

## Exploration of conflict resolution benefits among Nigerian construction professionals

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### ABSTRACT

*Conflict resolution in the construction industry is the informal or formal procedure that two or more construction professionals use to find a peaceful solution to their misunderstanding. The resolution of conflict can be beneficial to construction professionals, if it is resolved or managed appropriately. Therefore, this study aimed to examine various benefits of conflict resolution among construction professionals in Nigeria. On the research methodology used in this research, a quantitative research method was used. A total number of 150 questionnaires were sent out and 135 were received back from the construction professionals in Nigeria. The construction professionals are quantity surveyors, architects, builders, construction managers, civil engineers, and project managers. The research data that was collected underwent cleaning and screening before the commencement of the analysis. Also, the data collected pertaining to this study was analysed using Statistical Package for Social Sciences (SPSS version 21). This research made use of descriptive and exploratory factor analysis. The study found that conflict resolution could assist in the generation of new insights and perception. This was ranked the highest followed by other benefits of conflict resolution like: reduction in tension, helps professionals to accomplish their ambitions, improves workplace conflicts, and reduces task ambiguity of professionals for construction professionals to enjoy the benefits of conflict resolution they must resolve conflicts among themselves as early as possible.*

**KEYWORDS:** Conflict, Conflict benefits, Conflict resolution, Construction professionals.

### INTRODUCTION

Conflict as a dissimilarity in opinions or perspectives that may result to a battle for position (McClinton, 2014). Conflict is a misunderstanding and battle about an issue considered to be vital by professionals in the construction industry (Scrahmm-Nielsen, 2002). Conflict can transpire in any circumstances and as professionals in the construction industry monitor and adjust their groups, they are also confronted through handling conflicts that occur both interpersonally and within the organisations. Raeve *et al* (2008) and Montes *et al* (2012) noted that when describing conflict, the misunderstanding which results to the conflict is readily observed because of an interference with the accomplishment of a goal. However, the resolution of conflict is essential among the professionals so as to enhance the performance in the construction industry. Strickley (2002) opined that conflict resolution seeks to involve

professionals in a consensual process as well as enabling them to resolve their differences and understand their individual moralities. It also has the concerns among professionals to resolve their misunderstandings themselves and not resolve them with a mandatory decision. Though, conflict resolution is a technique grounded on discovering the concern of the professionals and accepting genuine desires without vindicating legal rights. Based on the opinion of John (2017), the resolution of conflict helps to improve stronger relationships among the construction professionals by enhancing consciousness with kind of the diverse purpose of opinion and enlightening construction professionals (CPs) about how to avoid conflict in the construction industry. Also, the resolution of conflict promotes a problem-solving state of mind and approach among professionals. Having construction professionals at the frontline of conflict resolution is an excellent way of training significant problem-solving techniques. Therefore, the motivation for conducting this study was to improve construction professional's understanding on several benefits of conflict resolution. However, whenever conflict arises among construction professionals, there is need for the conflict to be resolved. This research paper was aimed to examine various benefits of conflict resolution among construction professionals in Nigeria.

## **BENEFITS OF CONFLICT RESOLUTION AMONG CONSTRUCTION PROFESSIONALS**

Conflict resolution builds relationships among professionals. According to Stefan (2017), the resolution of conflict permits for changes to take place. If troubles and differences are ignored slightly than being determined beneficially, things will be better among construction professionals; either thing stays the same, or they become worse. However, when construction professionals discuss their diversities and effort cooperatively, the period is set to be of good transformation. It can be easier in the little term to abscond things as they are great effort to assist every construction professional concerned in the disagreement to work during the difficulty, increasing better relationships among the professionals. According to Frost (2007) good relationship helps construction professionals to accomplish common goals as the professionals concerned find ways of dealing with quarrels of hostility, offensive behaviour or ignoring one another. The contemporaries can be taught how to improve their working relations collectively, which might assist to conducting their business in the construction industry. Likewise, Howe (2002) opined that healthy relationships lead to determined efforts to seek resolution that respect the human rights of each professional and recognise the responsibilities of individual professionals.

Moreover, conflict resolution leads to professionals' achieving their ambitions/goals. Stefan (2017) further specified that, conflict resolution can ensure goal accomplishment among construction professionals. As they work through conflicts, they progress toward achieving their goals in the construction industry. This is appropriate in expressions of each professional's ambition of becoming more united with their conflict partner. Additionally, conflict resolution enhances commitment to work among professionals. According to Kessler (2013), commitment among professionals is a universal term, referring to construction professionals' logic of attachment and loyalty to the work group with which the professional is involved. Working through the conflict with other construction professionals brings together the conflicting associates as they confront troubles and agree on issues.

Conflict resolution generates new insight/perceptions. It can guide new approaches. If construction professionals (CP) were always in agreement, there would be no reason for new

methods to resolve issues. But when construction professionals contribute their individual distinctive opinion and thoughts, they offer other professionals a chance to look at issues in a different light. It enables every construction professional to imagine other viewpoints and opinions. Though, the opinions or perceptions frequently come from conflict, with motivated analysis that conflict resolution needs to attain in finding a resolution in the construction industry (Stefan, 2017). Conflict can bring opportunities for creativity of new ideas that enhances professionals' performance. Moreover, whenever conflict is resolved appropriately, it can lead to decisions being well thought-out and possibly re-evaluated to ensure the amount of information utilised for choice making is adequate (Munira, 2013). Additionally, Conflict resolution builds team cohesion (teamwork). Friedley and Manchester (2005) states that cohesion is the level of attraction professionals feel toward one another in the construction industry. Team spirit contributes effectively to construction professionals' cohesion, enhanced inspiration and overall development in the atmosphere at work. Conflict resolution can also restructure policies and procedures. Conflict resolution helps to organize a well-functioning coordination which depends on professionals' teamwork. It increases policies and procedures to offer coordination, governance and track the efficiency of the professionals involved. However, conflict resolution inspires the collective working together of professionals to carry out tasks and usually leads to high performance of professionals' task. According to Agwu (2015), teamwork is referred to as a plan that can enhance the performance of individual professionals in the construction industry. However, it requires to be nurtured over time. Conflict resolution creates a foundation for policy improvement and procedures' harmonization. Likewise, conflict resolution reduces task ambiguity of professionals. Task ambiguity is described as the dissimilarity between the extent of information as well as knowledge required to perform the task (Larsen, 2003). The minimization of task uncertainty among construction professionals through conflict resolution helps professionals to perform their work efficiently. Conflict resolution improves workplace conflict management skills. Based on the assertion of Usoro *et al* (2014), conflict management skills are required among construction professionals to increase productivity. They opined that conflict management involves obtaining skills connected to conflict resolution, self-responsiveness regarding conflict manners, conflict communication ability, as well as founding an organisation for deciding conflict in the environment. However, it is a procedure that holds all communicated approaches and involvements in regulating the growth of conflict.

Moreover, conflict resolution reduces tension if it is managed appropriately. A misunderstanding that stays unresolved causes tension that spreads to other professionals who were not initially concerned. Whenever construction professionals imagine they are correct and refuse to pay attention to each other, they might trouble themselves in disagreement. According to Manikkalingam (2006), conflict resolution is in tension when account or liability is raised among the construction professionals. As affirmed before, when construction professionals are able to handle conflict their individual relationships in the construction industry become improved. Also, conflict resolution Increased different styles of thinking and behaviours. According to Brendler (2012), every construction professional possesses dissimilar habits of thinking and performing. In the construction industry, some styles can annoy the professionals while professionals actually like others. For instance, some professional's starts to imagine while others require time before they can talk about an issue in the construction industry. Some professionals like to do things by the book while others need to do things their way. Likewise, conflict resolution improves quality of decision making

by professionals. Ojokuku and Sajuyigbe (2014) assert that professionals involved in decision-making have been recognised as a managerial approach for improving task performance by striving for shared goals among individual professionals. Moreover, the enhancement of decision making among professionals through constructive conflict resolution normally leads to growth in the construction industry. Moreover, conflict resolution plays an essential role in enhancing professionals' performance in construction industry growth. Conflict resolution enhances professionals' productivity in the construction industry (Rahim, 2002). He opined that whenever conflicts occur among the professionals, it slows down the activities of professionals in the industry and could lead to inefficiency if not managed well. However, the resolution of conflict likewise allows professionals to enhance their individual approaches to create goal achievement through a better understanding.

## RESEARCH METHODOLOGY

A quantitative research technique was used in this current study, to examine benefits of conflict resolution among construction professionals in Nigeria. According to Polit and Hungler (1994), quantitative research is an official and unbiased way of getting information from a sample of people through self-reporting. The respondents offer some answers to questions sent to them by the researcher. This research made use of random sampling. Since random sampling offers all the respondents the same opportunity to be selected for the study with equal criteria, this inspired the study to use this method. According to Lotham (2007), the sampling is the technique of selecting a different set of a population for deciding the entire population.

In this study, information was obtained through primary together with a secondary source of data gathering. The primary data collection was carried out using a questionnaire. The secondary data collection was done using current literature published in conference papers, journals, and internet sources. An overall of 150 questionnaires were sent and 135 were received back from several construction professionals in Nigeria, which represent 90% useable response rate. The construction professionals are quantity surveyor, architects, builders, construction managers, civil engineers, and project managers. The research data that was gathered underwent cleaning and screening before the commencement of the analysis. The frequency analysis for the raw data was achieved using Statistical Package for Social Sciences (SPSS version 21). Concerning this study, mean item score was used to show the results for Likert questions. Though, a five-point Likert scale was used. Weighting was allocated to every answer starting from one to five for the responses of 'To no extent' to 'To a very large extent'. Descriptive as well as exploratory factor analysis was used in this study.

The second aspect of the analysis was the exploratory factor analysis (EFA). According to Pallant (2010), factor analysis consists of two major methods such as exploratory and confirmatory. Exploratory factor analysis (EFA) is often adopted in the initial research steps to obtain information pertaining to the interrelationships amongst a group of variables. While confirmatory factor analysis is a more composite as well as classy set of methods adopted later in the research procedure to test (confirm) particular hypothesis or theories regarding the structure underlying a set of variables. In this research paper, the EFA was carried out to gather information pertaining to the factors' uni-dimensionality to yield their factor analysability (Pallant, 2010). The EFA was used to confirm the reliability and validity of the assessment of the benefits of conflict resolution in Nigeria. The maximum likelihood with an eigenvalue over one together with Oblimin rotation was specified as the analysis method for

this research. Also, regarding the reliability of this study, after developing the content validity and preliminary data analysis, empirical and theoretical reliabilities were run. According to Pallant (2010), Scale reliability is the correlation between scores starting from 0 to 1.00 whereby the Cronbach's alpha is the commonest form of the internal consistency reliabilities coefficient. The commonly agreed upon limit for alpha is 0.70; however, value above 0.8 is preferable.

## FINDINGS AND DISCUSSION

### Result from Descriptive Analysis

**Table 1: Demographic information of respondents**

DEMOGRAPHIC	PERCENTAGE (%)
<b>Respondents profession</b>	
Architect	14.8
Builder	17
Civil engineer	17.8
Quantity surveyor	24.4
Construction manager	12.6
Project manager	13.3
<b>Respondents age group</b>	
21-25 years	6.7
26-30 years	13.3
31-35 years	9.6
36-40 years	7.4
41-45 years	14.1
46-50 years	17
51-55 years	19.3
56 years above	12.6
<b>Respondents Years of Experience</b>	
1-5 years	20
6-10 years	16.3
11-15 years	31.9
20 years above	31.9
<b>Respondents Educational Qualification</b>	
Ordinary National Diploma (OND)	3
Higher National Diploma (HND)	20.7
Bachelor's Degree	33.3
Master's Degree	39.3
Doctorate	3.7

Based on the respondent's outcome as shown in Table 1, it was revealed that Quantity Surveyors have the highest (1st) rank of 24.4%. 2nd by Civil Engineers = 17.8%, 3rd by Builders = 17.0%, 4th by Architects = 14.8%, 5th by Project managers =13.3%, and 6th by Construction Managers =12.6%. Regarding the age group of respondents. This reveals that 19.3% of the respondents' population were between 51-55years, 17.0% = 46-50years, 14.1% = 41-45years, 13.3% = 26 to 30 years, 12.6% = 56 years above, 9.6 % = 31 and 35 years, 7.4% of the respondents were between 36 and 40 years, and 6.7% of the respondents were in the age group of 21 to 25 years.

Furthermore, in respect to the respondent's years of experience in the construction industry, it was revealed that 31.9% of the respondents have 11-15 years. Likewise, 31.9% =20 years above of experience, 20.0% of the respondents have 1-5 years of experience, and 16.3% have 6-10 years. Then, on respondent's qualification, 39.3% of the respondents have Masters degree, 33.3% are Bachelor degree holders, 20.7% have a Higher National Diploma (HND), 3.7% have a Doctorate, and 3.0% have an Ordinary National Diploma (OND).

**Table 2: Benefits of conflict resolution among construction professionals**

BENEFITS OF CONFLICT RESOLUTION	MEAN ( $\bar{X}$ )	STD. DEVIATION ( $\Sigma X$ )	RANK (R)
Conflict resolution generates new insight/perception	4.12	1.015	1
Conflict resolution reduces tension among professionals	3.93	1.052	2
Conflict resolution helps professionals to accomplish their ambitions	3.84	1.014	3
Conflict resolution improves workplace conflicts management skills of professionals	3.81	0.932	4
Conflict resolution reduces task ambiguity of professionals	3.77	0.880	5
Conflict resolution builds team cohesion (teamwork)	3.76	0.908	6
Conflict resolution enhances commitments to work among the professionals	3.64	0.911	7
Conflict resolution builds relationship among professionals	3.56	0.952	8
Conflict resolution increases different styles of thinking and behaviours	3.54	0.864	9
Conflict resolution restructures professional policy and procedure	3.53	0.818	10

### Result from Descriptive Analysis

Table 2 reveals the mean scores and rankings from the highest to the lowest. The table also shows the benefits of conflict resolution among Nigerian construction professionals. According to the respondents, 'conflict resolution generates new insight/perception' was ranked first with  $M = 4.12$  and  $SD = 1.015$ ; 'conflict resolution reduces tension among professionals' was ranked second with ( $M = 3.93$ ;  $SD = 1.052$ ); 'conflict resolution helps professionals to accomplish their ambitions' was ranked third with ( $M = 3.84$ ;  $SD = 1.014$ );

'conflict resolution improves workplace conflicts management skills of professionals' was ranked fourth with ( $M = 3.81$ ;  $SD = 0.932$ ) and 'conflict resolution reduces task's ambiguity of professionals' was ranked fifth with ( $M = 3.77$ ;  $SD = 0.932$ ). additionally, 'conflict resolution builds team cohesion (teamwork)' was ranked sixth with ( $M = 3.76$ ;  $SD = 0.911$ ); 'conflict resolution enhances commitment to work among the professionals' was ranked seventh with ( $M = 3.64$ ;  $SD = 0.911$ ); 'conflict resolution builds relationship among professionals' was ranked eighth with ( $M = 3.56$ ;  $SD = 0.952$ ); 'conflict resolution increases different styles of thinking and behaviours' was ranked ninth with ( $M = 3.54$ ;  $SD = 0.864$ ); and 'conflict resolution restructures professional policy and procedure' was ranked tenth with ( $M = 3.53$ ,  $SD = 0.818$ ).

### Results from the exploratory factor analysis (EFA)

The EFA outcomes on the benefits of conflict resolution among Nigerian construction professionals are displays in Table 3 to 7 and Figure 1.

As represented in Table 3, the KMO measure of sampling suitability attained a value of 0.931. This has surpassed the maximum value of 0.6. This is considered acceptable to continue to factor analysis as whichever value above 0.6 is deliberated acceptable (Eiselen *et al.*, 2005:107). Additionally, the Barlett's test of sphericity was statistically significant ( $<0.05$ ).

**Table 3: KMO and Bartlett's test**

KAISER-MEYER-OLKIN MEASURE OF SAMPLING ADEQUACY	0.931
<b>Bartlett's Test of Sphericity</b>	
Approx. Chi-Square	760.617
Df	45
Sig.	0.000

Table 4 displays the communalities table. In the communalities table all items after removal essential to possess values exceeding 0.3. The values as observed in Table 4 all contain of items above 0.3.

The total variance explained in Table 5 displays the benefits of conflict resolution among professionals in the Nigerian construction industry and their individual eigenvalues. The Kaiser's criterion of remaining factors with eigenvalues greater than 1.0 was employed. Only one factor was extracted. The variance of the factor that was extracted is factor 1 (59.151). The statistics of the removed factor and PCA account for roughly 55% of the variance.

The scree plot in Figure 1 shows a break after the first factor. The steep slope shows the big factor while the gradual rambling off displays the remaining factors that contain eigenvalue lower than one (1).

**Table 4: Communalities**

	INITIAL	EXTRACTION
BCR1 Conflict resolution builds relationships among professionals	0.559	0.550
BCR2 Conflict resolution helps professionals to accomplish their ambitions	0.609	0.567
BCR3 Conflict resolution enhances commitment to work among the professionals	0.587	0.585
BCR4 Conflict resolution generates new insights/perceptions	0.569	0.586
BCR5 Conflict resolution builds team cohesion (teamwork)	0.524	0.544
BCR6 Conflict resolution restructures professional policy and procedure	0.477	0.464
BCR7 Conflict resolution reduces task ambiguity of professionals	0.563	0.594
BCR8 Conflict resolution improves workplace conflict management skills of professionals	0.539	0.561
BCR9 Conflict resolution reduces tension among professionals	0.616	0.652
BCR10 Conflict resolution increases different styles of thinking and behaviour	0.476	0.368

**Table 5: Total variance explained**

FACTOR	INITIAL EIGENVALUES			EXTRACTION SUMS OF SQUARED LOADINGS		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
<b>1</b>	5.915	59.151	59.151	5.472	54.716	54.716
<b>2</b>	0.857	8.567	67.718			
<b>3</b>	0.567	5.670	73.388			
<b>4</b>	0.518	5.183	78.571			
<b>5</b>	0.461	4.605	83.176			
<b>6</b>	0.435	4.353	87.529			
<b>7</b>	0.364	3.641	91.171			
<b>8</b>	0.323	3.229	94.399			
<b>9</b>	0.306	3.059	97.458			
<b>10</b>	0.254	2.542	100.000			

Extraction Method: Principal Axis Factoring.

Table 6 shows factor loadings of every variable. The maximum loading items on factors 1 are shown. This indicates that these items are the highest ranked benefits of conflict resolution among construction professionals.



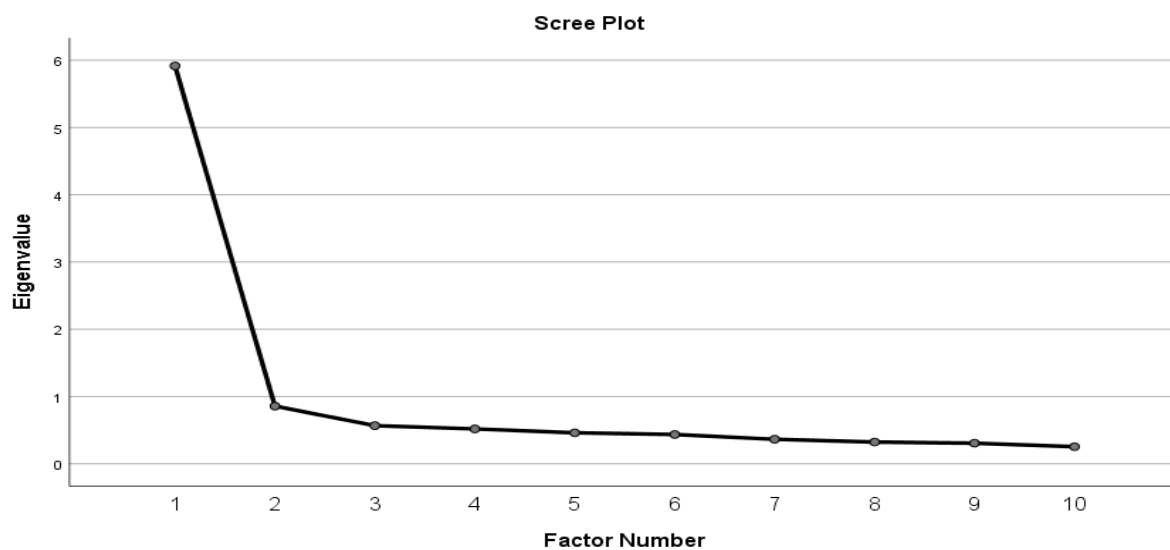


Figure 1: Scree plot

Table 6: Factor Matrix<sup>a</sup>

	Factor
	1
Conflict resolution reduces tension among professionals	0.807
Conflict resolution reduces task ambiguity of professionals	0.771
Conflict resolution generates new insights/perceptions	0.766
Conflict resolution enhances commitment to work among the professionals	0.765
Conflict resolution helps professionals to accomplish their ambitions	0.753
Conflict resolution improves workplace conflict management skills of professionals	0.749
Conflict resolution builds relationships among professionals	0.742
Conflict resolution builds team cohesion (teamwork)	0.738
Conflict resolution restructures professional policy and procedure	0.681
Conflict resolution increases different styles of thinking and behaviours	0.607

**Extraction Method: Principal Axis Factoring.**

Table 7: Cronbach's Alpha for benefits of conflict resolution

	Cronbach's Alpha	Items
Benefits of Conflict Resolution	0.923	10

In Table 7, the Cronbach's Alpha for all the ten variables or items of benefits of conflict resolution among construction professionals is 0.923. According to Pallant (2010), value above 0.8 is preferably in Cronbach's Alpha. This means that the Cronbach's alpha gotten in this study is highly acceptable.

The principal axis factoring revealed that one factor was present with an eigenvalue greater than one (1) as represented in Table 7. Owing to a wary remark of the intrinsic affairs among the variables under every factor, the subsequent appraisal was made. Factor one was described as **constructive benefit**. The factor retained and its constituent indicators are described underneath, collectively with a wide-ranging description on how to describe the two factor sections.

### *Factor one: Constructive benefit*

As shown in Table 6, a total of eleven items was loaded onto factor one. The factor was termed 'constructive benefits' because of the close relation between the items. The factor loads as follows: 'conflict resolution reduces tension among professionals' (0.807), 'conflict resolution reduces task ambiguity of professionals' (0.771), 'conflict resolution generates new insights/perceptions' (0.766), 'conflict resolution enhances commitment to work among the professionals' (0.765), 'conflict resolution helps professionals to accomplish their ambitions' (0.753), 'conflict resolution improves workplace conflict management skills of professionals' (0.749), 'conflict resolution builds relationships among professionals' (0.742), 'conflict resolution builds team cohesion (teamwork)' (0.738), 'conflict resolution restructures professional policy and procedure' (0.681), and 'conflict resolution increases different styles of thinking and behaviours' (0.607), with a total variance of 54.716%. The percentages in parenthesis show the respective factors loadings.

## DISCUSSION OF FINDINGS

From the descriptive analysis in this study. The findings indicated that 'conflict resolution generates new insights/perceptions' was the highest rated significant benefit of conflict resolution among construction professionals. This was followed by the subsequent top four in conflict resolution among professionals in the construction industry. Conflict resolution reduces tension among professionals, conflict resolution helps professionals accomplish their ambitions, and conflict resolution improves workplace conflict management skills of professionals. Stefan (2017) agrees that conflict resolution generates new insights/perceptions, leading to new approaches. If construction professionals were always in agreement, there would be no cause to consider unusual viewpoints for new methods to resolve issues. However, when construction professionals contribute their individual distinctive views and thoughts, they offer other professionals an opportunity to look at issues from a different perception. It enables every construction professional to imagine other viewpoints. This study also revealed that conflict resolution reduces tension. If construction professionals can handle conflict appropriately among themselves, their individual relationships are improved, which will surely reduce tension among the professionals in the construction industry. Based on Manikkalingam (2006) assertion, conflict resolution is in tension when account or liability is raised among the construction professionals. However, a resolved conflict will enhance the performance of professionals in the construction industry.

Conflict resolution also helps professionals to accomplish their ambition; This is also in line

with the agreement of Stefan (2017) as he emphasised that conflict resolution can ensure goal accomplishment among the construction professionals. As they work through conflicts, they progress toward accomplishing their goals in the construction industry. However, this is proper in expressing each professional's ambition to become more united with their conflict partner. Once conflict is resolved among construction professionals, this will enhance professionals' performance in the construction industry. Furthermore, the findings that conflict improves workplace conflict management skills is in line with Usoro *et al* (2014). They emphasised that conflict management involves getting skills connected to conflict resolution, self-responsiveness pertaining to conflict manners, conflict communication proficiency, and establishing an organisation to decide conflict in the environment. Though, it is a process that holds all communicated manners as well as involvements in controlling the escalation of conflict.

Moreover, from the exploratory factor analysis of this study. The findings revealed several benefits of conflict resolution among construction professionals. It was shown that conflict resolution reduces tension among professionals is one of the most vital benefits of conflict resolution. Conflict resolution reduces the professionals' tension, and this will help professionals to interact freely and share ideas with other professionals for development to take place in the construction industry. It was also revealed that conflict resolution reduces task ambiguity of professionals. Larsen (2003) describes task ambiguity as the dissimilarity between the extent of information as well as knowledge required to perform the task. Other benefits that were rated as some of the significant benefits of conflict resolution are that, conflict resolution generates new insights/perceptions, conflict resolution improves commitment to work among the professionals, conflict resolution helps professionals to accomplish their ambitions, conflict resolution improves the workplace conflict management skills of professionals, conflict resolution builds relationships among professionals, conflict resolution builds team cohesion (teamwork), conflict resolution restructures professional policy and procedure, and conflict resolution increases different styles of thinking and behaviour. Whenever conflict is resolved among the construction professionals, this reduces the task ambiguity of professionals because professionals work responsibly, and the extent of authority will be clear and certain. Conflict resolution also generates new insights/perceptions; once conflict is resolved, it will help professionals share their opinions and ideas, leading to improvement of the construction industry. The findings that conflict resolution enhances commitment to work among the professionals concurs with Kessler (2013). He describes commitment among professionals as a general term, referring to the construction professional's logic of attachment and loyalty to the task group the professionals are involved in. Also, the findings that conflict resolution leads professionals to achieve their ambitions/goals agree with Stefan (2017). He specified that conflict resolution can ensure goal accomplishment among the construction professionals. As they experience conflicts, they progress in achieving their goals in the construction industry. However, this is suitable in expressing each professional's perception of becoming more united with their conflicting partner.

### Implications

The theoretical review is consistent with the empirical findings of this study. The respondents indicated that conflict resolution reduces tension among the professionals is the most significant benefit of conflict resolution among construction professionals. As a result of this, once conflict has been resolved, professionals in the construction industry can easily and

freely interact and share ideas with others without any form of anxiety. Conflict resolution should always be taken seriously among construction professionals to enhance resourceful thinking among the construction professionals.

## CONCLUSION AND RECOMMENDATIONS

This study aimed to examine various benefits of conflict resolution among construction professionals in Nigeria. Data for the study investigations were obtained from construction professionals to generate insights into conflict resolution practices. Thus, the findings contribute to the body of knowledge on conflict resolution. Therefore, the outcomes from the questionnaire survey revealed the most significant benefits of conflict resolution among professionals in the Nigerian construction industry. These benefits include the generation of new insights/perceptions, reduction in tension among professionals, assisting professionals in accomplishing their ambitions, improving workplace conflict management skills of professionals, reducing task ambiguity of professionals, the building of team cohesion (teamwork), enhancing commitment to work among the professionals and building relationships among professionals.

Moreover, this was limited to construction professionals such as quantity surveyors, architects, builders, construction managers, project managers and civil engineers in Nigeria. The study reviewed some literature relating to conflict management as well as resolution among construction professionals. As of this, it is evident that effective conflict resolution is of benefit to construction professionals. Therefore, this study recommends that construction professionals always ensure prompt resolution of conflict so that they could enjoy the benefits of conflict resolution. Further research investigations could evaluate the challenges or impediments to the resolution of conflicts among construction professionals in Nigeria.

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