ORGANIZATIONAL CONFLICT AND THE PERFORMANCE OF HOTELS IN ALIMOSHO LGA, LAGOS STATE, NIGERIA

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Abstract

Conflict is a fact of life in any organization as long as people compete for job, resources, power recognition and security. This study was undertaking to examine the causes, effect and strategy on how to manage conflict effectively to enhance organizational performance. Five hotels in Alimosho Local Government in Lagos state were used for the study. Structured questionnaire was the major instrument for data collection as both primary and secondary data were used. This study discovered that conflicts occur in hotel organizations as a result of scarcity of resources, poor planning, competition and performance criteria amongst others. If conflict is not well and timely managed, it can lead to low productivity. This study also discovered that occasionally conflict produces positive result, if it is well managed. Accordingly, it is recommended that organization should pay attention to the conflicting parties and negotiate between the parties involved in the conflict what should be adopted in resolving conflict while force should not be used in resolving conflict

Keywords: Conflict, Management, Organization, Performance, Productivity

1.0   INTRODUCTION

Hotel industry has different departments whereby they communicate and interact with each other which may lead to conflict. Conflict is generally regarded as disagreement regarding interest or ideas (Esquival & Kleiner, 2009). Conflicts are inevitable part of organizational life since the goals of different stakeholder such as manager and staff are often incompatible (Jones, Gorge and Hill, 2010). Conflicts commonly arise when employees interact in organization and compete for scarce resources. Employee in various organization are organized into manageable groups in order to achieve common goal, therefore, the probability of conflicts to arise is very high (Barker, Kothy, Watson, and Ribler, (2009).

Conflict is viewed as natural due to life's uncertainty. Conflict is good and necessary because it can stimulate innovative thinking when it is managed in the right way. Lacking conflict, thoughts and action are performed because they are habitual. Conflict allows an examination of the necessity of these thoughts and actions. People find it easier to live with unresolved misunderstanding than facing the fact that fundamental differences do exist, and this demand recognition and appropriate management (Deetz, & Sheny, 2009).

Historically, the following views on conflict are identified:

1. **Traditional View**: One school of thought says that conflict must be avoided as it reflects malefaction within the group. Conflict is viewed negatively and is associated with violence and destruction. Conflict is a result of poor communication and a lack of trust between people. Conflict can be eliminated or resolved only at high level of management. According to this view, all conflict should be avoided. Thus, there is need to pay attention to the cause of conflict and correct them in order to improve group and organization performance. Most conflict have negative connotation, invoke negative feeling and often lead to destruction. Whether the effect of conflict

is good or bad depends on the strategies used to deal with it (Rahim, 2012).

2. **The Human Relation or Contemporary View**: Conflict is a natural occurrence in all groups. The human relations school accepts conflicts. It believes that conflict may benefit a group's performance. Disputes happen from time to time and it is not wise to put too much effort into avoiding or preventing the conflict. Concentrating only on large or critical conflicts allow people to resolve the conflict in a better and more effective way (Leug, 2010). According to this view, conflict is seen as a natural and inevitable outcome of people working together in groups and teams. Thus, it needs not necessarily to be viewed negatively, but rather positively as a potential force in contributing to the performance of individual (Robbin, 2008).

3. **The Integrationist View**: According to this view, conflict is not only a positive force, but is also necessary for an individual to perform effectively. Resolving conflicts means changing normal processes and procedures in an effort to improve individual productivity or introduce innovative system (Robbin, 2008).

Robbins, (2008), posits that conflict is necessary to perform effectively, but not all conflicts are good. This school of thought has identified several types of conflict.

1. Task conflict relates to the content and goals of the work;
2. Relationship conflict, which focuses on interpersonal relationship; and
3. Press conflict, which relates to how the work gets done.

Friction occurs in nearly every interaction between human beings. There will be misunderstanding, conflicts, personality clashes and petty jealousy. Conflicts would arise between individuals and groups if the goals are not specified for individuals within group (Duke 2018). Organization must be prepared to deal with these or else the organization will not run effectively. Where a group of people gather in an organization, conflict is definably present and therefore the need to manage conflict.

This research work investigated the sources of conflicts in departments, examined the positive and negative effects of conflict and provided strategies to resolve conflicts in hotel organizations.

The following hypothesis were tested

H_{o1}- Conflict does not yield positively on the performance of an organization

H_{o2}- Conflict does not yield negatively on the performance of an organization

2.0   MATERIALS AND METHODS

The study was carried out in Lagos, specifically Alimosho Local Government Area in Ikeja Division. The hotels understudied were due to their location, facilities and service offered. The population for this study comprises of staff and managers of all the five selected hotels. They served as respondents' to structured questionnaire on organizational conflict on the performance of the hotel industry. The target population was selected with equal chances of 5 managers, 5 supervisors and 10 members of staff from each hotel which were selected purposely for the study. One hundred (100) copies of structured questionnaires were distributed, and the effective response (96) rate was 96%.. Analysis of the research study was carried out using descriptive statistics technique. The descriptive part of the analysis comprises of frequency and percentage adopted for the socio-demographic information and responses on effect of organizational conflict on the performance of hospitality industry. Chi-Square Test of Significance was adopted to confirm performance of validity.

3.0   RESULTS AND DISCUSSION

Table 1, shows that about 46% of the respondents' are male and 54% of the respondents'' are female. This implies that there are more female staff than male staff, this could be due to the fact that female show

more interest in hotel business. Item 2 shows that about 56% of the respondents'' are single and about 22% are married and 4% widowers. This indicates that majority of the respondents'' are single, this could be as a result of less responsibility of single compared to married. Item 3 shows that 43% of the respondents'' belong to the age between 26-35years, 31% belong to age 16-25years,

Table 1: Frequency and Percentage Analysis of Respondents'' Socio-Demographic Information

S/N	Items		Frequency	Percentage (%)
1	Gender	Male	44	45.8
		Female	52	54.2
		Total	96	100
2	Marital Status	Single	54	56.3
		Married	21	21.9
		Widow	10	10.4
		Widower	4	4.2
		Divorced	7	7.3
		Separated	0	0
		Total	96	100
3	Age	16 – 25 years	30	31.25
		26 – 35 years	41	43
		36 – 45 years	17	18
		46 -60 years	8	8.3
		Total	96	100
4	Educational Status	SSCE/GCE	16	17
		NCE/OND	30	31.25
		HND/BSc.	44	46
		MSc. /MBA	6	6.25
		Total	96	100
5	Length of Service	1-5years	46	48
		6-10years	34	35.4
		11-15years	12	12.5
		16-20years	2	2.1
		20years and above	2	2.1
		Total	96	100
6	Religion	Christian	70	72.9
		Muslim	12	14.5
		Traditional	14	14.5
		Total	96	100
7	Department	Front office Department	30	33.3
		Food and beverage Department	30	33.3
		Housekeeping Department	20	20.8
		Maintenance Department	6	6.25
		Account Department	10	10.4
		Total	96	100
8	Job Title	Front office Department	4	4.1
		Food and beverage Department	44	45.8
		Housekeeping Department	50	52
		Total	96	100

while 8% belong to the age 46-60years. This implies that 26-35years age ranges are energetic, matured and experienced. Item 4 shows that 46% are HND/BSC holders 31.25% are OND/NCE holders while about 17% are SSCE/GCE holders. This implies that majority of the respondents'' are HND/BSC holders. This could be due to the fact that HND/BSC holders are more experienced and therefore employed on the job. Item 5 shows that 48% of the respondents'' are under service between 1-5years, 35.4% are between 6-10year while 2% are between 16-20years and 20years above. The data above shows that staff that are experienced between 1-10 years have higher values and this could be due to the

fact that they have qualification. Item 6 on Table 1, shows that about 73% of the respondents'' are Christians, 12.5% are Muslims while 14.5% of the respondents'' are Traditional adherers. This implies that the staff are religious. Item 7 shows the respondents'' departments, 33% are in the front office department, 33% are in food and beverage department, about 21% are in housekeeping department, 6% are in maintenance department and 10% are in accounts department. Item 8 shows that 2% are floor workers, 46% are junior staff and 52% are senior staff. This implies that majority of the respondents'' are senior staff.

Table 2: Frequency and Percentage Distribution of How Conflict Occurs in Department

S/N	Items		Frequency	Percentage (%)
1	Security of Resources	Very often	33	34.4
		Often	41	42.7
		Occasionally	19	19.7
		Not at all	3	3.1
		Total	96	100
2	Departmental concepts	Very often	41	42.7
		Often	27	28.1
		Occasionally	19	19.7
		Not at all	9	9.3
		Total	96	100
3	Lack of communication	Very often	41	42.7
		Often	25	26
		Occasionally	21	21.8
		Not at all	9	9.3
		Total	96	100
4	Competition	Very often	39	40.6
		Often	21	21.8
		Occasionally	19	19.7
		Not at all	17	17.7
		Total	96	100
5	Poor planning	Very often	65	67.7
		Often	11	11.4
		Occasionally	13	13.5
		Not at all	7	7.2
		Total	96	100
6	Performance criteria	Very often	35	36.4
		Often	27	28.1
		Occasionally	13	14.5
		Not at all	23	23.9
		Total	96	100

Table 2, depicts respondents'' opinion on how scarcity of resources causes conflict in departments. Item 1 shows that 34% of the respondents' agreed that scarcity of resources causes conflict in their department very often, about 43% opted often, about 20% opted occasionally and 3% claimed that there is no conflict in their department. Item 2 on the table shows that departmental concept causes conflict in the department. The table also revealed that, about 43% of the respondents' agreed that departmental resources causes conflict in their department very often, 28% opted often, about 22% opted occasionally while 9% of the respondents' do not experience conflict in scarcity of resources. The item 3 of the table depicts how lack of communication, causes conflict in departments, about 41% of the respondents' agreed that lack of communication causes conflict in department very often, about 22%

opted often, 22% agreed occasionally and 10% do not experience conflict in their department. Item 4 revealed that about 43% of the respondents' claimed completion causes conflict very often in their department, about 22% claimed often, about 20% occasionally and about 18% claimed competition does not cause conflict in their department. Item 5 of the table shows poor planning causes conflict in department, the data revealed that about 68% of the respondents' claimed that poor planning causes conflict very often in their department, 11% opted often, 13.5% opted occasional while 7% claimed that poor planning does not cause conflict in their department. Also, the item 6 on the table revealed that 36% of the respondents' claimed that performance criteria causes conflict in their department very often, 28% claimed often, 14.5% opted occasional and about 24% claimed it does not happen..

Table 3:   Frequency and Percentage Analysis of Result on Positive Effects of Conflic**t**

S/N	Items		Frequency	Percentage (%)
1	Building team cooperation	Strongly disagree	19	19.7
		Disagree	13	13.5
		Agree	35	36.4
		Strongly agree	29	30.2
		Total	96	100
2	Helping individuals to develop	Strongly disagree	15	15.6
		Disagree	13	13.5
		Agree	39	40.6
		Strongly agree	29	30.2
		Total	96	100
3	Skills on how to manage conflict	Strongly disagree	4	4.1
		Disagree	14	14.5
		Agree	49	51
		Strongly agree	29	30.28
		Total	96	100
4	Improving quality decision	Strongly disagree	17	17.7
		Disagree	13	13.4
		Agree	29	30.2
		Strongly agree	37	38.5
		Total	96	100
5	Productivity	Strongly disagree	15	15.6
		Disagree	13	13.5
		Agree	31	32.2
		Strongly agree	37	38.5
		Total	96	100

Table 3, above reveals respondents' opinion on how the items in 1- 5 yield positively on conflict. Item 1 depicts that about 20% of the respondents' strongly disagreed that building team cooperation yield conflict positively, 13.5% disagreed, 36.4% agreed while 30% of the respondents' strongly agreed that building team cooperation yield conflict positively. Item 2 on the table shows how helping individuals to develop yield conflict positively. The data reveals that about 16% of the respondents' strongly disagreed that helping individuals to develop yield conflict positively, 13.5% disagreed, about 41% agreed while 30% strongly agreed that helping individuals to develop yield conflict positively. The item 3 of the table reveals how

skills on how to manage conflict yield positively. The data shows that 4% strongly disagreed, about 15% disagreed, 51% agreed and 30% are strongly agreed that skills on how to manage conflict yield positively. Item 4 on the table shows how improving quality decision yield conflict positively. About 18% of the respondents' strongly disagreed, 13% disagreed, 30% agreed and 38% strongly agreed that improving quality decision yield conflict positively. Item 5 of the table shows how productivity yield conflict positive, about 17% strongly disagreed, 13.4% disagreed, 32.2 % agreed and 38.5% strongly agreed that Improving quality decision yield conflict positively.

Table 4:　　　　Frequency and Percentage Analysis on Negative Effects of Conflict

S/N	Items		Frequency	Percentage (%)
1	Lack of cooperation	Strongly disagree	33	34.3
		Disagree	13	13.5
		Agree	29	30.2
		Strongly agree	21	21.8
		Total	96	100
2	Wasting of resources	Strongly disagree	27	28.1
		Disagree	17	17.7
		Agree	31	32.2
		Strongly agree	21	22.9
		Total	96	100
3	No productivity	Strongly disagree	35	36.4
		Disagree	11	11.4
		Agree	31	32.2
		Strongly agree	19	19.7
		Total	96	100

Table 4, reveals respondents' opinion on how the items in 1- 3 yield conflict negatively. Item 1 shows that 34% of the respondents', strongly disagreed that lack of cooperation yield conflict negatively, about 14% disagreed, 30% agreed while about 22% of the respondents' strongly agreed that lack of cooperation yield conflict negatively. Item 2 on the table reveals how wasting of resource

yield conflict negatively. 28% strongly disagreed, about 18% disagreed, 32% agreed while about 23% strongly agreed that wasting of resource yield conflict negatively. Item 3 on the table shows how no productivity yield conflict negatively, 36% strongly disagreed, 11% disagreed, 32% agreed and about 20% strongly agreed that no productivity yield conflict positively.

Table 5:　　　　Frequency and Percentage Analysis on Strategies to Resolve Conflict

S/N	Items			Frequency	Percentage (%)
1	Using of body language during discussion		Strongly disagree	24	25
			Disagree	2	2
			Agree	41	42.7
			Strongly agree	29	30.2
			Total	96	100
2	Provision of facilities and equipment		Strongly disagree	11	11.4
			Disagree	7	7.2
			Agree	45	46.8
			Strongly agree	33	34.3
			Total	96	100
3	Provision of friendly atmosphere in work place		Strongly disagree	5	5.2
			Disagree	1	1.0
			Agree	37	38.5
			Strongly agree	53	55.2
			Total	96	100
4	Encouragement of open communication		Strongly disagree	5	5.2
			Disagree	1	1.0
			Agree	37	38.5
			Strongly agree	53	55.2
			Total	96	100
5	Pairing staff that are usually involved in conflict		Strongly disagree	25	26
			Disagree	13	13.5
			Agree	29	30.2
			Strongly agree	29	30.2
			Total	96	100

Table 5, above shows respondents' opinion on helping to solve conflict. Item 1 shows that 25% of the respondents' strongly disagreed that using of body language during discussion will help to solve conflict, 2% disagreed, and about 43% are agreed while 30% of the respondents' strongly agreed that Using of body language during discussion will help to solve conflict. Item 2 on the table shows how provision of facilities would help to solve conflict, 11% of the respondents' strongly disagreed, 7% disagreed, about 47% agreed while 34% strongly agreed that provision of facilities would help to solve conflict. The item 3 data in the table reveals how provision of friendly atmosphere in work place would help to resolve conflict. The data shows that 5% strongly disagreed, 1% disagreed, 39% agreed and 55% strongly agreed. Item 4 on the table reveals how encouragement of open communication would help in solving conflict, 5% of the respondents' strongly disagreed, 1% disagreed, about 38.5% agreed and 52% strongly agreed that encouragement of open communication would help in solving conflict. Item 5 of the table shows how pairing staff that are usually involved in conflict would help in solving conflict. The table shows that 26% strongly disagreed, 13.5% disagreed, 30% agreed and 30% strongly agreed.

Discussion

From the result obtained, the finding shows that hospitality industries experience organizational conflict. From the result, poor planning occur often which takes 60%, conflict is a result of poor planning (Deetz, et al., 2009), and from the result 43% staff strongly agreed that lack of communication cause conflict in the industry, followed by

departmental concept 43%. Resource scarcity leads to a conflict because each person that needs the same resource necessarily undermines other who pursue their own good (Mcshare &Conlon, 2008). The result shows strategies to resolve conflict in hospitality industries, 55% staff strongly agreed that provision of friendly atmosphere in work in place can resolve conflict and 55% staff agreed that encouragement of open communication can resolve conflict.

TESTING OF HYPOTHESES
Hypothesis One
H_{o1}- conflict does not yield positively on the performance of an organization
H_{o2}- conflict yield positively on the performance of an organization

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.708[a]	12	.728
Likelihood Ratio	9.330	12	.675
Linear-by-Linear Association	.606	1	.436
N of Valid Cases	250		

From the result above, the test statistic give an output of 8.708[a] with p-value 0.728, the test fail to accept Null of hypothesis of insignificant, Hi of significant was accepted and concluded that conflict does not yield positively on the performance of an organization**.**

Hypothesis Two
H_o- conflict does not yield negatively on the performance of an organization
H_o- conflict yield negatively on the performance of an organization.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	1.272[a]	6	.973
Likelihood Ratio	1.275	6	.973
Linear-by-Linear Association	.030	1	.862
N of Valid Cases	150		

From the result above, the test statistic give an output of 1.272[a] with p-value 0.973, the test fail to accept Null of hypothesis of insignificant, Hi of significant was accepted and concluded that conflict does not yield negatively on the performance of an organization.

4.0   CONCLUSION
The study is based on effect of organizational conflict on the performances of hotel organizations.

From the analysis made, cause of organizational conflict was analyzed on six points. Analysis shows that scarcity of resources, departmental conflict, lack of communication, competition, poor planning, performance criteria are causes of organizational conflict. From the result 68%agreed that poor planning occurs, 43% agreed that lack of communication occurs,43% agreed that departmental concept occurs. In addition, analysis also shows that organizational conflict has positive and negative effect on the performances of hotel organizations. Strategies to resolve conflict was also analysed on five point likert scale, which shows that 55% strongly agreed that provision of friendly atmosphere in the work place resolve conflict, 55% strongly agreed that encouragement of open communication resolve conflict.

Result from the study indicated that organizational conflict do exist in hotel organizations as a result of scarcity of resources, poor planning, performance criteria, competition, lack of communication. This reduces staff satisfaction about job and also reduces productivity or service rendered.

Although conflicts have both positive and negative effect. The managers and employees

should work towards achieving the positive effect rather than the negative.

Thus, early recognition of conflict and paying attention to the conflicting parties is important and also the management should develop appropriate strategies to resolve conflict as they arise in the organization.

RECOMMENDATIONS

The following would be my recommendation based on the finding.

1. 0rganisation should make adequate room for decision making.
2. For proper running and optimum productivity, staff welfare should be taken into consideration.
3. Open communication policy should be encouraged, so that all employees should get the right information at the right time.
4. There should be adequate interaction and dialogue in conflict resolution.
5. Competition of supremacy should not be priority of staff of organization but rather working together in peace and unity to achieve a common goal for the good of the organization.
6. Training and workshop should be organized for staff of organization on conflict resolution procedure.

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