

CONFLICT RESOLUTION OF “AAA” RESORT-HOTELS IN RESORT-HOTEL OPERATION: AN ASSESSMENT

Lena N. Cañet

Abstract: This study investigated the conflict resolution of managers in “AAA” resort-hotels on resort-hotel operations. The 10 Managers and 200 employees from selected resort-hotels in the province of Bulacan were asked to answer a 20-items questionnaire on types of conflict which the resort-hotel had experienced for the last five years and 20-items questionnaire on how the resort-hotel managers resolved the conflicts. The result revealed that for the last five years, the highest incidence of intrapersonal conflict is high degree of job-related tension, on interpersonal conflict is conflict with customers, on intergroup conflict is relationship conflict and reward system conflict for intragroup conflict.

1. INTRODUCTION

Conflict in one form or another is certain to emerge in each circumstance that expects people to cooperate with each other. Workplace conflict can be unfavourable to your organization morale and business results. Having the skills to determine conflict viably is one of the major challenges in the present business world and is essential to progress.

The word conflict was defined by Dr. Zacarias, the researcher’s adviser, as the struggles that result from incompatible or opposing needs, feelings, thoughts demands within a person or between two or more people and / organization. Conflicts, according to Dovidio, Saguy, & Shnabel (2009) can arise from different point of views or opinions and motivation of those who are on higher or lower level in the hierarchy can lead to healthier development in solving problem and ultimately grow performance of the group. Webster’s dictionary characterizes conflict as a sharp disagreement or opposition of interests or ideas. Whenever individuals cooperate, conflict is a piece of “working together”. Conflict is a typical and common piece of any working environment. When it happens, there is a tendency for confidence to be brought down, an increase in absenteeism and decreased profitability.

According to Kazimoto (2013), workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each others’ attempt to achieve objectives in an organization. It is a communication process and an inevitable consequence of transactional relationship manifesting in disagreement and dissonance with and between individuals and groups in the work-environment.

Conflict is inevitable and it is challenging to understand why people tend to disagree with each other, especially in the workplace. Taking care of and settling clashes that emerge in the workplace are one of the greatest difficulties managers confront. Ordinarily there are two reactions to conflict: run away (avoidance) or ‘fight it out’. In either case, we regularly feel awkward or disappointed with the outcomes in light of the fact that no determination has been accomplished. By figuring out how to valuably resolve conflict, we can transform a possibly damaging circumstance into an open door for innovativeness and enhanced performance.

2. STATEMENT OF THE PROBLEM

The study attempted to find out how managers, in “AAA” resort-hotels in Bulacan Province, resolved conflict in resort-hotel operation.

Specifically, the study sought to answer the following questions:

1. What is the demographic profile of the respondents in terms of:

1.1 Age

- 1.2 Sex
- 1.3 Civil Status
- 1.4 Educational Qualification
- 1.5 Length of Service in the Resort-Hotel
2. How many conflicts does the resort-hotel encountered in the last 5 years?
3. What were the incidents of the conflicts?
4. How do you assess the conflict with regards to type?:
 - 3.1 Intra-personal
 - 3.2 Inter-personal
 - 3.2 Intra-group
 - 3.3 Inter-group?
5. Is there a significant difference between and among the respondents in terms of type of conflict?
6. How do you resolve the conflicts?
7. Based on the findings of the study, what policy redirection for conflict resolution in the “AAA:” resort-hotel operation can be proposed?

3. RESEARCH INSTRUMENT

The survey questionnaire, which was constructed by the researcher and is divided into three parts, is the major data-gathering instrument which was utilized in this study. Part I measures the demographic profile of the respondents, Part II assessed each of the four types of conflict and Part III evaluated the conflict resolution

4. DATA COLLECTION PROCEDURES

A written letter of request to conduct the study was prepared and approved and was disseminated to the different target resort-hotels in Bulacan. The questionnaires were administered and retrieved personally by the researcher.

5. DATA ANALYSIS

Frequency and percentage were used for descriptive presentation of data such as respondent's age, sex, civil status, educational qualification and length of service in the present resort-hotel. The types of conflict are qualitative data which were quantified and interpreted.

6. SUMMARY OF FINDINGS

The findings of this research study were summarized as follow:

1. Based on the research assessment, the highest incidence of intrapersonal conflict is conflict is high-degree of job-related tension with a total of 62 incidences followed by the conflict wherein an employee believes that he/she does not possess the skills to perform task with a total of 34 incidences. It is found out that due to long work hours, lack of support from managers and colleagues, and conflict with demands and pressures caused the job-related tension level. While the different task from day to day and rotation of employees from different aspects are the common reasons for conflict wherein an employee believes that he/she does not possess the skills to perform task.
2. Based on the research assessment, the highest incidence of interpersonal conflict is the conflict with customers with a total of 249 incidences for the last five years. It is found out that most of the incidences of conflict with customers is due to customer's complaint with regards to guest service and resort-hotel's facilities.
3. Based on the research assessment, the highest incidence of intergroup conflict is relationship conflict with a total of 126 incidences. It has been found out that relationship conflict occurs extremely for the reason that the employees came from different places; there were “Kapampangans”, “Bisaya”, “Manileño”, “Caviteño”, “Batangño” and even Muslims. Employees have different traditions, beliefs and attitudes which resulted to disliking each other.

4. Based on the research assessment, the highest incidence of intragroup conflict is reward system conflict. It is found out that the most common reward system conflict is on the centralized tip system. Employees do not favour centralized tip system because they believe that each of them has different level of task performance and customer service skills.
5. For the last five years, Resort-Hotel A has a total of 158 incidences of conflict, Resort-Hotel B has 178, Resort-Hotel C has 51, Resort-Hotel D has 189, Resort-Hotel E has 86, Resort-Hotel F has 235, Resort-Hotel G has 194, Resort-Hotel H has 175, Resort-Hotel I has 104 and Resort-Hotel J has 124. It has been found out that Resort F, having most employees who are only high school graduates, has the highest incidences of conflict, while Resort C has the lowest incidence of conflicts because the Resort-Hotel Manager is just in his first year of service and claimed that he has no knowledge of the past years' conflict. Therefore the only recorded conflict was in year 2016.
6. Based on the research assessment, conflict resolution of resort-hotel managers based on the perception of the respondents, analysis revealed that the highest weighted mean of 3.35 indicates that most of the Resort-Hotel Managers enjoys taking charge in resolving conflict. It is found at that most of the Resort-Hotel Managers are autocratic leaders.

7. CONCLUSIONS

Based on the findings the following conclusions were drawn:

1. Having a boss who is also the owner of the Resort-Hotel has a great effect in pressures which can cause high degree of job-related tension. Since the manager owns the business, he is only after the welfare of the Resort-Hotel and so employees are being pressured to be productive. Also, those Hotel-Resort Manager/Owner, has a different degree in education which is not related with hospitality industry. Moreover, employees of most resort-hotels are being rotated in different outlets. A room attendant is sometimes assigned in the kitchen or in dining even if he/she does not possess any skills in kitchen or in dining and this is the major reason why there are conflicts wherein an employee believes that he/she does not possess the skills to perform task.
2. The Resort-Hotels does not utilize any tool for assessing the conflict with customers particularly on customer complaint. The manager assumes that once he had resolved the complaint, by giving freebies and other complementary item, the complaint will no longer arise which results to a more and increasing conflict.
3. The relationship conflict in "AAA" Resort-Hotel is brought about by the different personalities in the work place having different attitudes and appearance. Relationship conflict worsen due to the resort-hotel manager's avoidance to conflict. Most of the resort-hotel managers thought that it is just a very small problem to deal about which results to higher incidences of conflict.
4. Aside from the problem with the centralized tip system, there is also a problem with regards to "palakasan-system" wherein employees are given annual monetary reward for exemplary service but there is no clear criterion on how or to whom it will be given. The decision on to whom the reward is given only comes from the Resort-Hotel Manager, so whoever he/she likes is the one that is given the monetary reward.
5. All the other Resort-Hotel's employees are college graduates except for Resort-Hotel F whose most employees are high school graduates only. It is concluded there is a significant relationship between employees and their educational background with regards to the increase in incidences of conflicts in the resort-hotel.
6. Being an authoritative leader has a great effect on the high degree of job-related tension and relationship conflict which has the highest incidences of conflict for intrapersonal and intergroup conflict respectively. Without a meaningful participation from employees leads to low job performance which results to high-degree of job related tension and also to dislike (relationship conflict) with the resort-hotel manager and their co-employees as well.

8. RECOMMENDATIONS

Based on the findings of the study, the following recommendations have been found necessary:

1. It is recommended that the "AAA" Resort-Hotel owners undergo seminars and/or trainings in Hospitality Industry Operations related topics so he/she would further understand how to deal well with employees at the same time protecting his/her business. Also, it is recommended that since the hospitality industry is dynamic and employees

need to perform multi-tasking, there is a need to undergo skills training or get certified in several areas in the resort-hotel.

2. It is recommended that the resort-hotel provides a customer feedback form to its guests in order to minimize, if not eliminate, customer complaint. Through the feedback form, the resort-hotel would know how to address the complaints properly.
3. The resort-hotel should conduct a seminar in Human-Relations Skill or any related topic to foster harmonious relationships from among and within the group.
4. The resort-hotel need to come up with a clear policy with regards to monetary reward system in order that the employees will find it fair whenever monetary rewards are given.
5. It is recommended that a resort-hotel conduct a skills training prior to employment of workers so whether they are college or high school graduate, it will not be much of an issue as long as they are capable of performing their tasks well.
6. Lastly, it is hereby recommended that an improved day-to day consultation of employees with managers be adopted in order to minimize leadership conflict, and to have a successful working relations, the resort-hotel is recommended to have an annual team-building activity.

REFERENCES

- [1] Afzalur, R.M. (2011). *Managing Conflict in Organization*. New Jersey: Transaction Publishers.
- [2] Akaniji, T., (2005). *Perspectives on Workplace Conflict Management and New Approaches for the Twenty- First Century*. In Albert, I. O. (Ed)
- [3] *Perspectives on Peace and Conflict in Africa Essays in Honour of General (Dr.) Abdusalami A. Abubakar*, Ibadan: John Arches Publishers.
- [4] Bouyssou, et al. (2009). *Decision Making Process: Concepts and Methods*. USA: ISTE ltd & John Wiley & Sons Inc.
- [5] Dana, Daniel. (2011). *Conflict Resolution*. USA: The McGraw-Hill Companies, Inc.
- [6] Fenn, Peter (2012). *Commercial Conflict Management and Dispute Resolution*. New York, 711 Third Avenue: Spon Press.
- [7] Garcia, P. M. (2013). *Organizational Conflict and Organizational Performance*. Asian Educational Research Association, 3 (1), 41-45.
- [8] Hu, J. J. (2008). *The Law of Requisite Cognitive Capacity in Human Communication, Conflict Resolution and Cooperation Solicitation*. *Emergence: Complexity & Organization*, 10 (4), 28-37.
- [9] Rahim, M. (2012). *Towards a Theory of Managing Organizational Conflict*. *The International Journal of Conflict Management*, 13(3), 206-235. Retrieved from <http://dx.doi.org/10.1108/eb022874>
- [10] Sirivun, U. (2001). *An investigation of the primary and secondary conflict management style preferences of men and women in the role of local managers, international managers, and college students in Thailand*. Unpublished doctoral dissertation.
- [11] Tsevendorj, O. (2008). *Conflict Resolution: A basis for Effective Conflict Management of Banks in Baquio City*. Thesis submitted to St. Louis University, Baquio City, Phillipines. Uchendu, C., Anijaobi, F.