An Appraisal of Conflict Stimulation in Nigerian Construction Industry: Project Manager's and Project Team Views.

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Abstract- It is of ideal conjecture that conflict stimulation is hygienic in project management as getting the best out of the team is through objectively orchestrated conflict stimulation. However, the decision of the Project manager stimulating conflict in projects is plausible to achieve the project objectives through the Project team members. Therefore, the study looked at conflict stimulation in the construction project management through further understanding of previous researchers; by confirming the factors that instigate Project managers' conflict stimulation; ascertaining conflict stimulation synthesis and determining the available benefits of conflict stimulation. The result of the analysis suggests that stimulation of conflict occur mostly when there is lack of new ideas, creativity and innovations; synthesising conflict is by bringing a new person into existing situation to raise new questions to provide different fresh views that propel the solution to the contending issue. Lastly, achieving better solution is through conflict synthesis. Project manager's interest in the project success is significant to conflict stimulation and conflict application, which invariably create a new and better value from divergent views of the project team. Therefore, the Project manager must identify the current situation to determine the type of conflict stimulants and synthesis to adopt in a project setting.

Keywords: conflict stimulation, project success, construction professionals, Project Manager, Project Team

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1. INTRODUCTION

projects are capital intensive, and it involves numerous stakeholders from the micro and macro clients to project team the consultants and the executor and the end users. The viability of the project is the first concept the project managers have to address before progressive elaboration as a result of input from other team members that are from different profession, background, values and personality. (Farh, Lee, & Farh, 2010), recommendation concentrated on Project managers upholding divergent and new ideas translated into creative result. Thus, through the application of sufficient knowledge about utmost solution leads to resolving pending issues. However, Project managers should on purpose find ways to incorporate ideas raised by team members into an originative result, instead of allowing the team inject new ideas aimlessly (Farh, Lee, & Farh, 2010). Additionally, Project managers monitor the efficient level of the team, so that task conflict and too many variances do not stem into personality conflict (Farh, Lee, & Farh, 2010). Nevertheless, Project managers' intervention as a conflict intercessor is to forestall task conflict from stemming into a destructive process (Farh, Lee, & Farh, 2010). The professionals' inputs are enormous, and the onus of their involvement and contribution depend on their professionals' background, orientation and values. Furthermore, in the process of achieving the project objectives the Project manager leads unbiased to complete the project as early agreed through the Project team. Project management processes are conflict oriented from the planning stage to the project close down that requires the experience of the Project manager to manage the conflict to a positive conclusion. However, projects associated conflicts are to be resolved during project initiation and planning.

Conflict management is a verifiable procedure used by a group to construct their task and ascertain the impact of their overall effectivity on the task according (Kuhn & Poole, 2000).

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They further explained that conflict management and decision making cannot be separated as their dual effects that exist between them make team members' input to validate project outcome (Kuhn & Poole, 2000). Decision making in construction project management is a collective bargaining of the Project manager, the Project team and occasionally the input of other stakeholders as deemed fit by the project requirements. However, the responsibility of the project success lies on the Project manager, who is in a position to use his authority and power to achieve project success. Nonetheless he knows what it takes to stimulate and synthesis conflict as when due and managed appropriately. .

The primary challenge in the Nigerian construction industry is that project management is not fully embraced by both micro and macro clients as "its practise are still in its infancy" (Odusami, 2002). Construction industry can advance its steps in preparing for future through project management practice, which is very green. However, the practice is moving at a great speed with on-the-job training rather than professionalism that is not adequate. As many projects are becoming more complex and investors are eager to have tangible results within a reasonable time, within budget and to the expected quality standard. It is imperative to establish hidden facts about conflict stimulation in construction project management as little or no information is available on its significance. Therefore, the aim of this study is to expose underlying factors in conflict stimulation, stimulation synthesis and benefits in Nigerian construction industry.

OBJECTIVES OF THE STUDY

1. To confirm factors considered by Project Managers' conflict stimulation.
2. To ascertain conflict stimulation synthesis applied by the Project managers.
3. To rank the benefit of conflict stimulation on the project team members.

SIGNIFICANCE OF THE STUDY
The study is to evolve a practical approach of maximizing the advantage of using conflict to achieve maximum input in the project team in order to achieve maximum output, which is going to benefit all the project stakeholders and the government through the following

1. This includes the knowledge and techniques of conflict stimulation in project management to the advantage of the Project managers and the team and increase project success rating.
2. Develop conflict management skills of Project manager and the team and other stakeholders
3. The Project manager and the team will develop skills that improve relation between the superiors and the subordinates vertically and pairs laterally.

2. LITERATURE REVIEW

2.1 CONFLICT STIMULATION

To stimulate according to the (Longman, 2000), means encouraging someone by making them excited about and interested in something. Therefore, conflict stimulated is to extract the best from the participants from different fields, values, actions, or directions to complete the project successfully. The increase in demand to resolve complex issues in construction project management has compelled the increase in performance through the project team. As such conflicts arise in the course of solving these contending issues because "effective performance is the ability to manage conflicts successfully and disagreement in projects" according to (Posner B. Z., 1986). Conflict is an out-come of organization complexities, relationship and disagreements and its settlement is by recognizing and making the causes inoffensive. Conflict concluded can provoke a positive change in an organization as it identifies latent conflict, which indicates a conflict of direction

Robin (1999) claimed that conflict is to be positive for efficient performance. The approach encourages a minimum level within the group in order to encourage self-criticism, change and innovation and to help prevent apathy or too great a tolerance for harmony and their existing state of affairs. While (Leung & Liu, 1998) described the conflict as unavoidable in the processes of making constructive decisions as it represents a state of imbalance, which may be catastrophic if not properly managed and at the same time, it provides a chance for innovation of new ideas and develops greater quality solutions. (Leung & Liu, 1998), emphasised that conflict must not be avoided, eliminated or suppressed but be properly managed to actively resolving the conflict and encourage stimulation of potential conflict to solve the apparent conflict effectively and stimulate any latent conflict. (Leung & Liu, 1998), also claimed that moderate value oriented conflict encourages team members genuine involvement, satisfaction and that too many conflict leads to total breakdown of the relationship. (Ohlendorf, 2001), described the conflict "as a cycle, which is a social process are the cause and the core process that result in effects". He further explained that ''these effects feedback to affect the cause'' which include the following: Elements of interdependence; Emotions; Perceptions and Behaviour

(Verma, 1998), proposed the following conditions that can warrant the Project manager in stimulating conflict: 1.Is the Project Manager surrounded by "yes people"; 2.Team Members are afraid to admit ignorance and uncertainty to the Project Manager and 3. Is there too much emphasis on reaching a compromise, which lead to losing sight of values and long term objectives? Others are 4. Is there more concern in maintaining the impression of peace and cooperation in projects regardless of the price; 5. There is an excessive concern by the decision maker for not hurting the feeling of others and 6. There is an unusually low level of turnover among project team and Lack of new ideas, creativity and innovations. Others are popularity and politics are more important for obtaining organisational reward than competence and high performance; unduly enamoured of obtaining consensus for their decisions and Project team show unusually high resistance to change. (Vliert & Dreu, 1994), concluded that conflict can be stimulated in two ways; 1. By making or prolonging conflict issues and 2. by advancing disputatious conflict behaviour.

2.2 CONFLICT STIMULATION SYNTHESIS

Conflict situation should be either resolved or used beneficially. Conflict can have positive or negative effects for the organization depending upon the environment created, by the project managers as she or he manages and regulates the conflict situation.

(Verma, 1998), Project managers must evaluate project from inception to determine – actual level of conflict among project team. Goal-oriented conflicts have a relationship with end results performance specification and criteria priorities and objectives. The project manager must carefully overlook administrative conflict in order to gain the full control of goal-oriented conflicts.

TABLE1:
SOURCES OF CONFLICT, THEIR RANKING BY CONFLICT INTENSITY AND SUGGESTED SOLUTIONS

Sources of Conflict	Conflict Intensity Ranking		(Verma, 1998), suggested solutions
	A	B	
1.Conflict over project priorities	2	3 2.42*	"Create a master plan that performs in harmony with the long term project schemes".
2.Conflict administration procedures	5	7 1.93*	"Elucidate project team functions, responsibilities and information direction at the inception of the project"
3. Conflict over technical opinion and perforce Trade-offs	4	5 2.25*	"Evaluate professionally a colleague's work and use steering committees to evaluate specification and design"
4. Conflict over human resources	3	4 2.35*	"Develop a work breakdown structures and a responsibility matrix"
5. Conflict over the cost and budget	7	2 2.55*	"Develop overall budgets supported by a detailed budget and cost estimates of subprojects tasks and activities"
6. Conflict over schedules	1	1 2.67*	"Develop an overall schedule that incorporate schedules for subprojects with staffing and other life restraints"
7. Personality conflict	6	6 2.24	"Stress team building and creation of an environment that accent respect, diversity, and equity" .

Note: A- (Thamhaim & Wilemon, 1975); B- (Posner, 1986) and (Verma, 1998) Suggested solution to different types of causes of conflict and values from (Posner B. Z., 1986), ranking of source of conflict factors.

The table above indicate that conflict over schedule is the most paramount followed by project priorities conflict over human resources conflict over technical opinions and human resources (Posner B. Z., 1986). Conflict over administrative procedures and finally personality conflict are not so significant to the project manager during the project initiation and planning. Conflict resolved during the project planning stage are the first five, and for the progress of the project it is very germane that all the stakeholders should ignore the administrative and personal conflicts input at this stage. However, Project managers should not allow administrative and personality conflicts to transform into the planning stage as this could cause a significant setback to the project. More over conflict stimulation has to be result oriented, which the Project manager must know how to achieve efficiently.

(Verma, 1998), conflict stimulation in Project management relatively improves project team member performance and consequently the project if the Project manager is stimulating conflict immediately rather than waiting for events to happen. (Verma, 1998), stated the following ways of stimulating conflict.1. Recognize the desirability of conflict on particular occasions; 2. Engage a new person to make an input into an existing situation; 3. Reconstitute the project organization: the project organisation; 4. the project manager should introduce competition among the task managers and 5. Present programmed conflict for project team that spur them into evolving new ideas. Project managers should take the worse side just for the sake of the argument (devil's advocate) and use a formal system of reasoning that arrives at the truth by the exchange of logical arguments.

(Leung & Liu, 1998), explained that goals of the project team have underlying value systems, which usually result in value conflict and thus goal conflict. The value engineering workshop is of benefit by bringing forward the latent and the manifest of conflict, supporting

participative/creative effort in problem solving. Task and team conflict exist in the construction projects according to (Leung & Liu, 1998) which is essential in the value-goal process of value management, and affects the result of the project and stakeholders' interest. The concern project participants are the task objective during the goal setting process, acknowledging the fact that moderate levels of task and team conflict could result in higher participant satisfaction. In goal setting process of construction projects, conflict stimulation and resolution could provide the answers for resolving many untoward relationships in the present construction organisation (Leung & Liu, 1998).

(Lueng & Wong, 2013), identified "recognized the power of the facilitator (Project Manager) as a fundamental factor to lead the team with the trust, support and thus, build the charismatic authority of the facilitators". A specific structural task stimulates and assists the participants in solving problems related to the workshop tasks. High performance will only occur when the participants participate in the management processes and interact with each other during the decision process. Conflicts properly managed, encourage Project Team members to discuss the problems with the other participants to gain feedback from within in the workshop. A high level of feedback amongst the professional team enables more goals to be placed to recognized effective goals and make goals much more controllable.

Functional conflict as (Lueng & Wong, 2013) put it is an important factor for creative thinking and thus produces higher quality solutions, better performance and thus better outcomes (Leung & Liu, 1998). Therefore, the facilitator (PM) needs to control both the task conflict amongst design objectives and the team conflict amongst the participant throughout the decision process. Hence, they must also stimulate optimal level of conflict and solve the competing issues in the workshop.

2.3 BENEFITS OF CONFLICT STIMULATION

(Hans & Al Bariki, 2012), suggest that conflict in a plain expression associates with negative encounters. Conflict in itself is neither inherently good nor bad, but it is full of positive effects on the employee's relationship and the organization. They proposed the following 1. Discussing conflicting views can lead to a better solution; 2. Conflict raises awareness of what is necessary to individuals; 3. Managing conflict appropriately helps build self-esteem. 4. Conflict requires creativity to find the best outcomes; 5. Conflict is challenging and exciting, and Conflict encourages people to grow. (Ohlendorf, 2001), conflict can be constructive and healthy for an organization as it helps in developing individuals, and improving the organization by on the individual assets of its members.

This happens when interdependent members and view each other as being at fault and whose actions have caused the project some setbacks. Constructive conflict that is positive allows the following benefits to abound during projects life cycle: 1. It helps in developing individual and improving the project by building on the individual assets of the team; 2. It can expose underlying issues; it can impel people to confront possible defects in a solution and choose a better one; 3. Understanding of the real interest and goal, and enhancing the requirements, and the exposure of on-going communications around those issues and communication prevents premature and inappropriate resolution of conflict.

3. METHODOLOGY

The study focuses on the conflict stimulation, conflict stimulation synthesis and conflict benefits in the Nigerian construction industry. Previous researchers' works reveal valuable information and analyses of the returned questionnaires by professionals in the building industry helped in identifying significant attributes of the objectives. The professionals are Project Managers and Project Team members, who are from the construction industry namely Architecture, Structural Engineering, Mechanical Engineering, Electrical Engineering, Building, Quantity Surveying and Estate Surveyors. The questionnaire has two sections that are section A, which is the demographic information and section B the Factors that determine the stimulation of conflict; factor that ascertain conflict stimulation synthesis and benefits of conflict stimulation.

Analysis of the questionnaires extracted all necessary information needed to conclude and make appropriate recommendations for the study.

The respondents are Project Managers (thirty seven) and Project team (seventy eight) from the construction industry answered the questions by indicating the importance of conflict stimulation they experienced in projects. The parameters are on a five point Likert scale in terms of scale 1(minimum) to 5 (maximum) in order to calculate index average for the assessment of conflict stimulation instigators; conflict stimulation synthesis and benefits of conflict in the construction industry. The questionnaire on conflict stimulation and conflict stimulation synthesis were adopted from Conflict Management (Verma, 1998) while the questionnaire on conflict stimulation benefits was adopted from Conflict Management Styles in Oil and Gas Sector in Sultanate of Oman (Hans & Al Bariki, 2012)

The information gathered from the respondents were inferentially and relationally analysed to have result and make objective recommendations. Thus giving to the use of Kendall's tau to determine the hypothesis postulated. Kendall's tau has a better statistical properties and direct interpretation in terms of probabilities of observing concordant and discordant pairs compared to Spearman correlation coefficient. The use of Kendall's Tau was appropriate to measure the correlation and the strength of relationship between the two variables since it has an intuitive interpretation for better estimate of the corresponding population and more accurate P value.

1. Kendall's tau formula = $\dfrac{C-D}{C+D}$ ………………………… (1)

2. $Z = 3 \times tau \times n \dfrac{\sqrt{n\,(n-1)}}{\sqrt{2\,(2n+5)}}$ ………………………… (2)

3. t-test at 95% confidence of null hypothesis (H_0) and alternative (H_1) was used to test the rank correlation coefficient.

Hypotheses Tested
H_0: there is no significant relationship between the opinion of Project managers and Project Team on the factors used in stimulating conflict on construction projects
H_0: there is no significant relationship between the opinion of Project managers and Project team on the conflict stimulation synthesis in construction projects.
H_0: there is no significant relationship between the opinion of Project managers and Project team on the benefits of conflict stimulation on construction projects.

4. DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 DISCUSSION OF FINDINGS ON CONFLICT STIMULATION FACTORS

The table below is the result of the opinion of the Project manager and that of Project team on the most significant conflict stimulation factors used by the Project manager. The first on weighted average result 0.961 indicates that Project managers stimulate conflict when there is lack of new ideas creativity and innovations. However, on the same factor the project manager's opinion is the second 0.957and that of the project team is the first 0,964. This is a clear statement that most of the new ideas, creativity and innovations needed are during the planning stage of the project, and the main concern of the team is to have something of value to present to the Project stakeholders. The second on the list is that the Project manager stimulates conflict when it is obvious that there is a low level of turnover from the Project team members is 0.939 on the weighted average. Furthermore, it is the first on the Project managers' opinion 0.962 and third on the Project team members' opinion 0.915. The Project manager interest in the leadership role is the impetus at the planning stage to make sure the Project team involvement is result oriented. The third is when it is obvious that popularity and politics are more important for obtaining organizational reward than competence and high performance on the weighted average 0.937 and Project managers 0.941, and second on the project team 0.933. The power and authority of the Project manager plays a significant role at this stage as (Lueng & Wong, 2013), explained that the recognized power of the Project manager (facilitator) Project manager' leadership role influence on the

team who reciprocate by trusting, supporting and respecting the Project manager that creates charismatic authority of the facilitator.

The Project team show unusual high resistance to change is 0.885 on the weighted average which it is the fourth on the Project manager's 0.914 and sixth on the Project team member's opinions 0.856. The fifth on the weighted average is the too much emphasis on reaching a compromise which may lead to losing sight of values and long term objectives. Unduly enamoured of obtaining consensus for their decisions is the sixth on the weighted average 0.872; fifth on the Project manager's opinion 0.897, and seventh on the Project team opinion. The seventh is when there is excessive concern by the decision maker for not hurting the feelings of others on the weighted average 0.812; tenth on the opinion of the Project managers 0.757, and fifth on the opinion of Project team 0.867. The eighth on weighted average is when there is more concern in maintaining the impression of peace and cooperation in projects regardless of the price 0.807. When the Project manager surrounds himself by "yes people" 0.797 is the ninth and the last is when the team members are afraid to admit ignorance and uncertainty to the Project manager 0.777.

TABLE2.
CONFLICT STIMULATION INDICATORS: USED BY THE PROJECT MANAGERS.

Conflict stimulation parameters	PM	R	PT	R	W.A.	R
1. Surrounded by ''yes people''	0.881	6	0.713	10	0.797	9
2. Team members are afraid to admit Ignorance and uncertainty to you.	0.800	8	0.754	9	0.777	10
3. Is too much emphasis on reaching a Compromise which may lead to losing sight of values and long Term objectives?	0.854	7	0.903	4	0.879	5
4.More concerned in maintaining the Impression of peace and cooperation in projects regardless of the price.	0.785	9	0.828	8	0.807	8
5. There is an excessive concern by the decision maker for not hurting the Feeling of others.	0.757	10	0.867	5	0.812	7
6.There is an unusually low level of turnover among project team.	0.962	1	0.915	3	0.939	2
7.Lack of new ideas, creativity and Innovations.	0.957	2	0.964	1	0.961	1
8.Popularity and politics are more important for obtaining organizational reward than competence and high performance	0.941	3	0.933	2	0.937	3
9.Unduly enamoured of obtaining consensus for their decisions	0.897	5	0.846	7	0.872	6
10. Project team show unusually high Resistance to change.	0.914	4	0.856	6	0.885	4

.Note: PM-Project manager. R - Relative index. PT - Project Team.
 WA- Weighted Average

The result of Kendall's tau correlation 0.422 indicates that there is a moderate correlation between the opinion of Project managers and that of their team members on the conflict stimulation factors.

Hypothesis: the difference of opinion between Project managers and Project team members on conflict stimulation factors is not significant.
The result calculated is 2.12 while the tabulated is 2.31 which suggests acceptance of the null hypothesis.

The information from Kendall's tau shows that the z calculated is 16.99, which is bigger than z tabulated 1.96; therefore we reject the null hypothesis and accept the alternative hypothesis. The result indicates that there is a direct relationship between the opinions of Project managers and Project team on conflict stimulation factor.

TABLE3:
THE RESULT OF HYPOTHESIS

Parameter	z-cal.	z-tab.	p-value	reject H_0	Sign.

Project man. & Project team	16.99	1.96	0.05	yes

4.2 DISCUSSION OF FINDINGS ON CONFLICT STIMULATION SYNTHESIS

The table below shows the opinion of the project managers and the project team on the conflict synthesis adopted by the project manager during the project stimulation or value engineering processes. The result suggest that project managers adoption of bringing a new person into the existing situation has the highest score of 0.930 from the Project managers, 0.923 from the Project team and 0.927 weighted average. This is a clear indication that for the project manager to efficiently synthesise conflict his/her best option is to bring in a new person, who will raise a new question to provide different, fresh views that propels the solution to the contending issue. The second is that the project manager accepts conflict as desirable on particular occasions like front-end planning and basic framework with project priorities, scope definition and administrative procedures is 0.890 on the weighted average. This also second on the project team 0.887 and third on Project manager's opinion 0.892. Project managers introduce programmed conflict is third on both weighted average of 0.867 and Project team 0.836, and second on the Project manager opinion 0.897. The fourth on the weighted average is 0.820 this suggest that the project manager introduces programmes designed to increase competition amongst the project team. Nevertheless, these are the fourth for both Project managers and Project team members of 0.865 and 0.795 respectively. The fifth on the weighted average 0.811 is also the fifth on Project Team 0.769 and Project Managers 0.827, which suggest that Project managers restructure the organisation in order to stimulate conflict in a project setting.

TABLE4.
CONFLICT STIMULATION SYNTHESIS

Parameters on conflict synthesis	PM	R	PT	R	W.A	R
1.Accept conflict as desirable on certain occasions-like front-end planning and basic framework with clear project priorities, scope definition and administrative procedures.	0.892	3	0.887	2	0.890	2
2. Bring new individual into an existing situation as in the case of value analysis who will raise a new question to provide a different, fresh views that propel the solution to the contending issue	0.930	1	0.923	1	0.927	1
3.Restructure the project organization	0.827	5	0.769	5	0.811	5
4. Introduce programmes designed to Increase competition amongst the project team.	0.865	4	0.795	4	0.820	4
5.Introduce programmed conflict	0.897	2	0.836	3	0.867	3

Note: PM-Project manager. R - Relative index. PT - Project Team.
WA- Weighted Average

The result of Kendall's tau correlation 0.80 indicates that there is a very strong correlation between the opinion of Project managers and that of their team members on the conflict stimulation synthesis factors.

The hypothesis indicates that there is a strong relationship between project manager's opinion and project team members on the conflict stimulation synthesis.
The information from Kendall's tau shows that the z calculated is 10.72, which is bigger than z tabulated 1.96; however we reject the null hypothesis and accept the alternative hypothesis. There is a direct relationship between the opinion of Project managers and Project team on conflict stimulation synthesis factors.

TABLE5.
RESULT OF HYPOTHESIS ON CONFLICT STIMULATION SYNTHESIS

Parameter	z-cal.	z-tab.	p-value	reject H_0	Sign.

Project man. & Project team	10.72	1.96	0.05	yes

4.3 DISCUSSION OF FINDINGS ON CONFLICT STIMULATION BENEFITS

The table below shows the benefits of conflict stimulation in a project setting. The result suggest that conflict stimulated leads to conflict synthesis that result in a better solution is the first on both the weighted average 0.907 and Project manager's opinion 0.962, second on the Project team member's opinion 0.851. Creativity during conflict synthesis brings the best outcomes 0.882 is second on the weighted average; third on Project teams' opinion 0.892 and second on the Project manager's opinion 0.872. The third on the tanking of the weighted average is that conflict stimulated and synthesised is challenging and exciting is 0.878 and also third on the project team members opinion 0.821, but it is second on the Project team members opinion 0.935. The fourth on the ranking order is that conflict stimulated and synthesised encourages team members to grow are 0.833, 0.800 and 0.865 for weighted average, Project Team and Project managers respectively. The fifth on the weighted average is that conflict stimulated and managed appropriately helps build self-esteem of the team is sixth for both Project managers 0.827 and Project team members' 0.710. Conflict stimulated raises awareness of what is relevant to individual team members 0.763 is the sixth on the weighted average, fifth on both Project team 0.721 and Project managers 0.805.

TABLE6.
BENEFITS OF CONFLICT STIMULATION

Parameters on benefits of conflict	PM	R	PT	R	W.A.	R
1.Conflict stimulated leads to conflict synthesis that result in better solution.	0.962	1	0.851	2	0.907	1
2.Conflict stimulated raises awareness of what is important to individual team members.	0.805	5	0.721	5	0.763	6
3.Conflict stimulated and managed appropriately helps build self-esteem of the team.	0.827	6	0.710	6	0.769	5
4.Creativity during conflict synthesis brings the best outcomes.	0.892	3	0.872	1	0.882	2
5. Conflict stimulated and synthesised is challenging and exciting.	0.895	2	0.821	3	0.878	3
6.Conflict stimulated and synthesised encourages team members to grow.	0.865	4	0.800	4	0.833	4

Note: PM-Project manager. R - Relative index. PT - Project Team. WA- Weighted Average

The result of Kendall's tau correlation 0.733 indicates that there is a very strong correlation between the opinion of Project managers and that of their team members on the benefits of conflict stimulation.

The z calculated is 12.39; is bigger than z tabulated 1.96; however, we concluded that we reject the null hypothesis and accept the alternative hypothesis accepted. There is a direct relationship between the opinion of Project managers and Project team on conflict stimulation benefits factors.

Table7. Test of hypothesis on conflict stimulation benefits

Parameter	z-cal.	z-tab.	p-value	reject H_0	Sign.
Project man. & Project team	12.39	1.96	0.05	yes	

5.   CONCLUSION

The study is a combination of literature review and statistical analysis with a unique focus on the conflict stimulation, conflict stimulation synthesis and benefits of conflict stimulation. The result on the conflict stimulation suggests that conflict is stimulated by the Project manager when there is

lack of new ideas, creativity and innovation. It is important to note that projects without conflict are not possible and as such the Project manager has a defined role of managing the conflict to extract the best from his project team. The power and authority required to achieve this feat depends on the leadership quality, knowledge and experience of the Project manager. The Project manager's effort to finish the project as agreed earlier is the main focus during conflict stimulation exercise and the justification to use a particular synthesis is paramount to the overall decision making during the planning/value engineering session of the project. Lastly, conflict stimulation, conflict stimulation synthesis and conflict management is the backbone of project success.

The study recommends goal setting initiation of the Project manager which is used to reduce negative impact of conflict to the advantage of all stakeholders. Conflict stimulation by all standards is significant in all projects as this has proven to propel the project team to get the best result out of them. Therefore, the Project manager must be able identify the current situation on a project so that he can determine the type of conflict stimulants and synthesis to adopt in a project setting.

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