

STAKEHOLDER ENGAGEMENT CONFLICTS AND IMPLEMENTATION OF EXPANSION AND MODERNISATION PROJECTS AT JOMO KENYATTA INTERNATIONAL AIRPORT IN NAIROBI, KENYA

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ABSTRACT

World air traffic is expected to grow substantially in the next decade and beyond. Associated with this are accelerated programs to build new airports and expand existing ones. Currently, there are numerous expansion projects taking place at Jomo Kenyatta International Airport. The implementation of these projects involves the struggle to achieve project objectives and at the same time meeting the expectations of various stakeholders without compromising the outcome of the project. Their participation in a project right from initiation to closure is crucial to its success as the interests of the different stakeholders can be captured and built into the finalized scheme. However this does not automatically yield a mutually acceptable solution especially when the interests of stakeholders are diverse and conflicting. The basic precept of project management is that project stakeholder management can increase the success rate of projects by influencing stakeholders. This report sought to examine stakeholder conflicts and its effects on the performance of expansion projects taking place at J.K.IA. The study assessed the role of the following conflicts on the implementation of projects at the airport; role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts. Objectives of the report were to determine the effect of stakeholder conflicts on the implementation of expansion and modernization projects at J.K.I.A. The performance of projects was conducted from the parameters of cost, quality and

timelines of completion of projects. The study used descriptive design and the study population will be drawn from Kenya Airports Authority who is the airport owner, Kenya Civil Aviation who is the regulatory body, Airlines and Handling Agents and service facilitators. Sampling techniques included the use of stratified sampling to select a sample of 114 respondents from a population of 135 employees within these institutions. Questionnaires were used to collect data using drop and pick method as well as email. Data was analyzed quantitatively using descriptive and regression analysis with the aid of SPSS software to ascertain the effects of the independent variable on the dependent variable. Data was presented using table charts and written discussion. The report established that project implementation and expansion at JKIA are negatively influenced by stakeholders engaged conflict. The study found out that there was a significant but negative influence of conflicts on the implementation of projects with conflicts accounting for 73.6% of variations in project implementation. The report recommended that stakeholder participation in all aspects of project implementation should be anchored in law, policies and performance appraisal of project managers to forestall uncertainties and complaints from stakeholders in projects.

Key Words: *stakeholder engagement conflicts and implementation, expansion and modernisation projects, Jomo Kenyatta International Airport, Nairobi, Kenya*

INTRODUCTION

There are many, large and complex construction projects conceived and implemented to modernize the Jomo Kenyatta International airport to transform it to a world class airport. Projects of this nature have been characterized as risky and challenging to undertake with conflict being inevitable (Forum for Construction, 2010). It is of particular importance to manage these risks and ensure they do not hamstrung the implementation of the projects because construction projects play a critical role in the economic development across the world.

Data on economic contribution to GDP and employment attest to this critical role of construction industry. In the United Kingdom, construction industry has an annual turnover of more than #100 accounting for more than 10% of the GDP (Mills, 2011). In Tanzania, available data show that construction industry account for 50% of the capital formation, 6% of the GDP and 9% of employment (Tanzanian National Bureau of Statistics, 2007). In Kenya, the construction industry contributes 7% of the GDP (CBS, 2013).

Further, Schaar and Sherry (2011) held that projects undertaken in airports are critical to regional businesses and quality of life of citizens. They offered that in the implementation of such projects require a delicate balancing act especially to cater for the diverse interests of stakeholders and provision of secure and efficient air transport. Construction projects in airports have been described as unique thus calling for diligence and meticulous planning in their implementation. They have some special features such as long time span, complicated delivery processes involving several specialized agencies and challenging operating environment and organizational structure (Zou et al, 2007).

Implementation of Projects

Implementation of construction projects is beset by many challenges and thus there are many indicators of how a project achieves success of performance. According to Mbaluku and Bwisa (2013) a project is considered successfully implemented if it is completed on schedule, within the set budget and technical specifications set. These are precisely the major factors affecting implementation of projects as was observed by Ozdemir (2010) that construction industries in Africa has been unable to cope with incessant delays and are not completed on scheduled time.

Many factors have been blamed for the culture of late delivery of construction projects including poor time management and schedule related delays (Duran, 2006; Luu, 2009). Other delays result from disagreement among the implementing agencies (Dulaimi, 2003). Others are unforeseen circumstances in the course of implementations that result because of unforeseen or ignored factors in the planning phase of the project that expand the requirement of time and money. Musonye (2010) added conflicts to this list of unforeseen circumstances that affect implementation of projects.

Other key factors impeding on the implementation of projects include contractor competence, disputes among internal parties, organizational skills of the responsible agencies to plan,

implement, monitoring and appraise projects plus the stakeholder initiatives employed in the implementation of projects (Njau, 2014; Rouzana, 2016; Dipohusodo, 1995; Vayyavur, 2015). This study evaluated how stakeholder engagement conflicts affect implementation of construction projects in an airport.

Stakeholder Engagement Conflicts

There are many and diverse definition and interpretation of conflicts in projects. Patzak (2012) provided a comprehensive definition of conflicts as a clash of different expectations which cause severe emotional involvement and hamper rational negotiations. It was found that in the arena of implementation of projects, conflicts arise because of the uniqueness of the project, contrasts in the daily routine, difficult framework of work conditions and pressure of change.

Attestations have been made on the inevitability of conflicts in implementation of projects with the onus being on the management teams to resolve them as quickly as possible before they interfere with scheduled work (Liu, Chen & Sheu, 2011). They found that conflicts in construction projects are usually caused by intentional acts, unintentional acts, misunderstanding due to diversity of people and conflicting cultures and values. Remon, Benita and Uruburu (2015) found that 45% of construction projects are due to challenges in managing stakeholder issues.

There are classifications of stakeholders' conflicts depending on their generic nature. Meer (2013) classified and described stakeholders' conflicts as task, relationship and process conflicts. Task conflicts relate to disagreements on task content, goals and direction. Task conflicts are caused by difference of opinion. The task conflicts are advantageous because he resultant discussions provides possibility of better outcome by constant discussions, different perspectives, creativity and health competition they stimulate (Ziek & Underson, 2015).

Relationship conflicts originate from interpersonal relationship and hostility among parties and individuals participating in a project while role related conflicts from the responsibility allocated to individuals (Barki & Hartwick, 2014). These conflicts are as results of skills, facilitation and resources in projects. These are usually money, goal content, work overload, and complexity of roles or simplicity of roles (Ammeter & Dukerich, 2012). Process conflicts emanate from project activities, procedures, channels of communication and performance timelines set for projects (Leung, 2011). Teamwork has been cited as the solution to process and relationship conflicts that arise to ameliorate the differences of opinions usually based on personality, roles and sense of priority (Meng, 2012; Chan & Kumaraswamy, 2014).

The other frequent type of conflict is interdependence conflict which is common when many hitherto operationally independent organizations have to undertake a project jointly. There are mostly caused by reliance of someone else co-operation, output or input to get the job done (Martins et al, 2013). Interdependence conflicts usually arise where delegation is inevitable, tasks require approval and output of others and complicated resource allocations among project components and where there is no centrality of command of employees and

some work remotely (Chen & Ayoko, 2012). The influence of the following types of projects on implementation of expansion and modernization projects at JKIA were investigated.

Expansion and Modernization Projects at Jomo Kenyatta International Airport

The need for the expansion and modernization projects at JKIA was supported by African Development Bank (2013) who cited the increased passenger and cargo traffic, mitigation of congestion and planning for future growth as well as enhancing the competitiveness of the airport as justifiable reasons for undertaking the multimillion projects. The projects being undertaken seem to support these assertions as they are geared towards expanding parking apron, terminals, parking, aircraft pavements, landing systems, remote stands, hydrants and runways according to the master plan (KAA, 2012).

There are different projects running and being implemented at the Jomo Kenyatta International airport. This study will be interested in major projects at the airport with a capitalization of over five hundred millions and running for a period of above three months whose input is from at least two of the major stakeholders at the airport to assess the role of the resultant conflicts. Among the projects at JKIA include, construction of permanent arrival facility to serve Terminal 1A building and multi-story car park which will handle international arrivals at JKIA, Rehabilitation of Aircraft Pavement, Upgrading of Instrument Landing System and Runway Capacity.

Another project was the installation of a Baggage Handling System (BHS) at the parking garage following the fire incident. Greenfield Terminal which was proposed and aimed towards increasing the capacity to 20million passenger a year. Another ongoing project at JKIA was the restoration project. Following the fire accident at JKIA, KAA with other stakeholders aimed at implementing the restoration projects geared towards the quick restoration of normal operations at the airport.

Also there is the Terminal 1A and 1E project ongoing at JKIA. These new terminals will increase the handling capacity of passenger from 5.1 million to 7.5 million passengers a year. These developments will also finally separate passenger streams and prevent arriving and departing passengers meeting, other than through glass partitions, paving the way for the long hoped for recognition by the American FAA for Cat 1 status, which will allow for direct flights between the USA and Kenya, greatly easing connectivity and thought to boost tourism and trade immensely. In addition, the Second Runway Project is also another ongoing project at JKIA and will act as a buffer in case the existing runway is rendered unusable due to any form of incident thereby allowing for continuous operations. These projects are guided by the national policies governing environmental and social management and compliance with national laws among them being; Kenya Airports Authority Act (Cap. 395), The Kenya Civil Aviation Act, (Cap. 394) and Environmental Management and Coordination Act (1999).

Challenges have been reported in the implementation of the above projects especially incessant political interferences, cancellation of the green field terminal project, network systems challenges for airlines and handling agents, resource allocation challenges among airport stakeholders, funding related challenges, etc. In additional, World Bank (2016)

observed that the projects at the JKIA are dogged by challenges of bureaucratic allocation of scarce resources by implementing agencies, poor contractor engagement practices and concerns on safety and security.

A systematic approach known as ORAT (Operational Readiness Activation and Transition); a comprehensive methodology and holistic approach involving all airport stakeholders employed to ensure the operational readiness of a new airport or airport infrastructure project has been adopted by KAA so as to enhance transparency and collaboration among stakeholders so as to ensure operational readiness in order to effect a seamless transfer from construction to operation. The forces of stakeholder values exist and therefore balancing the influences from the different stakeholders is important to align the mission values with the key stakeholders. This approach is meant to ensure that all stakeholders' interests are addressed thereby reducing stakeholder related conflicts. This has however not completely eliminated stakeholder and as such the role of these conflicts have not been well researched.

STATEMENT OF THE PROBLEM

Implementation of projects at the Jomo Kenyatta International Airport in the recent past has been a mixture of failure, debacle, national shame, doomed expectations of stakeholders and a riddle not many people understand. This has been as a result of delay in construction, cancellation of some multi-billion projects leading to litigation, compliance and regulatory challenges, and the need for the intervention of the presidency to get projects completed or perform as per the expected norms and laws. As a result projects at this important airport are a commonplace theatre for litigation and enquiries. Further KAA has not been able to implement the airport expansion and modernization plans as captured by the master plan developed in the year 2011 because of cancellation of projects, a fire tragedy in 2013 and conflicts in the ongoing projects (GOK, 2014; KAA, 2012). Studies done at the airport have shied away from addressing conflicts among the participant and players in the implementation of projects at JKIA but some of the existing empirical studies highlight a cocktail of factors that precipitate conflicts in project implementation such as change management, use of technology and frequent change of leadership without interrogating the underlying conflicts (Muia, 2015). Masinde and Nyangau (2016) investigated project implementation at the JKIA and found that a project manager has the capability of influencing the projects at the airport. Mokaya and Nyaga (2009) established that there was a systemic weak institutional implementation capacity among authorities at the airport as demonstrated by a weak culture, inadequate human capacity, lack of clear policy guidelines. The studies have not delved into the conflicts among the parties directly involved in the implementation of the projects at the airport. This is the gap this study sought to fill and highlight the types of conflicts, their gravity and influence on the implementation of projects.

GENERAL OBJECTIVE

The general objective of the study was investigate the effects of stakeholders' engagement conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya

SPECIFIC OBJECTIVES

1. To find out the effect of role related conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya
2. To determine the role of process related conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya
3. To establish the influence of relationship conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya
4. To find out the impact of interdependence conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya

THEORETICAL REVIEW

Stakeholder Theory

Stakeholder theory was developed by Freeman (1984) and provided the framework for an organization to engage stakeholders in many of its undertaking including projects. The theory fits in the operating environment of an airport where multiple stakeholders have competing interest in the projects being undertaken. Various scholars have added their voice to the role, value and application of the theory in various aspects including implementation of projects. Donaldson and Preston (1995) offered that stakeholder theory is invaluable in understanding the organization environment in the course of engagement of the stakeholders and undertaking the relevant strategies to accommodate or deal with such interests.

Jones and Wicks (1999) set out a comprehensive framework that is ideal and productive in the application of stakeholders' theory to the benefit of a firm. They held that an organization should identify legitimate interests, set priorities right, identify the value of competing interests and make the best decision in the interest of the organization.

This theory guided the study in establishing the gaps in stakeholder engagement by the Kenya Airways, Kenya Airport Authority and Kenya Civil Aviation in identifying how they conceive and legitimize stakeholders' interest in the projects they undertake. The framework of the theory will be used to identify the gap and challenges in prioritizing stakeholders' interests, balancing the interests of various stakeholders and appreciating the value of stakeholders input in projects implemented at JKIA.

Project Management Competency Theory

The theory was developed by McLleland and Maber (1980) to define and apply what is competency in project implementation. The theory sets the competency of individuals and parties undertaking a project and which competency leads to superior performance. The theory has been so successful in this respect the Bear (1990) held that it has aided eliminate assumptions on what is performance in projects.

Spencer (1993) further developed the framework of the theory in establishing competency in project implementation by expanding it to include skills, knowledge, attitudes, behavior and actual application in the course of project implementation. Dainty (2004) further refined the framework and provided that competency should also be based on performance appraisal in respect to decision making, team building, approachability, mutuality, honesty and integrity, communication, learning, application and maintaining external relations. These were ideal indicators on conflict at an airport.

The theory guided the study in establishing how the top leadership of the main implementing agencies of projects at the airport and the project team leaders use the skills mentioned above in resolving and preventing the types of conflicts this study is investigating. More, specifically, how the project leaders apply knowledge of project resolution in relation to the expansion and modernization projects at JKIA.

The Systems Theory

The system theory is a broad theory with application in many sectors but which has been incorporated in implementation of projects especially the ones with multiplicity of players like the ones in the airport. The theory, according to Walker (1993) breaks the complex whole to parts which make it easier to understand, analyze and improve the role and impact of the parts on the whole. In the same manner conflicts in projects are complex phenomenon that can be broken down to understand, analyze and apply conflict management, resolution and avoidance mechanism to brunt their impact on project implementation.

Ackoff (2001) underscored how elements in a whole are always interconnected and relating to them he proposed a model based on the understanding that the sum of the parts is greater than the complete whole and thus a need to be careful and accommodating as you deal with the parts of the whole including the external environment. In the context of project management, the theory proposes that the mechanism of dealing with teams and players involved in project implementation is as significant as the end product. As a consequence the theory call for use of collective actions and decision making even in cases of conflicts.

In its usage of the theory, the total whole was the effectiveness of implementing the projects at JKIA and every conflict and the top leadership of the organizations involved in the expansion and modernization projects at the airport was the subset. That enabled establishing the conflicts and associated professionals that have the greatest impact o the implementation of the projects

EMPIRICAL REVIEW

Stakeholders' Engagement Conflicts and Project Implementation

There is growing body of literature on the role, significance and effects of stakeholders' engagement conflicts in project implementation and other aspects of performance of projects. Bourne (2008) found that stakeholders conflict are important in understanding the needs from the environment that eventually aid in delivering timelines and achieving community acceptance of projects,

Ekuru, Okonkwo and Odesulu (2014) found that the factors affecting stakeholder conflict in projects include the gap between stakeholders' expectations and the expectations of the regulatory regimes. Other vital factors imposing stakeholders' conflicts on projects were found to be lack of full information disclosure by parties and effects of cumulative developments effects in a location such as levels of poverty, inclusivity and location of projects.

Rauzana (2016) found out that the causes of stakeholder conflicts include ambiguous contract terms, constraints in the supply chain of materials for a project, changing conditions in a project. Poor communication, labour disputes and challenges relating to the designing of the project and the contract. It was found that for stakeholders' engagement practices to be productive and eliminate conflicts, there is a need to identify the process of identification, prioritizing, managing, measuring and applying stakeholder conflict management based on past history, present circumstances and analytical projections (Bal & Ochieng, 2013).

Other studies have found that collaboration among the parties involved in a project in identifying challenges that lead to stakeholders conflicts, collaboration in dealing with perceptions of unfairness and prioritizing aids in easing tensions associated with stakeholders conflicts. The study investigated the effects of the following conflicts on the implementation of expansion and modernization projects at J.K.I.A.

Role Related Conflicts in Project Implementation

Most of the empirical literature deal with causes of role related conflicts and the needed conflict management and resolution techniques. Tomas et al (2004) found that management styles by project team leaders causes role related conflicts. They found that the management style can either be too confronting or too compromising both of which lead to role related conflicts. Murthy (2006) found that the major cause of role related conflicts is mostly in making the choice of alternatives in policy and operational plans in projects.

Beardwell and Claydon (2010) found that most of the role related conflicts appear at critical decision making phase where the management executives view the environment differently from other team members. Several strategies and methods have been proposed in resolving role related conflicts in projects. Huffs (2002) proposed that role related projects should be managed by motivation of staff and offering leadership throughout the lifecycle of the project. Thomson (2006) found that checking and controlling the influence of the most domineering team members was an effective technique of dealing with role related conflicts. Dowling (2008) reported that honouring and respecting expert opinions and most informed view among the team members as a policy leads to reduction of role related conflicts

Process Conflicts in Project Implementation

Ravlin (2014) found that process related conflicts are mostly technical in nature and involve how the actual job is being done. They are mostly regulation and procedure bases and effective organizational policies can cure them even in complex projects provided there are guiding rule on standards. The study found that process conflicts usually afflict big projects

like those in the airport and they have severe and devastating effects on morale, motivation and communication since project team members question the competence of their colleagues.

Klasturin (2004) found that process conflicts can be overcome by a project team handling all the technical details collectively and agreeing on the way forward. The study found that knowledge transfer and information flow in an organization were key in avoidance and management of process conflict among project team members. Beardon and Clayton (2007) faulted lack of information as key to spread of process based conflicts.

Bricole and Scholar (2004) found that personal ambitions, beliefs, egos, ambitions convictions and styles were at the heart of process conflict in big projects. This was found to be more prevalent where staff set their targets and where personal accomplishment is rewarded to the exclusion of team achievement. The study recommended that organization goals and team targets should be elevated and regarded over personal accomplishments in projects.

Relationship Conflicts in Project Implementation

Thomson (2011) found that relationship conflicts are emotional in nature, interpersonal especially on team leaders and involve dislike of opposing values and interests. Simon (2001) reported that relationship conflicts are associated with diversity in large projects especially demographic diversity or where there is geographic distribution of project goals, projects with recurring uncertainties and divergent communication norms.

Bailey (2013) found that relationship conflicts are on the rise in the wake of computer intermediation in projects where face to face meetings that can iron out potential conflict points are being eradicated thus creating a divide. Walker (2008) found that hierarchy and status reinforce relationship conflicts. Campbell (2013) reported that relationship conflicts are prevalent amongst projects with huge budgets, personnel and timelines and leads to delay and poor outcomes.

Slasser (2013) findings corroborated on the harmful nature of relationship conflicts and reported that it is so time consuming that in some projects it takes up to 18% of project managers' time resolving them as they lack logical bases or rationale. Dowling et al. (2008) found that relationship between partners and agencies undertaking a project lead to these conflicts as misperception and stereotypes exacerbate relationship conflict especially if there is diversity of nationality and cultural orientations among the partners and agencies.

Adumie and Anie (2012) found that the level, quality and frequency of communication in the course of project implementation can lead to relationship conflicts. Either too little or too much information distort the understanding of plans and goals leading to conflicts. Patzak (2012) reported that unclear objectives, suspicions and mistrust are the chief causes of relationship conflicts in projects

Interdependence Conflicts

Interdependence conflicts arise when a project cannot be undertaken by a single organization either because of the scope, sensitivity, legal requirement or capital intensity and national interest in the project. Conflicting interests often arise when a project involves numerous stakeholders, and the prioritization of their needs is an essential part of planning. The causes of such conflicts are many because the construction industry is a complex and competitive environment in which participants with different views, talents and levels of knowledge of the construction process work together. In this complex environment, participants from various professions, each has its own goals and each expects to make the most of its own benefits. The increase in the number of participants of different cultural background in the construction value chain means more business interactions and arguments, whether contractual or social, resulting in an increase in the number of construction disputes (Kumaraswamy & Yogeswaran, 1998).

Most of the empirical studies on interdependence conflicts do not identify the actual effects of interdependence specific conflicts on implementation of projects but point at the need for resolution of the conflicts and effects on various aspects of projects and organisation. Kuhinde (2015) investigated effects of conflict management of corporate effectiveness in and found that legal interpretation of provisions of involvement of many parties in a project were the chief causes of interdependence conflicts as legal provisions curtail the expectations of some parties who react by frustrating the project. This also leads to compensation and industrial disputes.

Interdependence variables are usually a product of the leadership and management styles by the institutions involved. Various leadership styles such as democratic management prevent and deal with interdependence conflicts. Ekong (2000) found that a democratic and consultative approach aided in resolving interdependence conflicts as consultations aid even the legally and operationally disadvantaged partners

Interdependence conflicts are complex because they involve co-operation between implementing organizations and as such great skills are required for the top leadership to avoid and resolve these conflicts in projects. Verma (1995) lists the following people skills that are more important for project manager: motivation and negotiation, self-confidence, communication, maturity and emotional stability, reliability, a constructive positive attitude, and flexibility and tolerance for ambiguity and uncertainty.

Leadership and Project Implementation

The leadership skills of the project manager will be the moderating variable in the study to find out how leadership style and skills aid in moderating the effects of various conflicts on the implementation of projects at the Jomo Kenyatta International Airport in Nairobi. There are numerous empirical studies that vouch for appropriate leadership skills as the panacea for challenges bedeviling implementation of projects (Summer et al. 2006; Ahmed, 2008). The studies suggest that there are key personal and professional attributes that a project manager should possess in order to resolve various challenges in the course of project implementation.

Maylor (2003) found that the skills that rated highly for a project manager were balance of views and thoughts, technical proficiency, persistence, informed choice, integrity and trust. Schimdst (2001) reported that the project leader should be able to motivate the team members and this blunts the numerous challenges a project might otherwise encounter. Ghattas and Meka (2004) found that an effective project manager should be the face and champion of the vision, promote teamwork among project team members, support collaborations and eliminate obstacles to success including any existing or potential conflicts.

Kesborn (1998) had earlier set the basic qualification and framework for the operations of a project manager by finding out that the manger should have a degree of control over all the team members. This control should not only be bestowed by dint of the title but through the efforts of the manager to build relationship, resolve conflicts and demonstrate commitment to team objectives. Dvir et al. (2012) corroborated these findings and reported that a team leader in project should be trusted by all partners and parties to enable success in a project with many players and latent capacity for eruption of diverse conflicts.

Koozars and Posnar (2007) found that project managers in mega projects succeed and earn the respect of team members if they can recognize the need to implement changes specific to a project and do so in a consultative manner. Ples and Mark (2008) built up on these findings and found that project managers should demonstrate interpersonal competence and act on the interest of all the stakeholders in the event there are competing interests in the project.

RESEARCH METHODOLOGY

Research design

According to Cooper & Schindler (2008), a research design is the blue print for all stages in research methodology. Shajan (2005) supports and argues that it is the logical and systematic plan of directing a research study. The study adopted a descriptive survey design which is ideal in offering statistical information about aspects of a phenomenon as observed by Sekran (2007). The design was ideal in dealing the collected data that was mostly in numerical form and those from the likert scale items in the questionnaire as well as enable sampling of respondents.

Target population

According to (Saunders, 2008) population are cases or respondents with similar characteristics. The target population for this study was from the three major players on the going projects at Jomo Kenyatta international airport. These players include Kenya airports authority, who is the legal landlord of the airport, Kenya airways who are the legal tenants at the air port, and the Kenya civil aviation who are the technical authority at the airport. The population of the study was 135 staff of Kenya Civil Aviation (10), Kenya Airports Authority (42) and Kenya Airways (78) including the stakeholders i.e. KEBS (Kenya Bureau of Standards) (5), Port Health (5) and Customs (6).

Sampling Techniques and Procedures

The study adopted a census of the project players at the Jomo Kenyatta international airport. This enabled a collection of comprehensive data on the relationship between conflicts and effects of conflict on performance of projects in Jomo Kenyatta international airport. The use of census in a manageable population produces finding that are not only conclusive but which can be readily generalized (Mugenda and Mugenda. 2003). The study used purposive sampling to select the respondents who filled the questionnaire and secondary data sheet. Only staff members with access to the requisite data was selected. Purposive sampling allows the researcher to focus on rich information segments of the study population which enhances effectiveness and efficiency in the process of research (Orodho 2004). Officers in the management positions were the respondents to the study. Stratified sampling was used so that managers from all the departments in the airport are represented in the sample. The company managers responded to the data collection sheets that ascertained the effects of conflict on the performance indicators of the project. In total the study had some respondents from these companies. The sampling frames represent the summary of all the respondents to the proposed study.

Data Collection Tools and Procedure

The study required both primary data and secondary data. Primary data was collected using questionnaires which was delivered to each of the 99 respondents. Orodho (2009) qualified a questionnaire as a suitable instrument to collect data in a study like this because they are easy to administer especially to educated respondents like the one in this proposed study and respondents are accorded time and space to respond without the interference of the researcher. Part one of the questionnaire contained the background information on the performance of projects at Jomo Kenyatta international airport. The background information sought was on age, gender, academic qualification and number of years worked. Subsequently, some closed yes/No questions sought to establish the existence and prevalence of various conflicts and their effects performance of project. The extent to which conflict affect implementation of projects was assessed using likert scale items in the questionnaire. The likert scale items had five categorizations. This enabled measuring of mean (M) and standard deviation (SD) from the likert scale items which was allotment of numerals. The allotment was accorded to the liker scale items with the following categorization on the extent scale: Very great extent (5), great extent (4), average extent (3), small extent (2) and no extent (1). The actual data posted on all the indicators of performance of projects was sourced from existing secondary data in the project players at the Jomo Kenyatta international airport. A secondary data collection form was used to collect the data.

Data Analysis and Presentation

Orodho (2005) points out that analysis means, categorizing, ordering, manipulating and summarizing of data to obtain answers to research questions. The complete questionnaires were edited to remove ambiguities. Data clean-up was done through editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical

values to the responses for further analysis. The data from both the questionnaires and the secondary data sheet was quantitatively analyzed with the aid of SPSS software. The output of the analyses was the tables, percentages, means and figures which helped establish the effects of conflicts on performance of projects. A multiple linear regression analysis was applied to examine the effect of conflicts on performance of projects at Jomo Kenyatta international airport. Quantitative data was presented using tables, charts, and bar graphs while qualitative data was presented using written narratives. This formed a suitable basis for arriving at important findings and conclusions.

RESEARCH RESULTS

The study established that stakeholders' engagement conflicts influenced the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya. The study found that stakeholder engagement conflicts affected the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport with varying degrees. Disagreements on technical specifications affected the implementation significantly. Conflicts anchored on consultation before implementation of projects of expansion and modernization projects were also common. There were moderate disagreements on the choice of contractor by stakeholder and disagreement on who should supervise the project had little impact on the implementation of projects. The summary of major findings per variable was as follows;

Role Related conflicts

The role related conflicts that affected the implementation of expansion and modernization projects at the airport were mostly disagreements were on the time frames set for phases of projects significantly. Differences over composition of projects management team and disagreements on scope and limitations of stakeholder's participation also had a significant effect on projects at JKIA. There were moderate complaints on the skills of some stakeholders.

Process Related Conflicts

Process related conflicts that greatly affected implementation of expansion and modernization projects at the Jomo Kenyatta airport included delay in communication by stakeholders. Also duplication of some activity by various stakeholders and disagreements on procedure to undertake in projects implementation had a significant effect on projects. There were moderate disagreements on who should supervise projects among the stakeholders.

Relationship conflicts

Some relationship based conflicts greatly affected implementation of projects. Disagreements on the composition of joint project management team had a significant effect on projects. Conflicts based on past relationship had a great effect on projects and included; personal hostilities amongst leaders of different airports and differences amongst project management teams formed by members of different organizations.

Interdependence conflicts

The interdependence conflicts had significant effects on the implementation of expansion and modernization projects included failure to allocate resources by stakeholders. Disagreements on lack of cooperation by one of the parties and stakeholders failure to undertake duties promptly have moderate effects on projects. Conflicts by stakeholders working without consulting others had minimal effects on projects at JKIA.

REGRESSION ANALYSIS

Inferential analysis has been used in this research to establish if there is a relationship between an intervention and an outcome, and also establish the impact of that relationship. The inferential analysis was carried out to establish the relationship between dependent variable and the independent variables. This involved computation of both multiple regression analysis and coefficient determination. The dependent variable in this study was implementation of expansion and modernization of projects at JKIA. The independent variables were; role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts. The intervening variable was leadership.

The coefficient of determination is a measure of how well a statistical model is likely to forecast future outcomes. The co-efficient of determination is the square of the sample correlation coefficient between outcomes and predicted values. Therefore it defines the degree to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable, in this case the implementation of expansion and modernization of projects at JKIA, which is explained by all the four independent variables (role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts). The coefficient of determination is presented in Table 1 below.

Table 1: Coefficient of determination

Model	R	R Square	Adjusted R Squared	Std. Error of the Estimate
1	0.889	0.790	0.736	0.32561

Adjusted R squared is coefficient of determination which illustrates the variation in the dependent variable as a result of changes in the independent variable. From the study, in the value of adjusted R squared was 0.736 an indication that there a was variation of 73.6 percent on implementation of expansion and modernization of projects at JKIA as a result of changes in role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts at 95 percent confidence interval. This indicates that 73.6 percent changes in implementation of expansion and modernization of projects at JKIA could be accounted to changes in role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts .This implies that the four factors are very critical to the implementation of expansion and modernization of projects at JKIA.

In addition, the researcher conducted a multiple regression analysis so as to determine the effects of stakeholders’ engagement conflicts on the implementation of expansion and modernization projects at the Jomo Kenyatta International Airport in Nairobi, Kenya. Multiple regression analysis was used to test the influence among predictor variables. The study used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. The results of Multiple Regression Analysis is tabulated in Table 2 below.

Table 2: Model Coefficients

Model	Un standardized coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	1.508	1.131		1.333	0.001
Role related	0.481	0.228	0.203	2.110	0.002
Process related	0.347	0.127	0.217	2.732	0.003
Relationship	0.416	0.115	0.316	3.617	0.001
Interdependence	0.267	0.103	0.125	2.592	0.000

From the computed data the established regression equation was

$$Y = - 1.508 + -0.481X1 + -0.347 X2 + -0.416 X3 + -0.267 X4$$

Where: Y= implementation of expansion and modernization projects at JKIA; X1= Role related conflicts; X2= Process related conflicts; X3= Relationship conflicts; X4= Interdependence conflicts

Using the above regression equation it was revealed that holding role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts constant at zero, the implementation of expansion and modernization of projects at JKIA would be at 1.508. The findings also show that a unit increase in role related conflicts would lead to a decrease of implementation of expansion and modernization of projects at JKIA by a factors of 0.481, a unit increase in process related conflicts would lead to a decrease in performance of implementation of expansion and modernization of projects at JKIA by factors of 0.347, a unit increase in relationship conflicts leads to decrease in implementation of expansion and modernization of projects at JKIA by a factor of 0.416, and a unit increase in interdependence conflicts would lead to decrease in implementation of expansion and modernization of projects at JKIA by a factors of 0.267. All the variables were significant as their values were less than (p<0.05).

This significant effect of stakeholder engagement conflicts on the implementation of projects at the airport mirrored occurrence and reports from other similar projects. It was in line with salient findings of Benita and Uruburu (2015) that over 45% of project challenges are as a result of failure to manage stakeholders’ issues. The projects at the airport had other features that had been reported elsewhere to aid in occurrence of significant stakeholders’ related conflicts. These include a past messy history among the implementing and contracting parties as was reported by Bal and Ochieng (2013), complex and ambiguous contracting as was

reported by Rauzana (2016), lack of interpersonal competences among project managers as was found by Ples and Mark (2008), failure to approach each projects as a peculiar undertaking as advocated for by Poznar (2007) and poor management skills as was found by Duir (2012). However, the stakeholder engagement conflicts were not as a result of lack of community ownership as was found by Boune (2008).

Table 3 presents the analysis of variance and the model fit. The results indicate that the model was a good fit for the data ($F = 33.672$; $p < 0.05$). This indicates that the multiple linear regression model was a good fit for the data and hence the four types of conflicts applied as independent variables could be used to linearly explain project performance.

Table 3: Analysis of Variance and Model Fit

	Sum of squares	df	Mean squares	f	Sig.
Regression	4.145	1	8.536	0.372	.000
Residual	6.576	97	.254		
Total	10.721	98			

CONCLUSIONS

The study concludes that stakeholder engagement conflicts negatively affected the implementation of modernization and expansion projects at Jomo Kenyatta International Airport and manifested in cost escalation, delay in completing projects and failure to meet the set quality standards and even cancellation of some projects. This was mainly due to poor leadership, unchecked unethical conducts and lack of set modalities for resolving conflicts.

Role related conflicts negatively affected the implementation of projects because of the project management teams that included executes and seconded government bureaucrats could not agree on such issues such as scope of projects, time frames and phases of projects. This was compounded by a lack of skills in both project management and conflict resolution.

Process related conflicts negatively affected the implementation of projects at the airport mainly because of duplication of key duties among different personnel and committees, lack of clear rules and procedures in some undertakings such as funding, procurement and turf wars in the supervision and monitoring of projects. Hiccups in the flow of information among the implementing parties also contributed.

Various types of relationship conflicts negatively undermined the implementation of projects at the airport aided by past sour relationship among the three implementing parties of the KAA, KCAA and the representative of the airlines. There was bullying of other parties by government functionaries, personal hostilities among various leaders, rent seeking in procurement and incompetence at the leadership level of the project management teams.

Interdependence conflicts negatively affected implementation of projects at the airport to a large extent because of deliberate and intransigent lack of co-operation among parties compounded by turf wars set on the statutory role of each of the implementing parties. This was more the case on the expert role of KCA and the provision of land and financial

resources by the KAA and the National Treasury. The interdependence conflicts also extended to delays by financial partners and repeated breakdown of consultation among the implementing parties.

RECOMMENDATIONS

The study makes the following recommendations aimed at improving conflict management in implementations of projects. To curtail the general occurrence of various types of stakeholders' conflicts, stakeholder participation in all aspects of project implementation should be anchored in law, policies and performance appraisal of project managers to forestall uncertainties and complaints from stakeholders in projects undertaken by many parties.

To forestall role related conflicts, all expert tasks in projects should be allocated to experts who should make reports to the project management teams for adoption. The various implementing teams should only forward members with the required technical skills to the project management teams. All tasks and responsibilities should be agreed upon by the project management teams and contractors before a project is started.

To minimize process related conflicts, all the parties involved in mega projects such as the expansion and modernization projects at the airport should collectively develop a blue print outlining the roles of parties, expected input, scope of the projects, phases of the projects, budget, completion timelines, reporting lines to avoid duplication of duties. Further, a communication plan for the project developed outlining the quality and frequency of communication among the implementing parties.

To eradicate the rampant cases of relationship conflicts in projects undertaken by many parties at the airport, the project management teams should not be permanent but should be re-constituted for each project with different individuals based on the needed competence to remove vested interests, eliminate personal hostility and differences that escalate when individuals serve for long periods of term in such teams. Senior executives should not be allocated roles in project management teams to eliminate the differences as a result of egos.

To deal with interdependence conflicts among the various parties, a responsibility matrix outlining the expected inputs of every party in respect to every aspect of the project replete with strict timelines and sanctions for non-compliance should be developed for each project and strictly enforced. The project management teams should hold a conference before the start of each mega project to come up with an action plan to regulate and manage such common causes of conflicts such as non co-operation by parties, intransigence and political interference.

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