Conflicts in Building Industry in Rivers State, Nigeria: Causes and Solutions

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Abstract
This paper examines conflicts in building industry in rivers state, Nigeria as well as their causes and the probable solutions to them. The study has meticulously observed that conflicts are inevitable in everyday life. It is observed that all industries, whether small or big experience conflicts on daily basis. Even families and homes are not free from the daily conflicts. Conflict situations can affect the building industry positively or negatively. Conflict management is not intended to eradicate conflicts completely from the building industry. The objective of proper conflict management should be to minimize the level of conflicts in a way that reduces its negative impacts within the building industry. The paper also observed that some of the causes of conflicts are ambiguous rules, communication problems, bureaucratic bottlenecks, inherent human-conflict tendencies and gender discrimination. It is therefore recommended that; effective conflict management should be kept at a level that does not interfere with achievements of the contract works within the targeted contract period or a situation that may lead to project abandonment, the building industry should adopt effective management practices in order to minimize its occurrence, the quality of team-decision making mechanism should be improved, a conducive working environment should be created so that workers can exhibit their maximum potentials and a healthy relationship with the host community should be sustained in order to ensure safety of lives and properties. Finally, contractors should try their very best to listen and negotiate properly with their labour force.

Key words; Conflicts, Building Industry, Quantity Surveyors, Divergence of Interests.

Introduction
Conflicts are inevitable in everyday life. Organizations, small or big experience conflicts on daily basis. These conflict situations can affect the building industry positively or negatively. To enjoy a positive impact of conflicts, which reduces the negative outcome from interpersonal conflicts, the building industry should adopt effective management practices in order to minimize its occurrence. Oxford Advanced Learner’s Dictionary 8th Edition (2010, p.304) defines conflict as a situation in which one party is involved in a struggle, disagreement or argument with another party over issues, interests or values. From the above definition, one can identify the key elements of a conflict as situation marked by struggle,
disagreement, argument and divergences of interest/values that separate people into sectional parties. McShane and Von Glinow (2005) stated that:

A conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another party's interests or values (p.388).

Naturally, as humans, we all have identities and we can resist any person who we perceive that his action opposes or negatively affects our interests in an organization or community. These resistances, which can assume any dimension, depending on the level of perceived opposition constitute what is called a conflict. It can be minor or major, and quite a number of factors can either escalate or de-escalate conflicts depending on the management strategies in place. A conflict process is made up of different interrelated parts that contribute to the establishment of a fact that conflicts exist in any organization including the building industry. This process begins with the root causes or instigators of the conflict and culminates at the conflict outcomes. As part of the conflict process, the root causes of these ugly situations can divide the workforce in building industry into different parties, clients against contractors, engineers versus quantity surveyors, foreman against skilled labours, nominated contractors versus the main contractor, etc. These causes are as a result of conflicting goals, values, tasks, resources, and rules of the contractors and the construction workers. Depending on the causes of the conflict, opposing parties soon perceive that there is an undeniable tension sectioning them into parties with contradictory interests or opinions. Naturally, the ensuing tension builds up an obvious anger and conflict-laden emotion expressed toward each other.

The conflict process can start by shouting, abusive words and actions that indicate opposing interest or values to the other party. Consequently, conflict perception and emotion manifest themselves in behaviors and decisions that clearly show that this party is set against the other. In a building industry, the incident of conflicts may start from ugly and strange non verbal expressions of tensed nerves and may lead to open confrontations that clearly put one party in direct opposition to the other.

Conflicts also manifest by the style each party uses to resolve the conflict. For instance, does one side simply try to win the case by defeating the other or do they find mutually beneficial solution? No doubt, any conflict management style chosen by one party influences the other’s decision and behavior. The management styles in handling conflicts determine to a greater extent whether the conflicts will escalate or be resolved mutually within the building industry (McShane and Von Glinow 2005).

Causes of Conflicts in Building Industry

Causes of conflicts in building industry go further than the identified endless series of fight back between clients, contractors and workers over the full control of power and various aspects of the company operations. This paper takes a holistic view of the causes of conflicts in building industry in Nigeria. The causes of these ugly situations can be either internal or external to the construction industry. There are both internal and external influential indices that give rise to conflicts in building and construction industry. Conflicts can be multidimensional and can exist between individuals workers within the building industry, it can also occur between workers and contractors, labour unions and the site engineers, organizations and host communities, the architects, quantity surveyors and the workers (McShane and Von Glinow, 2005).

Behind the surface of every quandary in building industry, there are some obvious causes of the conflicts. Some identified causes which can mostly set the stage for organizational conflicts include; incompatible goals, Differentiation, Task interdependence Scarce
Resources, Ambiguous Rules and Communication gap (McShane and Von Glinow (2005). However, other scholars include other remote factors that can equally instigate conflicts in building industry, these may include inborn crises-tendency in humans, procedural bottle necks in organizational dealings with their clients versus their workers, workers union activities, gender discrimination and constant power tussle (Denga, 2008; Baridam, 2002).

Conflicting objectives occur when individuals and organization’s goals appear to hamper another person’s objectives or goals. The spitefulness of mismatched goals always occur in organizations with divergent objectives. Take for example, a scenario where two construction companies decide to amalgamate with unequal propensity and opportunities. Perhaps, one organization is buying over the other. How will the issues of seniority be handled by the two companies that have been integrated together? The workers whose industry is buying over the other may hang their arguments on the fact that without them the other company should have gone insolvent or be vanished from existence. On the other hand, the staff of the company that has been taken over will lay their claims on the power of their professional proficiency and expertise to the merger and so the conflicts may escalate because the contending goals are important.

Another cause of conflicts in building industry, which is often associated with mergers is segregation. This differentiation brings together people with divergent values, way of life, experiences, training, expertise, environment etc. Consequently, because of the deferring views of these workers, conflicting opinions must raise their ugly heads within the building industry. Further, as a result of contradictory corporate cultures, workers struggle over the “right way” to do every bit of their task. Furthermore, construction industry can experience conflicts arising from another aspect of differentiation within the company as a result of age brackets of the workers and their supervising engineers. This conflict occurs when employees across age groups work together. Naturally, younger and older employees have different needs that are mutually contradictory. This may be as result of different life expectations and conflicting values of the contractors, clients, engineers and the labour force within the construction industry. Their divergent needs, interests, expectations and values create cross generational conflicts.

Task interdependence: exists when team members share common inputs, need to interact in the process of doing their work, or receive common rewards that are partly determined by the performance of others or another team. The picture in task interdependence is clearly illustrated in organizational operations where the output of a particular person or team serves as the input to another person or team. In a construction company for instance, the team mixing cement/sand determines the operation of masons and block molders. The situation is such that the higher the level of task inter-dependence, the greater the risk of conflict–this is because there is greater chance that each party will disrupt or interfere with other party’s target.

Scarce Resources; If resources were not limited, human wants would be satisfied. But because resources are scarce, workers in organizations compete for it. In teams, this competition generates conflicts. At times when resources are scarce, management may recommend sharing of the limited resources by different teams involved. The direct result of shared resources is conflict in teams’ goals, since the resources are scarce in relation to the demand. Consider the impact of economic recession on organizations for instance. The companies will begin to adopt survival economic policies that may structurally leave workers helpless or in a fix that instigates conflicts among themselves on one hand; and with the organization in question on the other hand. The economic policies that some organizations may adopt in the face of economic recession include–redundancy of workers, retrenchment,
reduction in scope of operation, mergers, outright sale of company and bankruptcy. These policies inflict much pain on the entire system that conflict becomes eminent.

Another impact of economic recession is that it drastically reduces the purchasing power of workers income. The situation becomes so bad when workers’ take-home salaries hardly take them home as it were. The aggrieved workers may ask for more pay; the affected managers helplessly excuse themselves. In some cases, the situation may lead to unrest if the conflict is not well managed and resolved.

**Ambiguous Rules**

Clearly defined rules set limits for both employees and employers in organizations. But ambiguous or lack of rules breeds conflict. When rules are ambiguous, they are easily manipulated or undermined and the recently uncertainty increases the risk that a person or team may interfere or infringe upon the rights of another person or team. Certain situations may bring about a sudden change in a system, thereby making rules that once guided workers to be ambiguous. Some factors contributing in ambiguity of rule include: unforeseen upheavals in organizations structure and economic recessions.

**Communication Problems**

Communication is useful if its mechanism or rudiments are there. These mechanisms include, chance to communicate, capacity to communicate and readiness or stimulus to communicate. When any or all of these aspects are deficient, the consequence is distrust; propaganda, misunderstanding, misperceptions and these are seeds for conflicts. When building construction workers whose tasks are interconnected have the prospect to work together directly, they enjoy all the benefits of human psychology—understanding, empathy, consideration, and have affection for one another. Nevertheless, lack of the opportunity to converse directly between the supervising engineers, quantity surveyors and labour force creates a communication gap, which leads to conflicts in building industry. The conflict is to be expected because when workers lack the opportunity to interact directly it leads to misinformation, misunderstanding, misperceptions and these are seeds for conflicts. Another aspect of communication that could lead to conflicts in building construction industry is lack of ability or skills to communicate. For instance, a provoking style of communication that lacks discretion leads to problems; and pretentious or arrogant comments worsen may give room for a conflicting situation, sending a wrong signal that one party is aggressive rather than cooperative. Furthermore, lack of motivation or unwillingness to communicate in itself is an indication of manifest conflict in a construction industry. There are a lot of reasons that account for lack of motivation to communicate in a building industry, these include, socio-emotional conflict, social identity syndrome, perceived unfairness and cross cultural relationship.

Beyond construction building industry’s workers failure to effectively communication by proper use of the earlier listed components of communication, poor information management becomes another monster that leads to conflict. According to Baridam (2002: 303-307) argued that one great problem of corporate life and a cause of frequent grievance is not necessarily the unfairness of management actions, but the inexplicability. This argument is hinged on the fact that when arbitrary decisions that directly affect workers are made without explanations to the workers, this often leads to unrest and conflict between the employees and the employers. It is also important for the custodians of organizational information to guard, protect sensitive and confidential information of the company.
However, when there are leakages within and outside the organization they trigger and 
escalate conflict cycle of the company.

**Inherent Human-Conflict Tendencies**
McShane and Von Glinow (2005:396-400) opined that over the years researchers have sought 
for the understanding of the drivers of human behavior. One identifiable factor is the inherent 
human tendencies present at birth and influence by other external factors as the individual 
grows up. It is also stated that humans inherited tendencies are like guns loaded with bullets,
but what triggers the gun is the person’s lifestyle. According to McShane and Von Glinow 
(2005:398-400) what triggers conflicts are, Arrogance, Short temper or temperament, 
Jealousy and envy, Lack of consideration, Aggressive tendencies, Self-will, Ambitious 
character, Impatience and ,Anger ,Stress, Lack of modesty and Lack of humility

The traits listed above may simply be an individual factor. However, when the group 
decisions or preferences are largely motivated or influenced by these tendencies over time, 
then they become traits or tendencies associated with the group. In the end, they set the stage 
for conflicts in organizations.

**Bureaucratic Bottle-Necks**
Organizational bureaucracy creates procedural tension and unending tension between 
workers and management. Bureaucratic bottle-necks in organizational procedures create 
unexplainable delays that kill good initiatives and urgent responses to workers’ needs and 
achievement of company objectives. 
Official procedures set defined boundaries for organizations’ normal operations. However, 
when the rules establishing operations become cumbersome or too stressful, they raise 
questions as to the objective behind the establishment of these rules. Structural hierarchy at 
times poses barriers to workers at the lower or middle levels of the organization to participate 
fully in decision making. When the junior workers are left out in decision making, they 
develop feelings of timidity and inadequacy – they soon feel oppressed or suppressed. When 
the complaints over structural bureaucracy become legitimate, workers may resort to unrest 
or revolt to address their claims. Bureaucracy today evokes feelings of undesirable 
management strategies that at best must be resisted. The set of rules setting up the procedure 
for organizational arrangement become unnecessary and stressful, workers see them as 
barriers to attending to their needs. This in itself prepares the ground for conflict between the 
workers and top management.

**Gender Discrimination**
Globally, gender inequality has attracted no little debate in organizations than other social 
factors contributing to the conflict. Gender inequality leads to gender discrimination. For 
instance, in some economies of the world, women are discriminated against, leading to 
women fight for recognition, freedom, liberation, equal treatment and equal opportunities like 
their male counterparts. Gender discrimination is as old as man – right from the family level, 
and some cultures saw women education as unnecessary since according to them, ’women 
education ends in the kitchen.’ These social misconception and misrepresentation have 
infiltrated the workplace, where women are restricted to fewer responsibilities that are 
perceived feminine [International Labour Organization (I.L.O) 1968].

Dokubo (2015) also observed that due to increased discriminations against women, the 
number of women organizations agitations against the perceived marginalization and
injustice are increasing more and more. Now women are waking up to the realities of gender discrimination in construction industry in Rivers State, Nigeria.

Some organizations reserve key management positions for men, claiming that women are weaker vessels. Such policies are facing terminal opposition not only from the women folks, but also from men with liberal opinions, human right organizations and other non-governmental organizations – contending that the era has come for industries and policy makers to remove the veils that had beclouded the thinking and management structures of such functional institutions (Cowlin and Mailer, 198). Delayed/none payment of workers’ salaries and allowances can cause a conflict a building industry. Irregularities in the implementation of basic welfare packages of the construction workers can lead to conflict in such industry.

Structural Causes of Conflict
Abraham (2012) opined that structural implementation of organizational policies at times set the stage for opposition or unrest by the workers. If a company operates a central policy system, without due considerations to the local impacts of the implementation, workers may likely revolt or at least complain. Take for example, the payment of housing allowance to workers living in different cities of a country. If the management implements a flat rate for workers irrespective of the cost of rent in the city where they live, it might generate agitations once workers face the reality of their situation, because the situation will create unequal opportunities among the workers.

Workers Union Activities and Labour Related Conflicts
Labour policies date back to the days of colonial rule in Nigeria. Fashoyin (2005) indicates that colonial administration played significant role in the evolution of labour policy. Primarily, the goal was to redress the imbalance in the power of labour and employers. The first major trade union legislation gave rise to the Trade Union Ordinance of 1938. This legal recognition gave impetus to trade unions. In setting up this law, it seemed that the colonialists were interested in bilateral relationship between the workers and the state, which was the highest employer of labour. However, the content of the labour laws indicated the clear intent of the colonial masters–to contain workers’ disaffections and the growing social disorders as a result of economic difficulties after the two world wars. After the civil war, labour-related conflicts assumed new dimension, a level unprecedented in the history of labour. The result was that labour laws that were designed to tackle the new conflict trend became more interventionist and revolutionary. These conflicts may differ in form and reason, but are all motivated by labour activities (Fashoyin, 2005).

Despite major advancements in labour and management relationships, there has been remarkably high level of distrust from the labour unions on one hand and the management on the other hand. In some cases top managers of organization feel threatened by the activities of these unions. On the other hand the workers believed that operating as a union at work places protects their interests and gives them a strong voice when the strong hands of management becomes too oppressive, or when the managers becomes less tolerant and less sensitive to the needs of the workers.

Strike Action by Labour
Strike action embarked upon by labour indicates that internal conflict situation has escalated to a level where there is a breakdown in the cordial relationship between the workers and
employers. The strike, as bad as it may be, is a call on the management of the industry and perhaps the government to take necessary actions to concede to the demand by the workers to improve the terms of employment. The action in itself is desired to mount pressure on the management to infect a change the bargaining structure of the organization. The strike action has direct impact on the management, labour and the economy of the country. The workers suffer loss in income and the social misrepresentation the strike may portray. However, the cost of the strike on the management is loss of income and profit; and then for the economy, the strike represents a huge loss in productivity, which in the end affects the Gross Domestic Product of the country.

Other forms of Industrial Action
According to Fashoyin (2005) apart from the strike, there are other forms of industrial actions that characterize the workplace. In fact, experts in conflict management indicate that before a full-blown strike action by workers, there must have been infighting between the workers and their management, all of which fall under industrial action. They constitute different ways the workers express grievance over the irregularities of the management. Precisely, all industrial actions by the labour union that are not outright strike are classified as non-strike actions, but they the workers’ early signals to the management of an impending strike action, in case the warnings are ignored.

Work-to-rule or ‘go slow’
This is a conflict situation where the labour union control and determine the pace of work in the organization. In order to draw the attention of employers to their, the workers’ union may choose to instruct its members to reduce production level. Labour leaders can use this conflict case to win collective bargaining. This option is used to the detriment of the employers who depend on the employees for production. The frustrated employers soon realize the need for negotiation.

Overtime ban
Generally, the employers use overtime to achieve production targets. However, the labour union may place a ban on this management policy in order to impose additional cost on the employers. As a non-strike action overtime ban is most effective in organizations where results that are time-bound are of great essence. Workers in financial institutions for example may adopt this measure to get their employers’ concession. The overtime strategy works in this instance because after the official financial activities, the workers must put in more hours to balance and reconcile all books of account that were opened during normal business operation. Similarly, imagine the plight of patients if doctors and nurses decide to shun weekend and holiday works. The effect of these conflict situations can be disastrous.

Lock in/out
Aggrieved employees may decide to lock in their employers during or after working hour, preventing them to leave the company premises pending the determination of their demands or position. It could also be the other way round, where the workers lock out their management, thus preventing them access to the company premises. In whichever case, the union leaders seek to interfere with organizational activities so that the employers may be pressured to concede to their demands or at least apply for renegotiation of certain working terms.

Intimidation
Lock-out
Lock-out at times may be a response of the employer to a strike action either already embarked or anticipated by the labour union. They may seek to protect life and property; or in some cases to avoid total breakdown of law and order. Therefore, the employers act fast to deny access to employees whose presence in the company premises pose a nuisance or a threat to the existence of the organization.

Intimidation
Employees use intimidation to secure and gain the attention of the employers. Psychologists and other expert argue that intimidation begets intimidation. This means that employees or their ally unions may hardly initiate intimidation first in a conflict. They reason that intimidation might be a response from the employees whose present and future wellbeing may have been jeopardized by employers’ policy or pronouncement. It is a new phenomenon that is gaining acceptance as a non-strike action from the employees to gain employers’ concession by causing him embarrassment and shame.

Intra-union politics
From time to time intra-union politics account for some organizational conflicts. At times fellow comrades or unionists clamor for the removal of certain union officials who in their view may not be piloting the affairs the union in the best interest of the union. Thus during elections, while the unionist favor a particular candidate, the management of the company may secretly sponsor a candidate they may feel free to work with. This scenario set the stage for organizational conflicts. In some cases, the crisis may spill over to the company’s activities, thereby deepening other existing conflict situations.

Negative Effects of Conflicts in Building Industry
In building industry specifically, prolong conflicts may result into the following conditions if properly not handled. These may include among other things:

- Low output or low productivity on the part of workers, which will reduce their maximum efficiency. Conflicts in the building industry will inevitably create a situation that may inhibit the effectiveness and efficiency of the labour force. This is a situation where the labour force controls and determines the pace of work in the building industry. In order to draw the attention of their employers, the workers may choose to reduce production level. Labour leaders can use this conflict case to win collective bargaining. This option is used to the detriment of the employers who depend on the employees for maximum productivities.

- Projects abandonment by the contractors may be a notable outcome of the conflict. Onwusonye (2002: 1) stated that a conflict in building contract attributable to poor contract value, may lead to project abandonment cost overrun and litigation.

- Low profits by the affected firms due to high overhead cost of the project. Contract period normally affects the costs of labour, equipment and overheads of the company. If there is a protracted dispute within a building construction industry, such a situation will elongate the expected contract period, then the consequence will negatively affect the expected profit margins of the firms involved (Onwusonye, 2002).

- Unexpected huge debts on the part of clients or the contractors due to non-payment of the contract sum of the project are other ugly results of conflict in a building industry. It may also lead to bankruptcy on part of either the clients or the contractors.

- Inability of the contractors to finish their jobs within their contract periods and loss of effective man-hour. Aggrieved employees may decide to lock in their employers during working hour, preventing them to leave the company premises pending the
determination of their demands or position. This will certainly interfere with company’s activities so that the employers may be forced to compromise to the demands of the workers.

- Loss of employment by employees as a result of redundancy is another fruit of conflict in construction industry.

- Loss of life, which may be occasioned by uncontrolled mob actions during the struggling situation. At times loss of materials and equipment may be experienced if the conflict is not properly handled. Improper control of the disagreement with parties over the issues, interests or values will generate insecurity to both the clients, contractors, materials and the workers.

- Unwarranted litigations between the clients, contractors and the labor force with the building industry may result as products of the conflict due to project abandonment by the contractors. Onwusonye (2002) opined that a conflict in building contract may lead to project abandonment cost overrun and litigation. Consequently, the final consumers of the proposed buildings may suffer and bear the burdens of the conflicts due to non-completion of the proposed projects within the expected timeframe.

Positive Impacts of Conflict in building industry

It has become an acceptable fact that not all conflicts bring negative result or outcomes to the organization. Even when a great percentage of the conflict outcomes are negative, there can still be positive impact arising from the conflict process. Some of these benefits are: Improvement of quality team decision-making, Determination of parties positions, Better joint venture performance, Opportunity for Development between parties and Creates opportunity to listen to the aggrieved workers in the industry.

Improvement of Quality Team-Decision Making

Groups or teams potentially make better decision than individual members of the group or team. During constructive conflict process, team members debate their different perceptions about the issue in focus in a way that keeps the argument focused in the task rather than people. Through the process of dialogue, parties learn about other expressed opinions. This in turn presses them to reexamine their own views or positions about the subject matter under deliberation. In the end the team decision will be a product of meaningful dialogue with minimal interpersonal conflicts. Only through dialogue can team members understand different perspectives, generate more creative ideas, and improve decision quality.

Determination of Parties’ Positions (mutual respect and cooperation)

When party’s true position about a matter is uncertain, it becomes practically impossible to take a decision that may favor them. Therefore, whether through constructive or socio emotional conflict parties’ positions are determined. This information can be used by top management in making decisions that can engender better working relation. Determination of parities’ position involving organizational issues, set boundaries or limits, for each other, which will bring about mutual respect and cooperation among the workers.

Opportunity for Development

When host communities and other allies to organizations agitate for infrastructural development, the result is conflict. However, the process of negotiation and conflict resolution involve the organizations’ acceptance of social responsibility to the aggrieved party on one hand; and the communities’ withdrawal of any obstacles to the operations of the company on the other hand.
A company operates in a community. The community plays host to some of the facilities of the company. However, for years, the company has been having a fair-deal with few chiefs from the community. These chiefs prefer cash rewards as compensation from the company. The result is that the community hardly benefit from the company in the areas of employment, construction of good roads, water, health centre and electricity.

Solutions to Conflicts in Building Industry
It may be a total mistake to think that conflict management is intended to eradicate or remove conflicts completely from any organization including the building industry. Anstey, (19191) shows that the objective of proper conflict management is not to remove conflicts completely, but to minimize the level of conflicts in a way that reduces its negative impacts or consequences within the building and construction industry. Hence, the objectives of effective conflict management should be to keep conflict at a level that it does not interfere with achievement of the contract works within the targeted contract period. When advocacy is applied for a less privileged or less powerful party, conflict management helps to balance power in a situation where serious grievances exist and the victims are too shy or intimidated to open their cases. Where injustice has occurred, conflict management/resolution serves to provide a platform for compensation by expanding resources. By this injecting funds, land and other resources to the party they may have suffered from marginalization or unjust treatments, foundation is laid for lasting peace within the organization. Effective management of conflict saves organizations from major crisis that escalate into violence. By providing accurate information that may be necessary at a time to the public domain, the warring parties soon become well informed and so further tensions are doused; misconception, misperception, and perceived motions, which are driven by rumors, are better monitored and if possible reduced to minimum. Negotiation, which is a conflict management tool, helps the parties to establish direct contact, without interveners. Information obtained during the process of negotiation helps the warring parties to feel the pulse of each other.

Conclusion
This paper has meticulously observed that conflicts are inevitable in everyday life. Organizations, small or big experience conflicts on daily basis. Even families and homes are not free from the effects daily conflicts. The aforementioned conflict situations can affect the building industry positively or negatively. It may be a total mistake to think that conflict management is intended to eradicate or remove conflicts completely from any organization including the building industry. No, the objective of proper conflict management is not to remove conflicts completely, but to minimize the level of conflicts in a way that reduces its negative impacts or consequences within the building and construction industry. Hence, the objectives of effective conflict management should be to keep conflict at a level that it does not interfere with achievement of the contract works within the targeted contract period or a situation that may lead to project abandonment. To enjoy a positive impact of conflicts, which reduces the negative outcome from interpersonal conflicts, the building industry should adopt effective management practices in order to minimize its occurrence.

Recommendations
1. There should an improvement of quality team-decision making mechanism within the building industry. This because groups or teams potentially makes better decisions than individual members of the group or team.
2. A conducive working environment should be created in order to enable workers exhibit their maximum potentials.
3. Healthy relationship with the host community should be sustained in order to maintain safety of lives and their properties. Management should try their very best to keep conflict at a level that it does not interfere with achievement of the contract works within the targeted contract period by listening and negotiating properly with the labour force.

References