Influence of Task Role Conflict on Implementation of Projects in the County Government of Busia, Kenya

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Abstract

Management of organizational conflicts has become essential in the implementation of projects in both National and County Governments in Kenya. It is therefore important for continuous research studies in this area given its’ importance to national development. The purpose of the study was to determine the influence of task role conflict on implementation of projects in the County Government of Busia. The study adopted descriptive design with a target population of 127 employees of Busia County. The sample size of 127 was selected using census technique. Questionnaires were the main data collection instruments. The raw data was analyzed using descriptive statistics such as frequency and percentages while inferential statistics such as regression and correlation analyses were used to determine the relationship between the study variables. The findings were presented in tabular form. The findings of the study showed that task role conflicts had positive, linear and significant (p-value is less than 0.05) influence on the project implementation of County Government of Busia. The conclusion of the study was task role conflict explained 18.1% variations in the project implementation of County Government of Busia. The study recommendations were: the management of the County Government of Busia should invest more and train its staff on the influence of organizational conflicts and how these affect implementation of the projects. Organizations should come up with strategies on handling task role conflicts, intra-group conflicts and inter-group conflicts since these have adverse influence on the implementation of projects in the County Governments in Kenya. The County Government of Busia should make certain that policies and communication that are clear and consistent, and make the rationale for decisions transparent. It is hoped that the study findings would assist managers and stakeholders in the county government in ensuring that projects within their jurisdiction are properly implemented to enhance service delivery to its’ citizens.

Keywords: Task Role Conflict, Implementation of Projects, County Government of Busia

Introduction

The idea of organizational struggle, due to its inescapability and inevitable nature, has procured a large number of suggestions and implications, giving us nothing short but semantic jungle (Adomie and Anie, 2005). Like different terms, conflict produces impressive irresoluteness furthermore, leaves various researchers and administrators uncertain about its
Conflict situations are unavoidable in someone's very own life, in organizations or even amongst countries. Conflict is a process whereby an individual's thinks that their interests are opposed by another party. Generally, a person just sees the perceptible portion of contention—angry words, exercises of opposition, etc. Regardless, this is only a little bit of the conflict procedure (Bannon and Collier, 2017).

Studies on organizational conflict and implementation of organizational projects have as of late increased an extensive prevalence for the most part in the European Union (EU) and Organization of Economic Co-operation and Development (OECD) countries (Binder et al., 2013). Huge scope reviews, for example, the European Working Conditions Surveys, (Bannon & Collier (2017), and a recent comparative analysis by Borgo (2011) affirm the rising ubiquity of organizational conflict in both profoundly developed (for example Netherlands, Italy, UK and less developed EU nations (for example Romania, Greece, Portugal). Different investigations have additionally affirmed expanding proportions of organizational conflict and implementation of projects in numerous nations around the globe, for example, Canada, Australia, Japan and USA (International Labor Organization, 2011; OECD, 2012). The increasing popularity of organizational conflict practices is a consequence of both the organizations' desire to implement its' projects to completions.

Since various studies on organizational conflict shows that organizational conflict is obviously unavoidable, it is unmistakably important for managers to have the choice to see the source of the contention or conflict, to see it's gainful similarly as harming potential, to make sense of how to regulate conflict and to realize resolving conflict in a viable manner (Binder, 2007). However, over the latest 25 years, various researchers have changed their points of view concerning organizational conflict and implementation of projects globally. Conflict is at present seen as having the potential for positive development which forms the basis the current study.

According to Bannon &Collier (2017) he proposed that within any social or authoritative framework, there are task roles for every single individual from the task job set. The task role characterizes a person's positions, obligations, duties, and authorities inside the various hierarchical system of the association. Because of this assortment of task requests for each errand job tenant, task job conflict become inescapable in the associations. Task job conflict happens in a circumstance where the task job occupant encounters irregularities in the job requests to such an extent that the jobs requested of him are contradicting, uncertain, mistaking or conflicting with each other or with one.

There is developing proof which recommends the capability of job hypothesis as a system for understanding the connections and results of individual practices in associations, yet exact empirical studies have been very few and have only here and there concentrated on the impacts of job clashes on worker fulfillment and execution, by and large, research around these are have prompted clashing discoveries and conclusions. Burton (2016) explored the relationship of job struggle to representative fulfillment and execution with 142 directors looked over an enormous industrial association. The role conflict of directors was estimated with Stogsdill and work analysis structure, while work fulfillment was estimated with the job fulfillment scale. The performance of employees was resolved through unrivaled administrator's appraisals of the subject, on a seven-point scale. The researcher who utilized zero request correlation in their investigation inferred that job conflict was neither identified with job fulfillment nor to worker fulfillment and execution. The current study sought to determine how task role conflict influenced the execution of the County Projects in Kenya.
Relational conflict can be seen as a debate that happens when interests, values or objectives of different individuals or groups are conflicting with one another (Cheston and Phillips, 2018). These outcomes into a situation whereby they perplex each other attempting to achieve their objectives. Conflict arises in groups as a result of the lack of freedom, assets and positions. Those who favor freedom will in general oppose the requirement for relationship and, somewhat, congruity inside a group. People who search for power in this manner fight with others for position or status within the group. Conflict is a piece of organizational life and may occur between individuals, between a person and the group, and between groups (Cheston and Phillips, 2018).

A recent worldwide perspective on conflict is the integrationist point of view, which acknowledges that dispute is a positive force and fundamental for successful performance. This approach energizes a base level of dispute inside the group so as to empower self-criticism, change and innovation, and to help forestall lack of concern or too extraordinary a resistance for congruity and the norm. A study by Binder (2007) considers conflict to be an indication of a sound organization—to a certain degree. Conflict, as such, isn't really positive or negative yet an inevitable component of organizational life and should be decided regarding its consequences for performance. As indicated by Chuach and Cheung, 2018), this is a sensible perspective on hospitality associations on the grounds that an interdepartmental clash is a typical event, especially at the kitchen/eatery interface. In any case, instead of being ruinous, the contention may really be utilized to upgrade progressively powerful and effective creation and administration frameworks. Nonetheless, most assessments propose that negative impacts are the more pervasive, and this clarifies why most organizations find a way to lessen inward conflict which is the basis for the current study.

Studies in countries in Africa; South Sudan, Central African Republic, Cote d'Ivoire, Burundi, Guinea, Democratic Republic of Congo, Liberia, Sierra Leone, and Mali have been developed (Munduate, Ganaza and Peiro, 2018) shows that there is necessity to improve performance of worker’s through organizational conflict management practices. So as to accomplish performance there is need to adjust the organizational focuses on the workers’ agreed measures, capacities, competency prerequisites, improvement plans and the results conveyance. In spite of the fact that performance has been customarily conceptualized as far as monetary terms, a few researchers have proposed more extensive execution develop that fuse non-finance related measures including obligation, integration, among others.

Statement of the Problem

As indicated by the Auditor General Report (2018), county governments in Kenya have got a major challenge when it comes to the completion of their projects in time. A number of the projects were found to be white elephants; in fact some of them abandoned due to various issues among them, failure to effectively manage the human resources conflict. For instance, in Busia County, the number of projects left incomplete since 2013 have increased from 6 to 12 by 2019 (Budget Controller, 2019 Annual Report). This has been attributed to the failure in the county government to define tasks of employees (Auditor General Report, 2018), inability to effectively handle intra-group conflicts, intergroup conflicts and the failure to institute proper organizational set up in the county government. According to Busia County (2019) Annual Report, the county government should strive to resolve the conflicting issues amongst its workforce, eliminate the corruption practices bedeviling them in order to channel resources towards the full implementation of their own projects.
Many researchers have been carried out linking task role conflict practices and implementation of projects (Mguigua, 2017). However there is inadequate literature concerning the relationship between the two variables in Busia County. Therefore there is a significant gap between task role conflict and its influence in projects implementation in County Government of Busia, Kenya.

Theoretical Framework

Leadership Contingency Theory

The Leadership Contingency Theory was the main theory. The theory was suggested by the Austrian psychologist Fiedler, (1964). It emphasized on the importance of both the leader's character and the circumstance under which the leader works. It is a hypothesis of organization that asserts that there is no most perfect way to deal with a company, to lead an organization, or to choose. Rather, the ideal strategy is dependent upon the inside and outer limitations which include the managerial assumption about the employee, the organization size, its adaptation to its environment, variances among resources and operation activities, strategies and technology used. The theory describes that performance of employee is as an outcome of two factors interacting situational favorable and leadership style. Fiedler further states the effective decision procedure depends on the situation and the mount of relevant information and the likelihood that subordinates will co-operate in trying to make a good decision if followed to co-operate.

Fundamentally, contingency theory states that when managers choose a decision, they think about all pieces of the current situation and follow up on those points of view that are basic to the present condition. The significance of this theory to the research study will be to improve the projects implementation in Busia County, the management should therefore analyze a situation and determine what variables impact the choice to execute a particular system for conflict management in the association.

Human Relation Management Theory

This theory was proposed by Mayo (1919), who investigated the effects of social relations, motivation and worker satisfaction on manufacturing plant profitability. Mayo stressed on the intensity of natural group, in which social angles take need over organizational functional structures, the necessity for integral correspondence, where correspondence is two way, from employee to CEO also, and the advancement of top notch administration to pass on objectives and to ensure practical and sound decisions. Organizations need their workers to have the option to viably bestow and pass on information, to have the option to interpret others' feelings, to be available to others' emotionally, and to have the option to solve conflicts and reach at resolutions this hypothesis doesn't perceive conflict as a force that is creative. By having these abilities, the workers in the management positions and the client can keep up increasingly good relations. A portion of the management of conflict strategies are connected to this hypothesis, whereby incorporating strategic targets at solving conflict through two way correspondence and it shows worry for both self and other workers, additionally struggle is viewed as awful or an issue simply like maintaining a strategic distance from system does. This theory may be of essence to Busia County if they choose to use accommodative strategy to manage conflicts.
The research study was steered by the Game Theory and games which was proposed by Schelling (1960). The theory states and emphasizes on the fact that the two groups involved in a conflict have interdependent interests and their fates are tied together. Game theory perceives that the cooperative, just as serious interests, might be entwined in conflict. This theory has made a great contribution to the work by social researchers by planning in numerical terms the issue of conflict of interests. The theory is well explained by Schelling’s (1960) phrase: the mixed-motive nature of conflict. The cooperative aspect emphasizes on bargaining and negotiation where the clashing groups show up at a commonly satisfactory understanding that improves the outcome of each party. On the other hand, the competitive aspect focuses on how one party can use bargaining tactics so as to win or at least do better than the other.

According to Rapoport & Orwent (1962), this theory is therefore taken as a sensible theory of judgment making in times conflict circumstances. Such circumstances models as considered in the game hypothesis include: a lot of decision-makers, a resource of strategies accessible to every player, a lot of results which results from the choice of specific selections of procedures made by the players on a given play of the game and a ton of payoffs agreed to every player in every one of the potential results.

The theory is useful for the study since it assumes that each player is rational and his choices are ordered according to the outcomes and magnitude of the expected returns. Since each player is viewed as rational, he utilizes the knowledge of the other player’s payoff in directing his decision of methodology since it gives him data around how the other player’s choices are guided. Since the payoffs for each party are different, this becomes a game of strategy where the situation involves conflict of interests. When a player chooses his strategies through probability, they are called mixed strategies. They determine a probability distribution of the outcomes, hence influencing the payoffs accruing to a player. Therefore, a player’s choices are guided by an endeavor to augment his normal result which is why the theory has been adopted for the current study.

Empirical Literature

A study by Bannon & Collier (2017) examined the relationship of role conflict to worker fulfillment and task execution in Britain, with 142 managers chosen from a huge industrial association. The role conflict of administrators was estimated with stogdill and work analysis structure while work fulfillment was estimated with the job fulfillment scale. Performance of employee was determined through superior managers' appraisals of the subject, on a seven point scale. The scientist who utilized zero order relation in their examination inferred that job conflict was neither identified with work fulfillment nor to representative fulfillment and execution. This study was done in Britain which is a developed country and it focused on role conflict and employee performance however this study was done a developing economy and focused on task role conflict and implementation of projects in the county governments.

On the contrary, a study by Barbuto et al. (2007) in their own evaluation of the effect of role conflict on worker fulfillment and execution in South Africa, utilizing 530 lower level, administrative and managerial workers concluded that representatives in the three classifications who experience more prominent conflict than their partners reported lesser fulfillment in their occupations. With respect to the impact of role conflict on worker who experience, it was similarly found that representative who experienced lesser level of conflict were apprised as a preferable performer over workers under high level of role conflict.
Besides, Boulden (2017) utilizing multivariate examination of fluctuation (MANOVA) and an example of 64 non-scholarly clerical workers, demonstrated that workers who were under high level of role conflict communicated lower fulfillment with their occupations than workers who were under low degrees of role conflict. However, a repeated measure examination of execution rating neglected to separate the individuals who experienced high level of role conflict from the individuals who experienced low level of role conflict. They accordingly, proposed that role conflict doesn't have any antagonistic impact on the implementation of projects.

A study by William et al., (2018) in Austria, states the organizations experience intra-group conflicts. The study identifies two fundamental types of intra-group conflict that organizations faces as relationship conflict and undertaking conflict. In relationship strife, individuals in the groups conflict with relational associations paying little regard to the assignment or objective of the group. On the off chance that a group is facing errand strife, people from the group have a contrast about the acknowledged techniques for achieving an objective or fight to agree on an appropriate target. In either sort of intra-group conflict, individuals are in risk of hurting individual relationships and forgetting to achieve the goals or objectives. Intra-group conflict in organizations can divert members of the group from creating important outcomes. Further, significant levels of relationship conflicts increase group individuals' desire to find employment elsewhere or organization while elevated levels of task conflict improve the probability that a group would encounter relationship conflict too. Relationship conflicts likewise add to negative full of feeling responses that can cause enthusiastic pain in the group members.

Another study by Albert (2001) in Kenya, examined the impact of role conflict on workers fulfillment used 272 workers drawn from a public utility from Midwestern. The examination of variance (ANOVA) was utilized in the investigation. He concluded that there was no distinction in the level of role conflict understanding at work, between workers whose job attributes were more wonderful than workers whose employments were less fascinating rather than on the implementation of projects. There have been very few studies and have only sometimes centered around the impacts of undertaking role conflict on usage of implementation of projects in County Governments in Kenya, generally, studies here have prompted clashing discoveries and conclusions. This investigation thusly looks to set up the impact of task role on execution of tasks in county government of Busia, Kenya.

**Methods**

This research study utilized a descriptive research design. Research was carried out in the County Government of Busia which is one of the four areas in Western Kenya namely, Vihiga, Kakamega and Bungoma. The target population consisted of 127 respondents: Seven (7) Sub-County Project Managers and 120 project supervisors (Human Resource Department, Busia County, 2020), See Table 3.1. The unit of analysis was the individual informant defined project managers and project supervisors. The project managers were selected because they as are in charge of county project management team. The project supervisors were selected because they are responsible for the implementation and completion of the projects. The sample consisted of seven (7) Sub County Project Managers and 120 project supervisors’ who were selected using census technique as postulated by Mugenda and Mugenda (2008) since the study population is small. Therefore seven (7) Sub County Project Managers and 120 project supervisors’ were selected totaling to 127 respondents. The respondents were categorised into Sub County Project Managers and project supervisors’
who were purposively chosen based on their responsibilities. Primary data (quantitative data) was collected with the use of the structured questionnaires. The pilot study was conducted in County Government of Bungoma involving one (1) project manager and 12 project supervisors. It involved conducting an initial test, the pretest sample was 10% relying on the size of the sample. The results were utilized to compute the relationship coefficient. The correlation co-efficient ranged from $0.7 \leq \alpha < 0.8$. Reliability analysis yielded Cronbach alpha value of 0.830, therefore, the test items were retained and used in this study hence considered reliable. The study used construct validity and content validity. Data analysis used both descriptive and inferential statistics where inferential statistics tested the following research hypothesis at p-value of 5% (0.05) at confidence interval of 95%: $H_0$: Task role conflict has no significant influence on the implementation of projects in the County Government of Busia.

Findings and Discussions
Task Role Conflicts and Implementation of Projects

The objective on the task role conflicts had eight (8) questions; their means ($\bar{x}$s), standard deviations (SDs), Skewness (extent to which a given distribution varies from a normal distribution) and Kurtosis (measure of outliers present in the distribution) results are as shown in the Table 1.

Table 1: Descriptive Statistics of Task Role Conflicts and Implementation of Projects

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Statistic</td>
<td>Statistic</td>
<td>Statistic</td>
<td>Std. Error</td>
</tr>
<tr>
<td>Team members disagree about the content strategic decisions</td>
<td>124</td>
<td>3.2177</td>
<td>1.19321</td>
<td>-0.723</td>
<td>0.217</td>
</tr>
<tr>
<td>Members of the team don’t agree on a work-related tasks like approval of certain policies and bills</td>
<td>125</td>
<td>2.3920</td>
<td>1.30072</td>
<td>0.733</td>
<td>0.217</td>
</tr>
<tr>
<td>Role conflicts exist among members of the team</td>
<td>125</td>
<td>2.0880</td>
<td>1.27010</td>
<td>1.008</td>
<td>0.217</td>
</tr>
</tbody>
</table>
Members of the team disagree on organizational policies and procedures

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<tbody>
<tr>
<td></td>
<td>122</td>
<td>3.8607</td>
<td>1.36252</td>
<td>-0.720</td>
<td>0.219</td>
<td>-0.969</td>
</tr>
</tbody>
</table>

Members of the team disagree on methods or x̅s of completing a task.

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<tbody>
<tr>
<td></td>
<td>123</td>
<td>2.2764</td>
<td>1.23674</td>
<td>1.095</td>
<td>0.218</td>
<td>0.203</td>
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</tbody>
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Members of the team have varying views about how to allocate scarce resources

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<tbody>
<tr>
<td></td>
<td>124</td>
<td>2.5242</td>
<td>1.57967</td>
<td>1.615</td>
<td>0.217</td>
<td>5.181</td>
</tr>
</tbody>
</table>

Members of the team disagree on recruitment and selection methods and on who to employ

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<tbody>
<tr>
<td></td>
<td>123</td>
<td>2.6260</td>
<td>1.28929</td>
<td>0.661</td>
<td>0.218</td>
<td>-0.827</td>
</tr>
</tbody>
</table>

Members of the team disagree on appointment and promotion of employees

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<tbody>
<tr>
<td></td>
<td>124</td>
<td>2.5000</td>
<td>1.35250</td>
<td>0.571</td>
<td>0.217</td>
<td>-1.022</td>
</tr>
</tbody>
</table>

Valid N (list wise) 115

The question on whether the team members disagreed about the content strategic decisions had a mean (x̅) of 3.2177 with standard deviation (SD) of 1.19321, with skewness of -0.723 and kurtosis of -0.866. The question on members of the team not agreeing on a work-related tasks like approval of certain policies and bills had a x̅ of 2.3920 with SD of 1.30072, with skewness of 0.733 and kurtosis of -0.732; on whether role conflicts existed among members of the team had a x̅ of 2.0880 with SD of 1.27010, with skewness of 1.008 and kurtosis of -0.202; on whether members of the team disagreed on organizational policies and procedures had a x̅ of 3.8607 with SD of 1.36252, with skewness of -0.720 and kurtosis of -0.969; on whether members of the team disagreed on methods or x̅s of completing a task had a x̅ of 2.2764 with SD of 1.23674, with skewness of 1.095 and kurtosis of 0.203; on the question whether members of the team had varying views about how to allocate scarce resources had the x̅ of 2.5242 with SD of 1.57967 with skewness of 1.615 and kurtosis of 5.181; on whether members of the team disagreed on recruitment and selection methods and on who to employ had a x̅ of 2.6260 with SD of 1.28929, with skewness of 0.661 and kurtosis of -0.827 and on the question whether members of the team disagreed on appointment and promotion of employees had the x̅ of 2.5000 with SD of 1.35250 with skewness of 0.571 and kurtosis of -1.022. The views from the respondents did not vary significantly on the questions asked on...
Table 2: Task Role Conflict and Implementation of Projects

Model Summary

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.425a</td>
<td>0.181</td>
<td>0.174</td>
<td>1.04524</td>
<td>0.181</td>
<td>27.185</td>
<td>1</td>
<td>123</td>
<td>0.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Implementation of Projects
b. Predictors: (Constant): Task role conflicts

Table 3: Task Role Conflict and Implementation of Projects

Coefficientsa

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>95.0% Confidence Interval for β</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>β</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Lower Bound</td>
</tr>
<tr>
<td>(Constant)</td>
<td>0.772</td>
<td>0.389</td>
<td>1.986</td>
<td>0.049</td>
<td>0.003</td>
</tr>
<tr>
<td>1</td>
<td>OBJ1</td>
<td>0.733</td>
<td>0.141</td>
<td>0.425</td>
<td>5.214</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Project implementation of County Government of Busia
b. Independent Variable: Task Role Conflict

Significance level ≤0.05

The results are as shown in Tables 2 and 3. In the regression analysis, beta (β) coefficient is the degree of change in the outcome variable (project implementation) for every 1-unit of change in the predictor variable. R is the correlation coefficient; R-squared (R²) is the coefficient of determination which explains the percentage of variance in the outcome variable that is explained by the independent variable(s); F-value explains a significant amount of variance in the dependent variable (project implementation); t-test assesses whether the beta coefficient is significantly different from zero. If the beta coefficient is not statistically significant (that is, the t-value is not significant). Regression coefficient (B),beta (β) coefficient, analysis of variance (ANOVA) and t-test were used to test the hypothesis at 0.05% significance level, with 95% confidence interval, which is acceptable in social sciences. The first study tested the following null hypothesis:
H₀₁: Task role conflict has no significant influence on project implementation in County Government of Busia.

Results show that task role conflict had a positive, linear and significant (p-value is less than 0.05) effect on the project implementation of County Government of Busia (regression coefficient, β=0.733, correlation coefficient, R=0.425, beta=0.425, ANOVA, F (1,123)=27.185 and t-test value, t=5.214). The results illustrated that there was a statistically significant positive relationship between task role conflict and project implementation of County Government of Busia. Task role conflict explained 18.1% (R² = 0.181) variations in the project implementation of County Government of Busia.

The test criterion was set such the study rejects the null hypothesis H₀ if β₁≠0. Regression results were achieved when the variables of task role conflict were regressed with x of project implementation of the County Government of Busia and the results are as shown in Table 4.14. The results are represented in the following model:

\[ Y = \beta_0 + \beta_1X_1 + \varepsilon \]

Where Y= project implementation,
\( \beta_0 = 0.772 \) (constant)
\( \beta_1 = 0.733 \)
\( X_1 \) = task role conflict
\( \varepsilon \) = error term

Replacing in the equation above, the model becomes:

\[ Y = 0.772 + 0.733X_1 \]............Eq. 1

In the test criterion, the null hypothesis is accepted when the p-value is more than 5% (0.05) and the null hypothesis is rejected when the p-value is less than 0.05. From these results, the null hypothesis was rejected since a positive, linear and significant (p-value is less than 0.05) relationship was established between task role conflict and project implementation of the County Government of Busia. These findings were in agreement with past studies. A study by Barbuto & Collier (2007) in their own evaluation of the effect of role conflict on worker fulfillment and execution in South Africa, utilizing 530 lower level, administrative and managerial workers concluded that representatives in the three classifications who experience more prominent conflict than their partners reported lesser fulfillment in their occupations. With respect to the impact of role conflict on worker who experience, it was similarly found that representative who experienced lesser level of conflict were appraised as a preferable performer over workers under high level of role conflict. Besides, Boulden (2017) utilizing multivariate examination of fluctuation (MANOVA) and an example of 64 non-scholarly clerical workers, demonstrated that workers who were under high level of role conflict communicated lower fulfillment with their occupations than workers who were under low degrees of role conflict. However, a repeated measure examination of execution rating neglected to separate the individuals who experienced high level of role conflict from the individuals who experienced low level of role conflict. They accordingly, proposed that role conflict doesn't have any antagonistic impact on the exhibition of the clerical workers.
A study by Muigai, (2014) in Kenya, utilizing examination of fluctuation and different relapse procedure, researched the impact of job struggle on fulfillment and execution among 161 emergency hospital proficient workforce. The outcome demonstrated that the role conflict influenced the fulfillment of workers adversely. People who were categorized as being lowly fulfilled experienced more clash in their employments than their partners who were categorized as fairly fulfilled. For the situation on the job execution, role conflict did not have any critical impact on the individual execution of the workers. However, there was a noteworthy collaboration between role conflict and occupation fulfillment in deciding the employees' performance. Another study by Albert (2001) in Kenya, examined the impact of role conflict on workers fulfillment used 272 workers drawn from a public utility from Midwestern. The examination of variance (ANOVA) was utilized in the investigation. He concluded that there was no distinction in the level of role conflict understanding at work, between workers whose job attributes were more wonderful than workers whose employments were less fascinating.

Conclusions and Recommendations

There was a statistically significant positive relationship between task role conflicts and project implementation of County Government of Busia. Task role conflict explained 18.1% (R$^2 = 0.181$) variations in the project implementation of County Government of Busia. The null hypothesis that, task role conflict has no significant influence on the implementation of projects in the County Government of Busia was rejected and the alternate accepted.

Recommendations of this piece of work are: The management of the County Government of Busia should invest more and train its staff on influence of organizational conflicts and how these influence implementation of the projects. Organizations should come up with strategies on handling task role conflicts, intra-group conflicts and inter-group conflicts since these have adverse influence on the implementation of projects in the County Governments in Kenya. The County Government of Busia should make certain that policies and communication are clear and consistent, and make the rationale for decisions transparent.

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