutions should include potential conflict resolution strategies within their tender documents and contracts. The appointment of an arbitrator should be acceptable to both parties for arbitration. The project manager should identify the risk factors of potential conflict early enough and seek for mitigation or advice from arbitrator to avoid escalation of conflict. For mediation, highly experienced mediator should be engaged who is acceptable to both parties during the appointment of a mediator. For DRB process, the board members must be neutral. The enforcement actions such as penalties to defaulters should be introduced in all claims. For high performance of construction projects, there should be adequate funds to complete projects. Issue clear precise instructions to contractors. Sound engineering designs without need of frequent amendments during implementation. Prompt payment of interim certificates to contractor. Maintain adequate supervision at all times.

## INTRODUCTION

### 1.1 Background to the Study

Project management is the application of expertise to project activities which include initiation, plan, execution, monitoring and control, and project closure with the aim of achieving clearly defined goals and success guidelines (PMI, 2017). The primary objective of managing projects is to ensure its success at the end. Project management uniquely focusses on goals, resources and schedules of the activities outlined. Mir and Pinnington (2014) recognize how organizations are using project management as a tool to increase their productivity. This concept emphasizes on the importance of projects to organizations especially ones that involve numerous complex project activities.

According to Chandes and Pache (2014), project performance is viewed from the impact to the beneficiaries and if the interventions are sustainable. To improve project performance, effectiveness and efficiency are key. Construction project success is therefore measured by overall project performance. The project performance depends of several factors which include project complexity, contractual arrangements, relationships between participants in the project, competency of project manager, and the abilities of the key members in projects (Leong, Zakuan, Saman, Ariff, & Tan, 2014). The main reason for performance measurements is for tracking, forecasting and controlling success variables in a project.

Recent studies have shown that highly accomplished project management systems are linked with the success of projects (Mir & Pinnington, 2014), yet due to complexity of construction projects, conflicts always manifest themselves. Conflict resolution strategies mitigates the negative effect of disputes on project performance. Stipanowich (2014) remarked that according to the Construction Industry Institute (CII), the American construction industry was impaired in the Twentieth Century. In the past construction disputes tended to be resolved unofficially, with no structure and without lawyer involvement but with growing size and complexity of the industry, the need for better conflict resolution methods has become necessary. This attracted numerous research on conflict resolution strategies in the construction projects worldwide.

Internal and external conflict variables greatly influence the performance of local and international construction projects. However, internal conflicts such as management attitude, cultural differences and cutting corners has more influence than external conflicts such as military and economic conflicts (Al-Sibai & Alashwal, 2014). According to Vaux, (2014) the

complexity of the construction industry is renders it inevitable to conflicts which have significant impact on it projects profitability and performance. Conflict management through use of appropriate conflict resolution strategies can influence the outcome of construction projects.

For the past three decades, there has been remarkable progression in the construction industry in Kenya, however, pertinent issues and legal claims have been on the rise which have a negative impact on project performance. These arising issues and conflicts affect timely completion, cost management as well as quality of deliverables (Kihoro, 2015). According to Kihoro (2015), the construction industry performance has been on a downward trend due to rising legal claims. According to the Construction Business Review (2017), the construction industry will grow by 8.7 per cent and remain steady until 2026. This growth is due to multi-million dollar projects such as the standard gauge railway and the Lamu Port-South-Ethiopia-Transport (LAPPSET) corridor being key drivers of local economic growth. This increased growth comes with challenges where disputes emanate from the processes and actors within the industry.

## 1.1 Research Objectives

### 1.1.1 General Objective

To determine the effects of conflict resolution strategies on project performance of construction projects in Nairobi City County, Kenya.

### 1.1.2 Specific Objectives

The researcher was guided by the following specific objectives:-

- i. To establish the influence of partnering on project performance of construction projects in Nairobi City County, Kenya
- ii. To establish the influence of arbitration on project performance of construction projects in Nairobi City County, Kenya.
- iii. To establish the influence of mediation on project performance of construction projects in Nairobi City County, Kenya.
- iv. To establish the influence of dispute review boards on project performance of construction projects in Nairobi City County, Kenya.

## 1.2 Research Questions

The researcher was guided by the following research questions:-

- i. To what extent does partnering influence project performance of construction projects in Nairobi City County, Kenya?
- ii. To what extent does arbitration influence project performance of construction projects in Nairobi City County, Kenya?
- iii. To what extent does mediation influence project performance of construction projects in Nairobi City County, Kenya?
- iv. To what extent does dispute review boards influence project performance of construction projects in Nairobi City County, Kenya?

## 1.3 Significance of the study

This study aimed to highlight some of the conflict resolution strategies and how they influence project performance of construction projects in Nairobi City County. This study was beneficial to

the diversified participants in the construction industry example client, surveyors, contractors and sub-contractors, and the local government. The client's direct benefit from this study is the high quality deliverables in time and which mean his expectations. The local authorities recognize the great contribution the construction industry has brought to the economic growth and infrastructure hence it in their best interest of to ensure processes run smoothly and the right policies are put in place to regulate this industry. This study will help the contractors to be proactive in planning and making informed decision making when dealing with the conflicts that usually transpire in any construction project. This will help increase customer satisfaction, improve quality of product and services and eventually ensure good business relationship. Overall high performance of the construction project means project success.

This research will aid lecturers and students in Universities and other institutions to acknowledge conflict resolution and its importance in the construction project performance. The research will help to establish new prospective investigative interest for researchers to undertake by giving statistics on the influence independent variables on achievement of the purpose of this proposal hence a way for further research.

#### 1.4 Scope of the Study

The research concentrated on the construction industry in Nairobi City County. Focus was on contractors registered by the NCA and the projects they have undertaken. The research concentrated on partnering, arbitration and mediation in the construction industry and how they influence project performance. The research targeted both the ongoing as well as the completed projects. The research data collection took three months.

#### 1.5 Assumptions of the Study

The study assumed that information gathered was withheld by some contractors to fit their own interests and needs. This would lead to inappropriate and unreliable information. The researcher assumed that the participant's answered the interview questions in an honest and candid manner. It was assumed that the variables did not to change during the research period and questionnaires issued were filled correctly.

#### 1.6 Limitations of the Study

The research experienced limitation such as resistance of respondents to give information. Some respondents would have declined to contribute to the study or fear to provide information thinking that such information would be used to their disadvantage or to paint a negative image about their organization. Some participants may have withheld important information to suit their needs.

#### 1.7 Organization of the Study

The project report was presented in five chapters. Chapter One highlighted the background of the study, statement of the problem, research objectives, research questions, significance of the study, scope of the study, assumptions of the study and limitation of the study.

Chapter Two presented relevant literature established on the study intentions while Chapter Three presented the research design and methods to be used. Chapter Four presented data collected from the field, its analysis, and finally the interpretation of the findings. The data

collected was in form of tables. Chapter Five covered summary of findings, the discussion and conclusion drawn from the data findings aimed at achieving the objectives of the research.

## LITERATURE REVIEW

This section frames the theoretical background of the research done by other scholars about conflict resolution measures and how they affect performance of construction projects. It also entailed empirical studies that had been done by other researcher's on conflict resolution. The conceptual framework emphasizes association between the dependent and independent variables.

### Theoretical Framework

Conflict is brought about by the variations of insight, views or principles amid societies (PMI, 2010). It's usually seen as a rivalry between winners and losers (Leung, 2009). The conflict theory proposed in 1859 by Karl Marx asserts that the society is characterized by continuous conflict due to rivalry for scarce resources. It claims that the social is governed by dominance and power hence the people with fortune and authority rule against the poor. This brings in the conceptions of discrimination in resources allocation hence existence of conflicts amongst classes. The Marx's conflict theory introduced conflict classes: the bourgeoisie (minority people within the society with majority of the wealth) and the proletariat (majority working class or poor). According to Marx, this gave rise to capitalism. (Adler, 2008).

Max Weber was one of the first socialists to explore the concept of power by defining it as an opportunity of one party to impose their will on others. He categorized conflict into class, status, and power (Weber, 1962). Many activists adopted Marxist theory for political uprising to reduce social conflict by reformation of economic and social associations. The activists further explain how the society characterized a force whose action leads to other counterforces which eventually result in either collaboration or conflict. The collective bargaining adopted in the employment sector inspired a different area of conflict awareness (McCathey, 2010).

The conflict theory was supported by Gumplowicz (1838-1909), Weber (1864-1920), Mills (1916-1962), Feminine Conflict Theory, Postcolonialism and World Systems Theory. However, the Marxist theory was criticized in that current class structure is more complex, capitalism is less exploitative and the post-modern free society view class as irrelevant with no exploitation and the theory viewed an economically deterministic society (Wordpress, 2017).

The conflict theory usually attempts to get scientifically explanation of the common outline of societal conflict from its inception to its effects. The dominant apprehensions of the conflict theory are the uneven distribution of scarce resources and power (Allan, 2007). In this research, the conflict theory was used to understand the anatomy of conflict with regard to the construction industry as conflict occurs within a project environment for a variety of reasons. From the vast knowledge of conflict, the right conflict resolution measures can be deduced to suit every situation within the project life cycle.

### 2.1.1 Project Performance

The world has become more diverse in many disciplines and cultures making project managers to align the interests of varied participants (Prieto-Remóna, Ramón, Ortiz-Marcos, & Uruburu, 2015). According to Warsame (2011) and Rosli, Ismail, Wan, Asrul and Zainab, (2012), research on performance of construction projects; cost, time and quality are observed as the main elements of project performance. Takim and Akintoye (2010), included other performance

indicators in their research for successful construction project management namely: safety, profitability and productivity.

Wadugodapitiya, Sandanayake and Thurairajah (2008) developed an innovative project performance evaluation tool that can be used by participants in the construction industry to enhance and optimize project performance. In their research, they examined variables like client satisfaction, financial stability, efficiency and effectiveness of internal business process and project teams, sustainable projects and delivery of innovative projects to clients. Hegazy and Sherif (2012) also developed a KPI financial model to help align business objectives of the construction since the United Kingdom (UK) construction industry was previously associated with poor performance and there was need for performance measurement to increase performance.

Mir and Pinnington (2014) in their research done to 154 project management professionals in Dubai found out that project performance explains at least 44.9% variance in project success through linear regression analysis. A research on evaluation of project success done by Muller and Jugdev (2012), revealed that project success views depend on an individual's perceptions, personality, nationality, project type, and contract type.

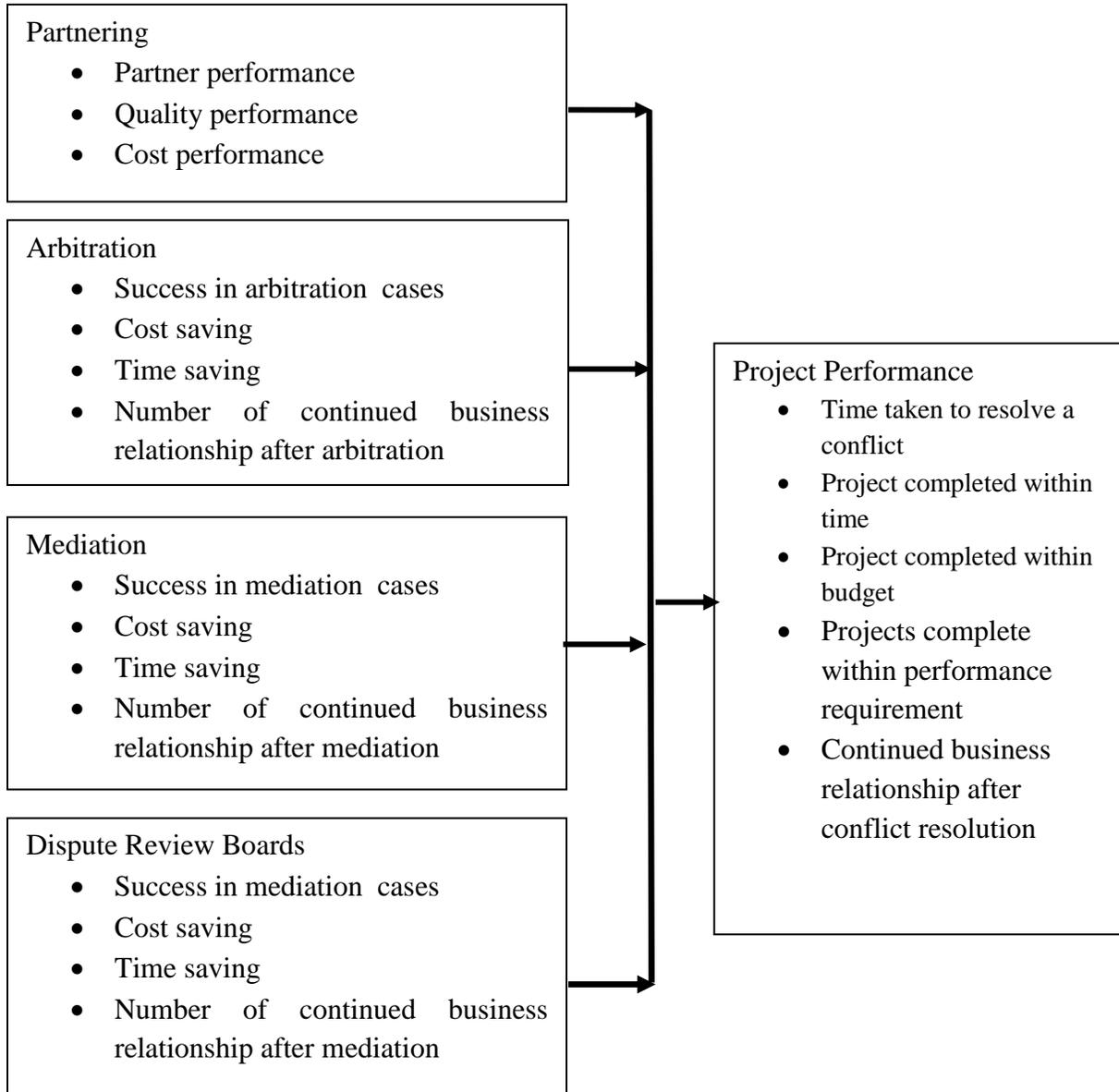
Enshassi, Mohamed and Abushan (2009) study on performance of construction projects in the Gaza strip the in the Gaza strip attributed the poor performance on project delays due to road closures, qualification of personnel and availability of quality raw materials. In Juliet and Ruth (2014) research on performance of construction projects in Niger state determined the factors on performance depended on project staff qualification and experience, raw material and equipment quality and specifications conformity. Malik and Nauman (2013) in their study attribute poor performance to insecurity due to terrorism since stakeholders are unwilling to carry out construction projects in an insecure environment

## 2.2 Conceptual framework

This study attempted to establish whether conflict resolution have any effects on project performance of construction projects in Nairobi City County, Kenya. The aspects of partnering, arbitration, mediation and DRBs are the independent variables while project performance is the dependent variable. The conceptual is summarized in **Ошибка! Источник ссылки не найден.** below.

**Independent variables**

**Dependent variable**



**RESEARCH METHODOLOGY**

This chapter outlines information about research methods and procedures to be adopted in conducting this research. It defines the research design, research philosophy, empirical model,

operationalization and measurement of variables, target population, sampling design, data collection instruments and procedures that will be applied for data analysis.

The study adopted descriptive survey research design in examining impact of conflict resolution on project performance in construction projects. This method was appropriate in exploring how different conflict resolution strategies affect performance of construction projects in Nairobi City County, Kenya. It's a systematic approach of gathering descriptive data regarding attributes of a sample of a population, current customs, circumstances or requirements. According to Sekaran and Roger (2013), research design is the principal strategy that stipulates the methods and procedures for collecting and analyzing data. Target Population

Population is defined as a whole number of elements where a sample is chosen (Bryman, 2012). The target population for this study was contractor's duly registered by the NCA within Nairobi City County. NCA is mandated to regulate the construction industry and coordinate its development. According to the NCA website, they have categorized contractors according to their region within Kenya (NCA, 2017). The contractors are further categorized as per their scope. These include road works, water works and building works. There are 300 registered contractors based in Nairobi City County. They were the target population in this study.

### 3.1 Sampling Design

A sample is the section of the target population that is chosen for study. The objective of sampling is to secure a sample which was representative of the entire population. Simple random sampling of the population ensures equal probability of involvement of each unit in the sample (Bryman, 2012). Simple random sampling procedure was applied in carrying out the study as there would be equal chance that each 300 registered contractor will be selected for inclusion in the sample. Using the sampling table, from research advisors (2006), with the size of population being 300, at a margin of error of 5%, confidence interval of 95%, the sample to be used was 169 respondents as indicated in appendix III.

### 3.2 Tools and Instruments

Primary data collection method was questionnaires administered by the researcher. A questionnaire is an instrument used for data collection during research studies in form of questions that bring out the required information. The questionnaire offered the respondents a five-point scale with pre-implied answers from strongly agree, neutral point at the center to strongly disagree for each variable testing. Secondary data was collected from reports, manuals and other relevant construction materials.

### 3.3 Pilot study

A pilot study is a test administered in preparation to the comprehensive research with the aim of pre-testing a research instrument (Dikko, 2016). In this research, the pilot study involved conducting an initial test with 10 participants. The selected participants were asked to fill-in the questionnaire and give a criticism to the questions. The result from this pilot study helped to get a general feeling of participants. The pilot study also aided in determining the reliability and validity of the instrument. Suggestions from the pilot survey were considered in the final questionnaire. The results of the pilot study done was not included in the final work.

From the 10 participants who received the pilot questionnaires, 8 of them responded back. Two of them were able to give improvements on the questionnaire. This process helped to refine the questionnaire and minimize the misapprehension and ambiguity. The study instrument used was deemed to have high test-retest reliability in carrying out the study according to reliability of the constructs as in shown **Ошибка! Источник ссылки не найден.**

### *3.3.1 Validity of the study*

Validity is involved with the sincerity of the deductions that are derived from a study (Bryman, 2012). For internal validity, the variables were thoroughly evaluated to ascertain that relevant indicators are matched with each variable and the appropriate data collected using the right research instrument. For external validity, relevant and representative samples were chosen to ensure the outcomes can be comprehensive to the whole population. The researcher submitted the questionnaire to the project supervisor for professional assessment hence content validity of the data collection instrument was established.

### *3.3.2 Reliability of the study*

According to the American Psychological Association (APA) standards reliability is the uniformity of measurements when testing methods are duplicated on a population. The Cronbach's coefficient of alpha was used to measure the internal consistency of the research instruments with a result of a number between 0 and 1. The acceptable values of alpha should be  $> 0.70$  (Tavakol & Dennick, 2011).

### *3.4 Data Collection Procedure*

The researcher obtained a research permit from the National Commission for Science and Technology (NACOSTI) through Kenyatta University graduate school. The permit was to enable the researcher to personally administer questionnaires. The researcher then collected data from the respondents, using the drop and pick system, and email correspondence.

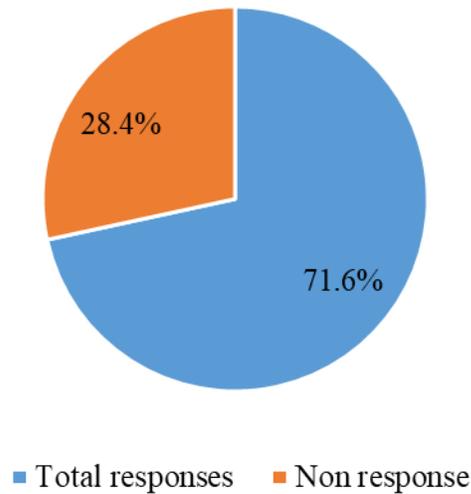
## RESEARCH FINDINGS AND DISCUSSIONS

### *4.1 Introduction*

This chapter represents the statistics collected from the field, the analysis and interpretation of the findings of conflict resolution on performance of construction projects in Nairobi City County, Kenya.

### *4.2 Questionnaire Response Rate*

The questionnaires administered during the study were 169 in number and out of this 121 were filled and returned. This response rate of 71.6% is regarded as adequate to make conclusions for the study. According to Saldivar (2012), response rate of at least 70% are considered very good response rates. The researcher recruited two research assistants to administer questionnaires which attributed to the high response rate. The research instrument were also found to be valid and reliable for the study.



**Survey is an experimental technique used by researchers for data collection from a greater population and then used generalize findings (Ghaz, Petersen, Reddy, & Nekkanti, 2017). The study collected quantitative data from contractors in construction industry in Nairobi City County over a period of three months. The research collected both qualitative and quantitative data. Reliability Analysis**

<b>Project Performance</b>	<b>Reliability Alpha</b>	<b>Cronbach's</b>	<b>Comment</b>
Partnering	0.986		Accepted
Arbitration	0.955		Accepted
Mediation	0.978		Accepted
DRBs	0.993		Accepted
Project Performance	0.987		Accepted

Source: Survey Data (2018)

The higher the Cronbach's coefficient of alpha, the more reliable is the test. The findings revealed that partnering had a coefficient of 0.986, arbitration had a coefficient of 0.955, mediation had a coefficient of 0.978, DRB had a coefficient of 0.993 and project performance had a coefficient of 0.987. Therefore all constructs depicted that the value of Cronbach's Alpha are above the suggested value of 0.7 consequently the study was reliable.

#### 4.3 Demographic Characteristics of Respondents

The research factored seven general characteristics of the respondents. These included years the organization had been operating, position of the respondent within the organization, respondents' years of experience, projects undertaken annually, and possible con

## **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION**

This chapter provides the summary of the findings from chapter four, the conclusions and recommendations of the research based on the study objectives which is conflict resolution on project performance of construction projects in Nairobi City County, Kenya. Further studies are suggested in the end.

### **5.1 Summary of the findings**

In this study, the main objective was to determine the impact of conflict resolution on performance in construction projects in Nairobi City County, Kenya. It was found that on average most respondents were of the opinion that appropriate conflict resolution strategies influences project performance on construction projects in Nairobi City County, Kenya to a great extent. Further analysis using multiple regression analysis revealed that at 5% level of significance and 95% level of confidence, partnering, arbitration, and DRBs are significant in the construction project performance.

#### **5.1.1 Partnering and Project Performance**

The first objective was to establish the influence of partnering on project performance of construction projects in Nairobi City County, Kenya. It was found that on average most respondents were of the opinion that partnering influences project performance on construction projects in Nairobi City County, Kenya to a great extent. 34.7% of the respondents admitted that they use partnering during their project implementation as a conflict resolution strategy. Out of these responses, the number of continued business relationship over the past three years was significant. Further analysis using multiple regression analysis revealed that partnering process as a strategic conflict resolution measure holds a significant role in construction project performance in Nairobi City County, Kenya.

#### **5.1.2 Arbitration and Project Performance**

The second objective was to establish the influence of arbitration on project performance of construction projects in Nairobi City County, Kenya. It was found that on average most respondents were of the opinion that partnering influences project performance on construction projects in Nairobi City County, Kenya to a great extent. 33.8% of the respondents admitted that they use arbitration during their project implementation as a conflict resolution strategy. Out of these responses, the number of continued business relationship over the past three years was significant. Further analysis using multiple regression analysis revealed that arbitration process as a strategic conflict resolution measure holds a significant role in construction project performance in Nairobi City County, Kenya.

#### **5.1.3 Mediation and Project Performance**

The third objective was to establish the influence of mediation on project performance of construction projects in Nairobi City County, Kenya. It was found that on average most respondents were of the opinion that partnering influences project performance on construction projects in Nairobi City County, Kenya to a great extent. However, only 14.9% of the respondents admitted that they use mediation during their project implementation as a conflict resolution strategy. Out of these responses, the number of continued business relationship over

the past three years was significant. Further analysis using multiple regression analysis revealed that mediation as a conflict resolution strategy is not significant in construction project performance in Nairobi City County, Kenya as compared to the other conflict resolution strategies.

#### *5.1.4 Dispute Review Boards and Project Performance*

The fourth objective was to establish the influence of DRBs on project performance of construction projects in Nairobi City County, Kenya. It was found that on average most respondents were of the opinion that DRBs influences project performance on construction projects in Nairobi City County, Kenya to a great extent. However, only 16.5% of the respondents admitted that they use mediation during their project implementation as a conflict resolution strategy. Out of these responses, the number of continued business relationship over the past three years was significant. Further analysis using multiple regression analysis revealed that DRBs as a conflict resolution strategy measure is not significant in construction project performance in Nairobi City County, Kenya.

#### *5.2 Conclusions*

The study concluded that the partnering and arbitration had a significant influence construction project performance in terms of usually deliverable quality, project cost and time taken to completion of construction projects in Nairobi City County, Kenya. However, mediation and DRBs are not significant. From the findings, it was found that:

Project partnering is the major contributor towards construction project performance from the multiple regression analysis as compared to the other independent variables. The findings show that majority of the respondents agreed that partnering influences project performance in Nairobi City County. Most of the respondents admitted that they use partnering during their project implementation as a conflict resolution strategy. It is through partnering as an effective collaborative strategies that parties involved are able to spread their risks while undertaking the project activities as well as have effective technology transfer. The parties are able to draft effective and mutual conflict resolution measures during the contractual agreements.

Arbitration significantly influences construction project performance in Nairobi City County. It is an important conflict resolution strategy in the performance of construction project. The effects of arbitration would increase in Nairobi City County when international assurance in Kenya's arbitration enforcement procedure is achieved. However, cost of arbitration may be high at the end of the project life cycle.

Mediation influence to construction project performance in Nairobi City County is not significant. It is seen as the least contributor towards construction project performance from the multiple regression analysis as compared to the other independent variables. However, mediation effects can be realized further with proper awareness of the process and its benefits to the parties.

DRBs influence to construction project performance in Nairobi City County is not significant. However, the effects haven't been realized at a great deal due to low levels of awareness and responsiveness within the construction industry. It is imperative that the construction industry demonstrates leadership and encourage use of DRBs. It is evidently that there is need to escalate awareness and acceptance of DRBs in Nairobi City County so that the construction industry can

get the benefits of conflict prevention strategies. DRBs may soon become popular in the construction industry due to that fact that they prevent conflicts from becoming serious disputes.

### 5.3 Recommendations

The research findings established that there is a significant positive relationship between partnering, and arbitration. Hence the research recommended that partnering is imperative in the construction industry due to its influence project performance. Since partnering is a powerful process that builds relationships and help in the management of conflict, the study recommends training of the construction industry participants on the various application of partnering process which include Joint Ventures, Mergers and Acquisitions. There should be awareness of the different partnering approaches amongst industry stakeholders as an option for conflict resolution strategies as well as to overcome capital problems. A strong memorandum of understanding that binds the partners is necessary. Partner's liquidity must be adequate at all times. Involve client's project managers at initial stage of partnership. Any changes in partnership agreement be communicated to relevant stakeholders in good time.

The researcher recommended that the participants in the construction industry embraces the arbitration process in resolving its conflicts so as to improve the performance of projects. The study also recommended that these institutions include potential conflict resolution strategies within their tender documents and contracts. The appointment of an arbitrator to be acceptable to both parties. Arbitrator must be provided with contract documents in good time and be briefed in presence of both parties. The project manager should identify the risk factors of potential conflict early enough and seek for mitigation or advice from arbitrator to avoid escalation of conflict.

The research recommended a highly experienced mediator should be engaged who is acceptable to both parties during the appointment of a mediator. The research recommended that adoption of DRBs in construction industry as a requirement can be used when resolving conflicts. The study also recommended that these institutions include potential conflict resolution strategies within their tender documents and contracts. The board members must strive to be neutral, available; motivated, sincere, and interrogate the conflict at hand in details. The enforcement actions such as penalties to defaulters should be introduced in all claims.

Client should have adequate funds to complete projects. Issue clear precise instructions to contractors. Sound engineering designs without need of frequent amendments during implementation. Prompt payment of interim certificates to contractor. Maintain adequate supervision at all times.

### 5.4 Suggested Areas for Further Research

The purpose of this research was to influence of conflict resolution on project performance of construction projects in Nairobi City County, Kenya.

The researcher recommends further study of conflict resolution on other industries in the economy. This is because the construction industry was the main focus in this study hence the findings may not be generalized across other industries in Kenya.

The researcher recommends a further research on other alternative dispute resolution strategies including litigation, negotiation, conciliation, Med-Arb and Mini-trial and how they influence project performance of construction projects in Nairobi City County, Kenya.

The researcher recommends a further research on government and local authorities influence on the performance of construction projects.

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