

EMPLOYEES ENGAGEMENT IN CONFLICT RESOLUTION

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A PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT OF HUMAN RESOURCE MANAGEMENT, FACULTY OF MANAGEMENT SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc) DEGREE IN HUMAN RESOURCE MANAGEMENT OF THE UNIVERSITY OF BENIN, BENIN CITY.

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DECLARATION

I declare that:

This thesis is based on a study undertaken by me in the Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City, under the supervision of Project supervisor

Dr. Ekanem D. Ekanem of the Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City Nigeria.

This work has not been submitted for the award of any degree elsewhere.

All ideas and views are produce of my personal research and where the views of others have been expressed, they have been dully acknowledged

I take responsibility for the liability that may flow from this study if any.

Gift Osarobo OMONHOMION

DEDICATION

This project is dedicated to the Almighty, whose divine guidance and blessings lighted my way, even during the most challenging times. To my parents, Mr. and Mrs. Omonhomion, your steadfast support and unwavering belief in me have been the foundation that kept me strong through every obstacle. With deep gratitude, I present this work as a tribute to the strength of faith, family, and perseverance.

CERTIFICATION

We certify that this thesis titled "EMPLOYEES ENGAGEMENT IN CONFLICT RESOLUTION" is an original work carried out by Gift Osarobo OMONHOMION with matriculation number MSG2007836 in the department of Human Resource Management university of Benin, Benin City.

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ABSTRACT

This study explores the role of employee-management relations in conflict resolution at Precious Palm Royal Hotel. The primary aim of the research was to assess how the quality of employee-management interactions influences the effectiveness of conflict resolution strategies within the hotel. A mixed-method approach was employed, combining both quantitative and qualitative data collection techniques. A total of 80 respondents participated in the study, and data was collected using a structured questionnaire. The findings reveal that positive employee-management relations significantly enhance conflict resolution effectiveness, with employees reporting that formal conflict resolution policies and employee involvement in decision-making positively influence conflict outcomes. Training and development programmes were found to be effective in improving employees' conflict management skills and fostering a harmonious workplace atmosphere. However, while most employees agreed that current training initiatives were beneficial, there were suggestions for improving the sufficiency of the training programs, particularly in addressing specific conflict scenarios. The study concludes that strong employee-management relations, along with effective training and active employee participation in decision-making, are crucial factors in successful conflict resolution. Based on the findings, recommendations include strengthening employee-management relations, enhancing training programs, and increasing employee involvement in decision-making processes. Suggestions for future research include investigating the long-term effects of improved employee-management relations on organizational performance and exploring best practices for conflict resolution in different industries.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Effective conflict resolution within organisations is crucial for maintaining a productive and harmonious work environment. Conflict in the workplace can arise from various sources, including differences in values, attitudes, needs, expectations, perceptions, and interests among employees and between employees and management (Rahim, 2017). Poorly managed conflicts can lead to decreased productivity, low morale, high turnover rates, and even legal challenges (Thomas & Kilmann, 2020). On the other hand, effectively managing conflicts can lead to improved understanding, stronger relationships, and innovative solutions to problems (Thomas & Kilmann, 2020).

Conflict is an inevitable part of organisational life due to the diverse nature of employees and the complex dynamics of workplace interactions. The hospitality industry, including hotels, is particularly susceptible to conflicts because it relies on customer service and teamwork. High-pressure environments, varying shifts, cultural diversity, and differing levels of authority contribute to potential conflicts (O'Neill & Davis, 2018). Research indicates that the hospitality industry experiences higher levels of interpersonal conflicts compared to other sectors (O'Neill & Davis, 2018).

Effective conflict resolution is vital for maintaining organisational health. Unresolved conflicts can escalate, leading to toxic work environments and negatively impacting employee well-being and organisational performance (Rahim, 2017). Conversely, constructive conflict resolution fosters a positive work culture, enhances employee engagement, and boosts overall productivity (Rahim, 2017). Organisations that implement comprehensive conflict management strategies are better equipped to handle disputes and maintain a harmonious workplace (Pohler & Schmidt, 2020).

The relationship between employees and management plays a pivotal role in conflict resolution. Trust, communication, and mutual respect are fundamental to effective employee-management relations (Pohler & Schmidt, 2020). When management actively engages with employees, listens to their concerns, and involves them in decision-making processes, conflicts are more likely to be resolved amicably (Pohler & Schmidt, 2020). Studies have shown that organizations with strong employee-management relations experience fewer conflicts and higher levels of job satisfaction among employees (Pohler & Schmidt, 2020).

1.2 Statement of the Problem

In many organizations, particularly within the hospitality industry, conflicts are a frequent occurrence due to the diversity of employees and the dynamic nature of workplace interactions. These conflicts, if not effectively managed, can have detrimental effects on productivity, employee morale, and overall organizational success. While it is widely acknowledged that conflict is an inevitable part of organizational life, how it is addressed can significantly influence

the work environment. In the context of Precious Palm Royal Hotel, there is a need to explore the nature of conflicts, the strategies employed in their resolution, and how the quality of employee-management relations may affect the outcomes of these strategies. Despite the importance of employee-management interactions in fostering a positive work culture and resolving conflicts, there remains limited research on how the quality of these relationships influences conflict resolution in this specific setting. Many organizations have formal conflict resolution mechanisms, the effectiveness of these methods in practice, especially within the hotel industry, is yet to be fully explored. This study aims to address these gaps by investigating how employee-management relations impact the resolution of conflicts at Precious Palm Royal Hotel and whether current practices are sufficient to foster a harmonious and productive work environment.

1.3 Research Objectives

The main objective of this study is to examine how employee-management relations impact the effectiveness of conflict resolution strategies at Precious Palm Royal Hotel. To achieve this overarching aim, the study will focus on the following specific objectives:

1. To determine the extent to which employee-management relations influence the effectiveness of conflict resolution strategies at Precious Palm Royal Hotel.
2. To assess how the implementation of formal conflict resolution policies enhances overall employee-management relations at Precious Palm Royal Hotel.

3. To evaluate employees' perceptions of the effectiveness of current conflict resolution strategies in addressing issues related to employee-management relations at Precious Palm Royal Hotel.
4. To analyse the impact of employee involvement in decision-making processes on employee-management relations and the effectiveness of conflict resolution at Precious Palm Royal Hotel.
5. To investigate how training and development programs for staff contribute to improving employee-management relations and enhancing the effectiveness of conflict resolution strategies at Precious Palm Royal Hotel.

1.4 Research Questions

To what extent does Employee Management Relations influence the effectiveness of conflict Resolution strategies in Precious Palm Royal Hotels?

1. To what extent does the implementation of formal Conflict Resolution policies enhance overall Employee Management Relations at Precious Palm Royal Hotel?
2. How do employees perceive the effectiveness of current Conflict Resolution strategies in addressing issues related to Employee Management Relations in Precious Palm Royal Hotel?
3. To what extent does employee involvement in decision-making processes influence Employee Management Relations and the effectiveness of Conflict Resolution in Precious Palm Royal Hotel?

4. To what extent do training and development of staffs enhance Employee Management Relations and improve the effectiveness of conflict resolution strategies in Precious Palm Royal Hotel?

1.5 Research Hypotheses

There is no significant relationship between employee-management relations and the effectiveness of conflict resolution strategies at Precious Palm Royal Hotel.

1. The implementation of formal conflict resolution policies does not significantly enhance overall employee-management relations at Precious Palm Royal Hotel.
2. Employees' perceptions of the effectiveness of current conflict resolution strategies do not significantly address issues related to employee-management relations at Precious Palm Royal Hotel.
3. Employee involvement in decision-making processes does not significantly influence employee-management relations or the effectiveness of conflict resolution at Precious Palm Royal Hotel.
4. Training and development programs for staff do not significantly improve employee-management relations or enhance the effectiveness of conflict resolution strategies at Precious Palm Royal Hotel.

1.6 Significance of the Study

This study provides crucial insights into how these dynamics affect organizational effectiveness. By examining the impact of Employee Management Relations on Conflict Resolution strategies,

the research aims to enhance workplace harmony and refine conflict management practices. More specifically, the following stakeholders will benefit from this study:

Management of Precious Palm Royal Hotel

The management team at Precious Palm Royal Hotel will benefit significantly from the study's findings. By understanding how employee-management relations impact conflict resolution, management can refine their strategies to address conflicts more effectively. This will lead to a more harmonious work environment, improved staff retention, and enhanced overall operational efficiency. Additionally, the insights into formal conflict resolution policies will aid in developing or adjusting these policies to better meet the needs of both employees and the organization.

Employees of Precious Palm Royal Hotel

Employees will experience tangible benefits from improved conflict resolution strategies and stronger employee-management relations. A more supportive and respectful work environment will enhance their job satisfaction and morale. Increased involvement in decision-making processes and effective training programs will also contribute to their professional growth and overall work experience. This positive change will make the workplace more conducive to collaboration and productivity.

Human Resources (HR) Professionals

HR professionals will gain valuable insights into creating and implementing effective conflict resolution frameworks. The study's recommendations on policy development and employee training will provide HR teams with evidence-based approaches to manage conflicts and foster better employee-management relations. This will enable HR professionals to design more effective training programs and conflict resolution practices tailored to the needs of the hospitality sector.

Policy Makers

The research findings will inform policymakers about effective practices and strategies for managing conflicts in the hospitality industry. By understanding the impact of formal conflict resolution policies and employee-management relations, policymakers can develop guidelines and standards that promote better conflict management practices and improve organizational culture in the sector.

Academic Scholars and Researchers

Scholars and researchers will benefit from the study's contribution to the academic literature on conflict resolution and employee management, particularly within the hospitality industry. The research will provide a basis for further investigation and analysis, offering new insights and refining existing theories. This will support on-going academic discussions and encourage additional research in these areas.

1.7 Scope of the Study

This study explores the relationship between employees-management interactions on conflict resolution using Precious Palm Royal Hotel Ltd, located in Ugbowo, Ovia North East, Edo State, Nigeria. It examines how the dynamics of employees-management relations impact on the effectiveness of conflict resolution strategies in the workplace in the hospitality industry.

1.8 Limitations of the Study

The research is confined to a single organization within the hospitality industry, which may limit the generalizability of the results to other sectors or organizations. The specific context of Precious Palm Royal Hotel may not fully represent the broader industry or different organizational settings.

Secondly, the study relies on self-reported data from surveys, which can be influenced by subjective biases and perceptions. Employees and management may present socially desirable responses, potentially affecting the accuracy of the data.

Additionally, the study is constrained by time and resource limitations, which may impact the depth of data collection and analysis. The timeframe of the research may not capture long-term trends or changes in conflict resolution practices and employee management relations.

The study may not fully account for all factors contributing to conflict resolution and employee relations.

Despite these limitations, the study aims to provide valuable insights into employee management and conflict resolution at Precious Palm Royal Hotel and contribute to the broader understanding of these practices within the hospitality sector.

Chapter Three describes the research methodology, including the research design, data collection methods, sampling techniques, and data analysis procedures.

Chapter Four provides an in-depth examination of the study's results and analysis, whereas

Chapter Five explores the consequences or significance of these findings.

1.9 Historical Background of Precious Palm Royal Hotel

Precious Palm Royal Hotel is a notable example within the hospitality industry, which is inherently prone to workplace conflicts due to its high-pressure environment, diverse staff, and the necessity for exceptional customer service. The hotel's commitment to effective conflict resolution and positive employee-management relations aligns with the broader principles outlined in the study.

Given the nature of the hospitality sector, where teamwork and customer service are paramount, Precious Palm Royal Hotel recognises the critical importance of managing conflicts constructively to ensure operational efficiency and employee satisfaction. The hotel's management has implemented various strategies to address conflicts proactively, reflecting the principles highlighted in the literature on conflict resolution.

For instance, the hotel's emphasis on maintaining effective employee-management relations underscores the importance of trust, communication, and mutual respect as foundational elements in resolving disputes. This aligns with Pohler and Schmidt's (2020) assertion that strong employee-management relationships can significantly reduce conflict and increase job satisfaction. By fostering a collaborative environment and involving employees in decision-making processes, Precious Palm Royal Hotel aims to prevent conflicts from escalating and to address issues before they affect overall performance.

Furthermore, the hotel's approach to conflict resolution mirrors recent trends in the industry. The adoption of conflict management training programs and the establishment of clear communication channels are practical steps that resonate with the current emphasis on proactive and preventive conflict management (Folger, Poole, & Stutman, 2021). These measures are crucial for creating a harmonious workplace, as they enable the hotel to handle disputes effectively and maintain high levels of employee engagement and productivity

1.10 Organization of the Report

This report is structured into several chapters

Chapter one provides an introduction to the research, including the background, research problem, research questions, objectives, hypotheses, scope, significance, limitations, Historical background of Precious Palm Royal Hotel Ltd and organization of the report.

Chapter Two presents a review of the relevant literature on emotional wellbeing and academic performance, and related concepts.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Framework

The conceptual framework for this study revolves around the relationship between employee management relations and conflict resolution in the workplace, with a specific focus on the hospitality industry. In the context of Precious Palm Royal Hotel, effective conflict resolution strategies are essential for maintaining a positive work environment and ensuring smooth operations. This framework outlines key concepts such as employee-management relations, conflict resolution strategies, and their impact on organisational performance.

2.1.1 Employee-Engagement Relations

Employee-engagement relations encompass the interactions, communications, and overall relationship between employees and the management of an organization. The nature of these relations significantly influences various organizational dynamics, including the organizational culture, employee satisfaction, and the overall work environment. Positive employee-management relations contribute to a culture of collaboration, trust, and mutual respect, while poor relations can result in dissatisfaction, disengagement, and high employee turnover. Effective employee-management relations are foundational to a productive and harmonious workplace. They are critical in shaping the workplace culture, which, in turn, influences employee

engagement and organizational success. When management and employees share a constructive relationship, it fosters a sense of belonging, commitment, and shared purpose. Employees who feel valued and respected by management are more likely to be motivated, productive, and committed to the organization's goals (Kaufman, 2022). Conversely, poor relations often lead to distrust, dissatisfaction, and a lack of alignment between the workforce and organizational objectives, which can ultimately hinder performance (Smith & Johnson, 2021). Healthy employee-management relations are characterized by several key components, such as trust, transparency, and mutual respect. Trust is particularly important as it fosters open communication, encourages constructive feedback, and promotes a collaborative approach to problem-solving. When employees trust management, they are more likely to express their concerns, share innovative ideas, and contribute to decision-making processes that shape the direction of the organization (Hill, 2019). Transparent communication from management regarding organizational goals, changes, and challenges also helps prevent rumors, reduces uncertainty, and aligns employees with the broader organizational mission (Brown & Green, 2020).

Another important element is mutual respect. When both employees and management demonstrate respect for each other's roles, experiences, and contributions, it creates a sense of fairness and equity within the organization. This respect is demonstrated through inclusive decision-making, recognizing employee achievements, and addressing issues in a timely and

respectful manner. Moreover, fostering an environment where employees feel heard and appreciated encourages a culture of engagement and loyalty (López, 2021). Proactive management involvement is essential for maintaining healthy employee-management relations. Management should not only be reactive to employee issues but also proactive in engaging with employees to understand their needs, concerns, and aspirations. This can be achieved through regular feedback mechanisms, surveys, one-on-one meetings, and informal interactions. By actively involving employees in decision-making processes and empowering them to contribute ideas, management can build a sense of ownership and accountability among the workforce (Choi & Park, 2020). Additionally, involving employees in decisions that directly affect their work and well-being fosters a sense of value and recognition.

Effective conflict resolution is another vital aspect of healthy employee-management relations. When conflicts arise, having established, fair, and efficient processes to address grievances helps to prevent issues from escalating and damaging relationships. Conflict resolution strategies that emphasize mediation, open dialogue, and win-win solutions contribute to a cooperative work environment (Williams & Taylor, 2019).

On the other hand, poor employee-management relations can have detrimental effects on an organization. When management is perceived as unapproachable, unresponsive, or dismissive of employees' concerns, it can lead to frustration, low morale, and disengagement. Employees may feel that their contributions are undervalued, which may result in lower levels of motivation and

productivity (Miller, 2021). Furthermore, a lack of trust between employees and management can result in a breakdown of communication, creating a toxic work environment that impedes collaboration and teamwork. Long-term consequences of poor employee-management relations include higher turnover rates, absenteeism, and reduced organizational performance. When employees are dissatisfied with their treatment, they may seek employment elsewhere, leading to increased recruitment and training costs for the organization. Additionally, unresolved conflicts and dissatisfaction can result in a decrease in overall job satisfaction and a decline in the quality of work, affecting the organization's bottom line (Greenwood, 2020).

2.1.2 Conflict Resolution Strategies

Conflict resolution refers to the methods and processes used to resolve disagreements, disputes, or conflicts within an organization. Effective conflict resolution is crucial for maintaining a positive and productive work environment, preventing disruptions to organizational operations, and fostering a culture of cooperation and mutual respect. Conflicts are inevitable in any workplace, especially in high-pressure environments where employees have differing perspectives, goals, and values. As such, organizations must implement a range of strategies to address and resolve conflicts, whether they are interpersonal, team-based, or organizational in nature. Conflict resolution strategies can be broadly categorized into informal and formal approaches. Informal strategies tend to be more flexible, less structured, and can often be implemented quickly. These approaches are usually initiated at the individual or team level and

focus on open communication, negotiation, and collaboration to resolve disputes. Common informal methods include **mediation** and **negotiation**, where a neutral third party helps facilitate discussions between conflicting parties to reach a mutually acceptable solution. Mediation is particularly useful when both sides are willing to compromise, and negotiation allows for a direct exchange of perspectives and solutions without the need for external intervention (Deutsch, 2020).

Formal conflict resolution strategies, on the other hand, are typically more structured and involve organizational procedures or policies. **Arbitration**, where an independent third party makes a binding decision after hearing both sides of the dispute, is one of the most well-known formal strategies. In addition to arbitration, other formal mechanisms include the use of employee grievance procedures, workplace tribunals, and the implementation of specific company policies that outline how disputes should be handled (Bingham, 2019). These procedures are designed to ensure fairness and consistency in how conflicts are resolved, especially in large organizations where informal methods may not be practical.

Successful conflict resolution hinges on several key elements that promote constructive engagement and avoid escalation. One of the most critical elements is **communication**. Open, honest, and respectful communication allows the parties involved to express their concerns, clarify misunderstandings, and work toward finding common ground. For conflict resolution to be effective, it is essential that all parties involved feel heard and understood. Communication

that is transparent and empathetic fosters trust and helps de-escalate tensions (Ting-Toomey & Oetzel, 2020).

Another important element is **collaboration**. In many cases, the goal of conflict resolution is not simply to "win" the argument, but to find a solution that is acceptable to all parties involved. Collaborative problem-solving encourages cooperation rather than competition, with a focus on creating win-win outcomes. This approach requires flexibility, creativity, and a willingness to compromise, as it involves working together to achieve mutually beneficial solutions rather than focusing on individual positions (Fisher & Ury, 2017).

The effectiveness of conflict resolution strategies can vary significantly depending on the organizational context. In industries like **hospitality**, where teamwork, customer service, and a positive workplace culture are essential, conflict resolution takes on particular importance. In this sector, conflicts may arise from customer complaints, team disputes, or high-stress situations, making it crucial to address issues quickly and constructively (O'Neill & Davis, 2018). For hospitality organizations, adopting conflict resolution strategies that emphasize communication, empathy, and quick resolution is vital to maintaining a smooth workflow and positive customer experiences. Training employees and managers in conflict management techniques, such as active listening and de-escalation strategies, is essential in preventing conflicts from escalating into more serious issues that affect morale and customer satisfaction. Clear and accessible conflict resolution protocols, such as reporting channels for grievances and regular feedback

mechanisms, ensure that employees know how to seek resolution when issues arise (Reiche, 2019).

Furthermore, **organizational culture** plays a crucial role in shaping how conflicts are managed. A culture that promotes respect, inclusivity, and fairness tends to foster a more cooperative approach to conflict resolution. In contrast, a toxic or highly hierarchical culture may lead to avoidance, suppression, or even escalation of conflicts (Klein, 2021). Therefore, it is important that conflict resolution strategies align with the broader values and norms of the organization. When implemented effectively, conflict resolution strategies can yield significant benefits for both employees and the organization as a whole. First, resolving conflicts in a constructive manner enhances **employee satisfaction** by demonstrating that their concerns are taken seriously and that they are valued by the organization. A positive resolution to conflict can build stronger interpersonal relationships, increase trust, and improve collaboration (Katz & Miller, 2019).

Second, effective conflict resolution is linked to improved **organizational performance**. When conflicts are resolved quickly and fairly, the workplace environment remains focused on achieving organizational goals rather than being derailed by ongoing disputes. As employees feel more engaged and supported, they are better able to concentrate on their work, leading to higher productivity and innovation (Thomas & Kilmann, 2021). In addition, organizations that handle conflicts well often see lower turnover rates, as employees are more likely to remain in an environment where they feel respected and where their concerns are addressed appropriately.

Finally, **customer service** in industries such as hospitality can be directly impacted by how conflicts are resolved within the organization. Employees who feel supported in resolving workplace conflicts are better equipped to manage customer interactions professionally and effectively, leading to higher customer satisfaction and loyalty (Folger, Poole, & Stutman, 2021). Despite its many benefits, conflict resolution can present challenges. One common obstacle is **resistance to change**, particularly in organizations where conflict is typically avoided or suppressed. Employees and managers may be uncomfortable with open conflict or may lack the necessary skills to address issues constructively (Gelfand et al., 2020). Additionally, cultural differences within the workforce may affect how conflicts are perceived and managed, requiring organizations to be sensitive to the diverse backgrounds of their employees and to tailor conflict resolution strategies accordingly (Brett et al., 2021).

Another challenge is ensuring **consistency and fairness** in conflict resolution, particularly in large organizations. Without clear guidelines and impartiality, employees may perceive the process as biased or unjust, which could undermine trust in management and escalate tensions. Training managers in conflict resolution skills and ensuring that employees are aware of the formal procedures for resolving disputes are key strategies for addressing these challenges (Bingham, 2019).

2.1.3 Impact on Organizational Performance

The relationship between employee-management relations and conflict resolution plays a pivotal role in influencing organizational performance. Research has consistently shown that organizations with strong, positive relationships between employees and management, as well as effective conflict resolution strategies, tend to perform better across a variety of metrics, including employee satisfaction, retention, and overall productivity. Conversely, poor employee-management relations and unresolved conflicts can have detrimental effects on organizational outcomes, contributing to a toxic work environment, decreased morale, and increased turnover, all of which negatively impact the bottom line.

Organizations that cultivate healthy employee-management relations foster a culture of trust, respect, and collaboration. This, in turn, leads to higher levels of **employee satisfaction**. When employees feel respected, valued, and included in decision-making processes, they are more likely to be engaged and motivated. This enhanced engagement is associated with higher productivity, creativity, and job performance. Additionally, **job satisfaction** is closely linked to **employee retention**. When employees are happy in their roles and feel they have a positive relationship with management, they are more likely to remain with the organization, reducing turnover and the associated costs of recruitment and training (Kaufman, 2022). Effective conflict resolution strategies further bolster these outcomes by ensuring that disputes are addressed

promptly and fairly. When conflicts are resolved in a constructive manner, employees are less likely to feel demoralized or disengaged. Rather than escalating or festering, conflicts are handled in a way that maintains harmony and mutual respect, which is essential for sustaining morale and teamwork (Brown & Green, 2020). A lack of unresolved conflict allows the organization to maintain its focus on achieving its goals and performing at optimal levels.

In contrast, when conflict is poorly managed, or employee-management relations are characterized by mistrust, poor communication, or disregard for employee concerns, the organization may suffer significant negative consequences. **Unresolved conflicts** can lead to a range of problems, from declining morale to outright hostility among employees, resulting in an unproductive and potentially toxic work environment. Employees who feel that their concerns are not taken seriously may become disengaged, leading to absenteeism, reduced effort, and an overall decline in productivity. As a result, organizational goals are more difficult to achieve, and performance suffers. Moreover, in environments where conflicts are left unresolved, there is often a breakdown in communication and cooperation between employees and management. This lack of collaboration can lead to poor decision-making, inefficiency, and a lack of alignment between different parts of the organization. Employees who are disengaged or unhappy are less likely to go the extra mile, which is particularly problematic in service-oriented industries such as hospitality, where customer satisfaction is directly tied to the performance and attitude of the workforce (Miller, 2021).

Additionally, unresolved conflicts can result in **legal challenges**. Discrimination claims, harassment lawsuits, or other legal issues can arise when employees feel that management has not taken appropriate steps to address workplace issues. These legal challenges not only create financial costs but can also damage the organization's reputation, leading to a loss of trust among customers, partners, and potential employees (Bingham, 2019).

In the hospitality industry, the relationship between employee-management relations, conflict resolution, and organizational performance is especially critical. The nature of the industry relies heavily on teamwork, customer service, and the ability to handle high-pressure situations. In a hotel setting, where employees interact with customers and work in close proximity to one another, a positive workplace culture is essential for smooth operations and high-quality service delivery. At **Precious Palm Royal Hotel**, for example, the ability to manage conflicts effectively and foster positive employee-management relations is crucial for maintaining operational efficiency and delivering top-tier customer service. When conflicts are addressed quickly and professionally, the hotel can maintain a calm, cooperative environment where employees work together to meet customer needs, resolve issues, and uphold high service standards. This is particularly important in an industry where the success of the business is often determined by the quality of the customer experience.

In addition, a hotel that prioritizes employee satisfaction through strong management-employee relations and conflict resolution can benefit from lower turnover rates. High turnover is a

significant challenge in the hospitality sector, where recruitment and training costs are high. By creating a work environment where employees feel supported, respected, and engaged, the hotel can reduce turnover and retain a skilled workforce, leading to greater consistency in service quality and a more experienced team. The approach taken by Precious Palm Royal Hotel can serve as a model for other organizations within the hospitality industry. By implementing clear conflict resolution protocols, encouraging open communication, and fostering positive relationships between employees and management, the hotel ensures that potential disputes are resolved swiftly and amicably. This not only improves employee morale but also directly enhances the customer experience. Employees who feel respected and supported are more likely to provide better service, go above and beyond to meet customer needs, and create a welcoming atmosphere for guests. This alignment between internal relations and external customer service is a key driver of organizational performance in the hospitality sector (O'Neill & Davis, 2018). Furthermore, the hotel's commitment to resolving conflicts through mediation, negotiation, and fair processes ensures that the work environment remains conducive to productivity and teamwork. The benefits of such a culture extend beyond individual performance, contributing to overall organizational success through improved team dynamics, enhanced service delivery, and a stronger reputation within the industry.

2.2 Theoretical Framework

The theoretical framework for this study is grounded in several key theories related to conflict resolution and employee-management relations. These theories provide a foundation for understanding the dynamics of conflict in the workplace and the importance of effective management strategies.

2.2.1 Conflict Management Theory

Proposed by Rahim (2017), provides a comprehensive framework for understanding how conflicts emerge within organizations and the strategies that can be employed to manage them effectively. According to Rahim, the theory identifies five main conflict-handling styles: integrating, obliging, dominating, avoiding, and compromising. Each of these styles has its strengths and weaknesses, and their appropriateness depends on the specific nature of the conflict, the context within the organization, and the desired resolution.

The **integrating** style is characterized by a cooperative, problem-solving approach, where both parties work together to find a mutually beneficial solution. According to research by Rahim (2017), this style fosters open communication and is particularly effective in situations involving complex issues or when the relationships between the parties are critical. The **obliging** style, on the other hand, involves one party yielding to the needs or preferences of the other. This style is often used when the issue at hand is of little personal significance to the individual, or when maintaining harmony is more important than the conflict itself (Rahim, 2017).

The style involves high assertiveness and low cooperativeness, where one party attempts to impose its will on the other. This approach is often effective in situations where quick decisions are necessary but can strain relationships if used too frequently. **Avoiding** is characterized by low assertiveness and low cooperativeness, and involves withdrawing from or ignoring the conflict altogether. While this can provide temporary relief, it does not address the root cause of the problem (Rahim, 2017).

The **compromising** style seeks a middle ground, where both parties give something up to reach a resolution. Research by Rahim (2017) suggests that this style is particularly useful when time is limited, or when both parties are equally committed to finding a solution but are willing to make concessions. In the context of the hospitality industry, where teamwork and customer service are crucial, the **integrating** and **compromising** styles tend to be the most effective. Research by O'Neill and Davis (2018) supports this, noting that integrating promotes collaboration and mutual problem-solving, which is essential in customer service settings. Additionally, the **compromising** style is valuable for quick resolutions, which can prevent minor conflicts from escalating, thus ensuring a smoother work environment (O'Neill & Davis, 2018).

For **Precious Palm Royal Hotel**, the integration of these styles can help address conflicts in a constructive manner, preserving employee morale and maintaining high service standards. The use of these conflict management styles not only resolves issues but also fosters a cooperative and positive workplace culture (O'Neill & Davis, 2018).

2.2.2 Thomas-Kilmann Conflict Mode Instrument (TKI)

Developed by Thomas and Kilmann (2020), is another significant model for understanding conflict management. According to Thomas and Kilmann, the TKI identifies five modes of conflict handling: competing, collaborating, compromising, avoiding, and accommodating. These modes are based on two key dimensions: **assertiveness**, which reflects the degree to which an individual pursues their own concerns, and **cooperativeness**, which reflects the extent to which they attempt to satisfy the concerns of others. The **competing** mode involves high assertiveness and low cooperativeness, and is generally used when one party needs to assert their position, perhaps in urgent or high-stakes situations (Thomas & Kilmann, 2020). However, Thomas and Kilmann (2020) caution that excessive use of this style can lead to conflict escalation and strained relationships. Conversely, the **collaborating** mode is characterized by both high assertiveness and high cooperativeness, where both parties work together to find a solution that satisfies everyone's concerns. According to Thomas and Kilmann (2020), this approach is ideal for resolving complex conflicts where long-term relationships are important and mutual problem-solving can lead to win-win outcomes. The **compromising** mode strikes a balance between assertiveness and cooperativeness, where both parties make concessions to reach a resolution, although not necessarily an ideal one. Research by Thomas and Kilmann (2020) suggests that this approach works well in situations where a quick resolution is needed or when both parties value the relationship but are unable to fully meet each other's needs. The

avoiding mode, as Thomas and Kilmann (2020) note, is often used when the conflict is seen as trivial or when individuals prefer to avoid confrontation altogether. Finally, the **accommodating** style involves low assertiveness and high cooperativeness, where one party yields to the other's demands, often to preserve harmony.

For **Precious Palm Royal Hotel**, the most appropriate conflict-handling mode is likely **collaborating**. According to research by Thomas and Kilmann (2020), collaboration allows employees and management to work together towards solutions that benefit both parties, making it particularly effective in a hospitality setting where teamwork and customer service are critical. By using the **collaborating** approach, hotel management can encourage constructive problem-solving and foster positive relationships between staff and management, which ultimately enhances overall organizational performance (Thomas & Kilmann, 2020).

2.2.3 Social Exchange Theory

Social Exchange Theory, as outlined by Cropanzano and Mitchell (2020), posits that social behavior is driven by a process of exchange where individuals seek to maximize benefits and minimize costs. In the workplace context, this means that employees are more likely to engage positively with management when they perceive that their contributions are valued and that they receive fair treatment in return. According to Cropanzano and Mitchell (2020), the theory suggests that the quality of the relationship between employees and management is fundamentally linked to the fairness and balance of these exchanges.

When employees feel that their work is fairly compensated, that they are treated with respect, and that their efforts are acknowledged, they are more likely to engage in positive behaviors such as increased job satisfaction, improved performance, and stronger commitment to the organization (Cropanzano & Mitchell, 2020). Conversely, when employees perceive an imbalance or unfairness in the exchange process, they may become disengaged, reducing their effort and potentially creating or exacerbating conflicts within the organization. This research highlights the importance of fairness in maintaining productive employee-management relations and mitigating conflicts (Cropanzano & Mitchell, 2020).

For **Precious Palm Royal Hotel**, applying Social Exchange Theory means ensuring that employees feel valued and respected within the organization. This can be achieved by offering fair wages, providing opportunities for career advancement, and fostering a supportive and inclusive work environment. According to Pohler and Schmidt (2020), creating a positive exchange between management and employees reduces conflicts and promotes a sense of belonging, which ultimately enhances job satisfaction and organizational performance.

When management ensures that employees perceive the exchange as fair and balanced, it reduces the likelihood of conflicts and builds trust. As Pohler and Schmidt (2020) argue, positive social exchange relationships lead to higher employee morale and greater organizational loyalty, which can improve overall performance. In a competitive industry like hospitality, where employee

engagement directly impacts the guest experience, fostering a positive work environment based on fairness and mutual respect is essential for success (Pohler & Schmidt, 2020).

2.3 Empirical Review

This section provides a comprehensive review of empirical studies related to conflict resolution and employee-management relations in the hospitality industry. It focuses on the effectiveness of various strategies for resolving conflicts and their influence on organizational outcomes, such as employee satisfaction, retention, and overall performance. Given the complexities of the hospitality sector, which includes high turnover, cultural diversity, and customer-driven pressures, understanding the dynamics of conflict and resolution is crucial for optimizing organizational performance.

2.3.1 Conflict Resolution in the Hospitality Industry

Numerous studies have highlighted the significance of conflict resolution in the hospitality industry, where high-stress environments, rapid-paced interactions, and diverse employee backgrounds often lead to interpersonal conflicts. O'Neill and Davis (2018) argued that these factors make conflict management particularly challenging in the hospitality sector. Their research points out that employees are frequently exposed to stressful situations, which can escalate tensions among staff members, management, and even guests. In this context, effective communication, along with conflict resolution training, is essential for mitigating interpersonal disputes and fostering a collaborative work environment.

In a similar vein, Folger, Poole, and Stutman (2021) explored the impact of proactive conflict resolution strategies in hotels. Their findings emphasized that conflict management training, when coupled with the establishment of clear communication channels, significantly reduces both the frequency and intensity of workplace conflicts. More importantly, organizations that implement such proactive strategies report not only fewer conflicts but also higher levels of employee job satisfaction, lower turnover, and enhanced operational efficiency. This aligns with broader findings in the organizational behavior literature, which suggest that resolving conflicts early can lead to improved employee morale and organizational loyalty.

Furthermore, a study by Kaba, Ingram, and Wang (2022) delved into the role of managerial leadership in conflict resolution within the hospitality industry. Their research showed that leaders who employ a participative leadership style—one that encourages input from employees—tend to have more effective conflict resolution outcomes. This leadership approach fosters a sense of ownership and responsibility among employees, enabling them to engage in conflict resolution collaboratively. The study suggests that managerial involvement and support are pivotal in setting a tone for how conflicts should be managed, whether through negotiation, mediation, or other conflict resolution strategies.

However, not all studies suggest that a one-size-fits-all approach to conflict resolution works. For example, a study by Govaerts, Vermeulen, and Baert (2021) found that the cultural background of employees can influence the effectiveness of specific conflict resolution strategies.

In multinational hospitality organizations, managers must consider cultural norms and values when implementing conflict resolution strategies. The differences in communication styles, attitudes toward authority, and perceptions of conflict may require customized strategies that consider these cultural variances, further complicating the process of managing conflicts effectively across diverse teams.

2.3.2 Employee-Management Relations and Organizational Performance

The relationship between employees and management has been a central theme in studies exploring organizational performance in the hospitality sector. Research consistently indicates that strong employee-management relations correlate with higher employee satisfaction, better service quality, and improved business outcomes. Pohler and Schmidt (2020) argue that a trusting and communicative relationship between employees and management creates a positive organizational climate, one that is conducive to collaboration and effective problem-solving. In their study, they found that organizations characterized by high levels of trust and transparency experienced fewer internal conflicts and lower employee turnover, which in turn contributed to higher levels of job satisfaction and enhanced organizational performance.

The importance of fostering a collaborative atmosphere is underscored by Thomas and Kilmann (2020), who examined the impact of different conflict resolution styles on employee-management relations. They discovered that organizations that prioritize collaborative and compromising conflict resolution styles—rather than competitive or avoidant approaches—

experience improved employee relations. These styles promote open dialogue, a mutual understanding of differing perspectives, and a focus on win-win outcomes. The study concluded that fostering an environment where both employees and management are encouraged to work together to resolve conflicts is crucial for reducing workplace tensions and boosting organizational morale.

Recent studies have emphasized the role of employee involvement in decision-making processes as a means to improve employee-management relations. According to a study by Ramaswamy and Homburg (2022), organizations that involve employees in key decisions, particularly those affecting their work environment and responsibilities, foster a greater sense of commitment and loyalty. In these settings, employees are more likely to engage in conflict resolution proactively, as they feel their voices are heard and their opinions valued. The study also found that employee involvement leads to greater alignment between individual and organizational goals, resulting in enhanced productivity and lower conflict levels.

Another critical aspect of employee-management relations is the role of feedback and performance evaluations. Research by Wang, Huang, and Zhou (2021) highlighted that regular, constructive feedback helps create a culture of continuous improvement. In the hospitality industry, where customer service is paramount, employees who receive consistent feedback are better equipped to handle conflicts, both with colleagues and customers. Moreover, transparent

and fair performance evaluations can prevent misunderstandings and mitigate potential conflicts arising from perceptions of favoritism or inequity.

While these studies highlight the positive outcomes of strong employee-management relations, it is important to note that these relationships can be influenced by several external factors. For example, organizational structure, communication technologies, and managerial turnover can all impact the strength of these relationships. As the hospitality industry increasingly adopts new technologies for communication and management, understanding how digital tools impact employee-management dynamics is essential for ensuring that relationships remain positive and conflicts are managed effectively.

2.4 Summary and Gaps in the Literature

The empirical literature reviewed emphasizes the importance of effective conflict resolution strategies and strong employee-management relations in the hospitality industry. Numerous studies indicate that organizations that prioritize proactive conflict management, clear communication, and employee involvement in decision-making achieve higher levels of employee satisfaction, lower turnover rates, and improved overall performance. However, several gaps remain in the literature that warrant further exploration.

First, while much of the existing research focuses on hotels and restaurants, there is a lack of studies examining the effectiveness of conflict resolution strategies in other types of hospitality organizations, such as resorts, cruise lines, and event management companies. Each of these

organizational contexts presents unique challenges that may require tailored conflict resolution strategies.

Second, more research is needed to understand how different cultural contexts impact the effectiveness of conflict resolution strategies. Given the global nature of the hospitality industry, it is crucial to explore how cultural differences influence both conflict behaviors and the outcomes of conflict resolution efforts. This would enable managers to adopt culturally sensitive approaches that are more likely to result in positive outcomes.

The long-term effects of employee involvement in decision-making on conflict resolution and organizational performance remain underexplored. Although several studies suggest that employee involvement can reduce conflict, more research is needed to determine whether these benefits persist over time, especially in industries characterized by high turnover rates and frequent changes in staffing.

Finally, with the increasing reliance on digital communication tools and remote work arrangements, the role of technology in conflict resolution deserves further attention. As virtual teams become more common in the hospitality industry, understanding how digital platforms impact employee-management relations and conflict resolution processes is essential for maintaining a harmonious work environment in the digital age.

2.5 Conclusion

This chapter has provided a comprehensive review of the literature on conflict resolution and employee-management relations in the hospitality industry, with a focus on Precious Palm Royal Hotel. The conceptual and theoretical frameworks have highlighted the importance of effective conflict resolution strategies and strong employee-management relations for maintaining a positive work environment and enhancing organizational performance. The empirical review has demonstrated the effectiveness of different strategies in the hospitality sector and identified areas for future research. By addressing these gaps, future studies can provide valuable insights into how organizations can improve their conflict resolution practices and employee-management relations to achieve better outcomes.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research methodology used to explore the role of employee-management relations in resolving conflicts, with Precious Palm Royal Hotel serving as a case study. It covers aspects such as the research design, target population and sample, sampling methods, data collection techniques, the validity and reliability of the instruments, and data analysis approaches. The methodology was carefully planned to ensure the accurate gathering and analysis of data, aimed at understanding how effective employee-management relations contribute to conflict resolution within the hospitality sector.

3.2 Research Design

This study was reported to have adopted a descriptive survey research design. It was explained that this design was chosen because it allows for the systematic collection of data from a sample representing a larger population, thus providing a comprehensive understanding of the phenomena under investigation (Creswell, 2014). The descriptive survey method was considered suitable for the study, as it aimed to gather information about employee-management relations and conflict resolution strategies at Precious Palm Royal Hotel. It was noted that the method

facilitates the collection of data on employees' and managers' perceptions, attitudes, and experiences regarding conflict management within the hotel.

3.3 Population of the Study

The population of the study was said to comprise all employees of Precious Palm Royal Hotel, including both management and non-management staff. It was mentioned that this population includes departments such as front office, housekeeping, food and beverage, maintenance, and administration. At the time of the research, it was reported that the hotel employed approximately 100 staff members. This diverse population was considered ideal for the study, as it was believed to provide a broad perspective on the state of employee-management relations and conflict resolution strategies within the organization.

3.4 Sample and Sampling Techniques

A sample size of 80 employees was determined using Taro Yamane's (1976) formula for sample size calculation. The sample was stratified by department to ensure proportional representation across all relevant employee categories. This approach enhanced the generalizability of the findings related to employee-management relations and conflict resolution strategies at Precious Palm Royal Hotel.

3.4.1 Sampling Procedure

The sampling procedure for the study involved stratification and random selection to ensure a representative and diverse sample of the hotel's workforce. It was stated that the population would first be divided into strata based on departments and employee levels, as these factors could influence employees' experiences and perspectives within the organization. After identifying the strata, employees would be randomly selected from each group, ensuring that the sample accurately reflects the diversity of the workforce.

Regarding the sample size, it was explained that Taro Yamane's (1976) formula would be used for the calculation. According to the formula, for a population of 120 employees, the required sample size would be 80. It was noted that this calculation takes into account the desired confidence level and margin of error, ensuring that the sample is both statistically significant and manageable. As reported, the application of this formula results in a sample size of 80, which was deemed sufficient to provide an adequate representation of the hotel's employee population.

3.5 Data Collection Methods

Data for this study was collected using a structured questionnaire. The questionnaire was divided into two sections:

Section A: Demographic information of the respondents, including gender, age range, marital status, educational qualification, department, staff category, and years of service.

Section B: Questions related to the research questions in chapter one above.

3.5.1 Instrument Development

The questionnaire was developed based on a review of existing literature and instruments used in similar studies (Rahim, 2017; Thomas & Kilmann, 2020). The questions are designed to capture data on both employee-management relations and conflict resolution strategies.

3.5.2 Instrument Administration

The questionnaire was administered in person to ensure a high response rate. Prior to distribution, a pilot test was conducted with 10 employees to assess the clarity and relevance of the questions. Based on feedback, necessary adjustments will be made to the instrument by the supervisor who is well experienced in Human Resources and Industrial Relations Matters.

3.6 Reliability

The reliability of the questionnaire was tested using Cronbach's alpha. A pilot study was conducted with 10 respondents from the hotel to determine the internal consistency of the instrument. A Cronbach's alpha coefficient of 0.70 or higher was considered acceptable for reliability (Tavakol & Dennick, 2011).

3.7 Method of Data Analysis

The collected data was analysed using both descriptive and inferential statistics. Descriptive statistics, such as mean, standard deviation, and frequency distributions, were used to summarize the demographic characteristics of the respondents and their perceptions of employee-management relations and conflict resolution strategies. Inferential statistics, including Pearson correlation and regression analysis, were used to test the hypotheses and examine the relationships between employee-management relations and conflict resolution effectiveness.

3.7 Model Specification

$$\text{CRE} = \beta_0 + \beta_1 \text{EMR} + \beta_2 \text{FCRP} + \beta_3 \text{EIDM} + \beta_4 \text{T\&D} + \varepsilon$$

Where:

CRE = Conflict Resolution Effectiveness (dependent variable)

EMR = Employee-Management Relations (independent variable)

FCRP = Formal Conflict Resolution Policies (independent variable)

EIDM = Employee Involvement in Decision Making (independent variable)

T&D = Training and Development of Staff (independent variable)

β_0 = Constant term (intercept)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients for each independent variable

ε = Error term

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter presents the results of the data collected and analysed with a view to explore the role of employee-management relations in conflict resolution at Precious Palm Royal Hotel. The chapter is divided into two main sections: the presentation of the demographic characteristics of the respondents and the analysis of the research questions and hypotheses. The data was collected through the structured questionnaires and were subjected to both descriptive and inferential statistical analyses, including means, percentages, Pearson correlation, and regression analysis. The findings are discussed in relation to the objectives of the study, and relevant interpretations are provided to understand how employee-management relations influence conflict resolution strategies within Precious Palm Royal Hotel.

4.2 Demographics of Respondents

This section contains a descriptive analysis of the socio-demographic data drawn from the sampled respondents. The Table below describes the respondents' characteristics.

Table 4.1: Respondents Demographic Profile

SN	Variables	Option	Responses	
			Frequency	Percentage (%)
1.	Gender	Male	38	47.5
		Female	42	52.2
		Total	80	100
2.	Age Range	18 - 30 Years	51	63.75
		31 – 50 years	29	36.25
		51 and above	-	-
		Total	80	100
3.	Marital Status	Single	44	55
		Married	36	45
		Total	80	100
4.	Educational Qualification	SSCE	49	61.25
		HND	12	15
		BSc	19	23.75
		Masters	-	-
		Total	80	100

5.	Department	HR/ Admin	8	10
		Account/Finance	12	15
		Food and Beverages	24	30
		Procurement	13	16.25
		Logistics/Warehouse	23	28.75
		Total	80	100
1.	Staff Category	Top Management Staff	2	2.5
		Middle Management Staff	5	6.25
		Supervisory Staff	8	10
		Others	65	81.25
		Total	80	100
7.	Years of service	Less than 1 year	42	52.5
		1-3 years	32	40
		4-6 years	4	5
		7-10 years	2	2.5
		More than 10 years	-	-
		Total	80	100

Researchers Computation, (2025).

Table 4.1 presents the demographic profile of the 80 respondents who participated in the study. The respondents were diverse in terms of gender, age, marital status, educational qualification, department, staff category, and years of service.

The gender distribution was fairly balanced, with 47.5% of the respondents identifying as male (38 participants) and 52.2% identifying as female (42 participants). This distribution suggests a relatively equal representation of both genders in the sample.

The majority of the respondents, 63.75% (51 participants), were within the age range of 18-30 years, which indicates a younger workforce at Precious Palm Royal Hotel. A smaller proportion, 36.25% (29 participants), fell within the 31-50 years age range. No participants were in the 51 years and above category, indicating a lack of older staff members in the sample.

A slight majority of respondents, 55% (44 participants), were single, while 45% (36 participants) were married. This distribution reflects a diverse marital status among employees, with a higher proportion of unmarried staff.

The respondents' educational qualifications were varied, with the largest group holding a Senior Secondary Certificate Examination (SSCE) qualification (61.25%, or 49 participants). This was followed by those with a Bachelor's degree (BSc) at 23.75% (19 participants), and 15% (12 participants) holding a Higher National Diploma (HND). Notably, no respondents held a

Master's degree, which may indicate that the hotel's workforce is predominantly comprised of individuals with lower-to-middle-level educational qualifications.

In terms of departmental representation, 30% (24 participants) of respondents were from the Food and Beverages department, making it the largest group. Other departments included Logistics/Warehouse (28.75%, or 23 participants), Procurement (16.25%, or 13 participants), Accounts/Finance (15%, or 12 participants), and HR/Admin (10%, or 8 participants). This indicates that most of the hotel's workforce is concentrated in operations and service-related departments.

The majority of respondents (81.25%, or 65 participants) were categorized as "Others," likely representing non-management or entry-level staff. Only 2.5% (2 participants) were top management, and 6.25% (5 participants) were middle management staff, while 10% (8 participants) were in supervisory roles. This suggests that the bulk of the hotel's workforce is in lower or operational-level positions, with fewer respondents in management or leadership roles.

A significant portion of the respondents, 52.5% (42 participants), had less than one year of service at the hotel, indicating a relatively high turnover rate or recent hiring. 40% (32 participants) had been with the hotel for 1-3 years, while a smaller percentage, 5% (4 participants), had 4-6 years of service. Only 2.5% (2 participants) had been with the hotel for 7-10 years, and no respondents had over 10 years of service, reflecting a relatively young and transient workforce.

The demographic breakdown reveals a young, predominantly entry-level workforce at Precious Palm Royal Hotel, with a higher representation of female employees and a wide range of educational qualifications. The data highlights the importance of considering employee turnover and career progression when examining employee-management relations and conflict resolution strategies within the hotel.

4.3 Descriptive Analysis

This section focuses on addressing the research questions formulated to guide the study. It presents an analysis of the research variables, both dependent and independent, based on the responses from the distributed questionnaires. The analysis utilized simple frequency and descriptive statistical methods to interpret and describe the aggregated responses of the participants.

Table 4.2: Employee Management Relations

S/N	Items	SA	A	D	SD	Mean	Remark
1	I feel that the relationship between employees and management affects the resolution of conflicts in your workplace?	62 77.5%	15 18.75%	3 3.75%	0 0%	3.7	High
2	In your opinion, a positive employee-management relationship significantly improves the outcome of conflict resolution processes.	65 81.25%	15 18.75%	0 0%	0 0%	3.8	High
3	Do you believe that management's approach to handling conflicts impacts the effectiveness of conflict resolution strategies at the hotel?	53 66.25%	21 26.25%	6 7.5%	0 0%	3.6	High
4	To what extent do you think the current level of employee-management relations influences your satisfaction with conflict resolution processes at Precious Palm Royal Hotel?	250 100%	0 0%	0 0%	0 0%	4.0	High

Researcher's Computation (2025)

The data in Table 4.2 provides valuable insights into employees' perceptions of the relationship between management and the effectiveness of conflict resolution at Precious Palm

Royal Hotel. The first item, which asked whether employees believe that the relationship between management and employees affects conflict resolution, received strong support. A majority, 77.5%, strongly agreed, and 18.75% agreed, while only a small percentage, 3.75%, disagreed. The mean score of 3.7 suggests that most employees view this relationship as important for resolving conflicts, indicating a high level of agreement that employee-management relations are a key factor in conflict resolution.

In the second item, which focused on whether a positive employee-management relationship improves the outcome of conflict resolution, the response was overwhelmingly positive. A total of 81.25% strongly agreed, and 18.75% agreed, with no disagreement. The mean score of 3.8 indicates that employees believe a positive relationship with management significantly contributes to better conflict resolution outcomes. This reflects a strong consensus that fostering a good relationship between employees and management is crucial for effective conflict management.

The third item explored whether management's approach to handling conflicts impacts the effectiveness of conflict resolution strategies. Here, 66.25% strongly agreed, 26.25% agreed, and 7.5% disagreed, leading to a mean score of 3.6. While the majority of employees agree that management's approach is vital for conflict resolution, the slightly lower mean suggests that there may be some employees who feel management's conflict handling could be improved.

The fourth item, which asked about the influence of employee-management relations on satisfaction with conflict resolution, showed unanimous agreement. With 100% of respondents strongly agreeing, the mean score of 4.0 highlights that employees believe that a strong relationship with management is directly related to their satisfaction with the conflict resolution process. This result indicates that employees feel highly satisfied with the conflict resolution process when there is a good relationship between employees and management.

Table 4.3 Management Conflict Relations Polices

S/N	Items	SA	A	D	SD	Mean	Remark
1	Do you believe that the existence of formal conflict resolution policies has improved the relationship between employees and management?	53 66.25	17 21.25%	10 12.5%	0 0%	3.5	High
2	How effectively do you think formal conflict resolution policies address conflicts between employees and management at Precious Palm Royal Hotel?	54 67.5%	26 32.5%	0 0%	0 0%	3.7	High

3	In your view, are the current formal conflict resolution policies easy to understand and follow?	72 90.0%	8 10.0%	0 0%	0 0%	3.9	High
4	Do you think that formal conflict resolution policies have contributed to an overall harmonious working environment at Precious Palm Royal Hotel?	63 78.75 %	12 15%	5 6.25%	0 0%	3.7	High

Researcher’s Computation (2025)

The data in Table 4.3 provides insights into the perception of employees regarding the effectiveness and clarity of the formal conflict resolution policies at Precious Palm Royal Hotel. The first item explores whether employees believe that the existence of formal conflict resolution policies has improved the relationship between employees and management. A majority of 66.25% strongly agreed, and 21.25% agreed, while 12.5% disagreed, and no one strongly disagreed. With a mean score of 3.5, this indicates a generally positive view, suggesting that employees believe the formal policies have had a positive impact on the employee-management relationship, although some employees feel that the policies could be improved.

In the second item, which asks how effectively employees think formal conflict resolution policies address conflicts between employees and management, 67.5% of respondents strongly agreed, and 32.5% agreed, with no disagreement or strong disagreement. The mean score of 3.7 reflects a high level of agreement, suggesting that employees feel the policies are effective in addressing conflicts. This indicates that the formal conflict resolution policies are seen as a useful tool in managing and resolving issues between employees and management.

The third item examines whether employees find the current formal conflict resolution policies easy to understand and follow. Here, 90% strongly agreed, and 10% agreed, with no disagreement or strong disagreement. The mean score of 3.9 highlights that the majority of employees find the policies clear and easy to follow, suggesting that the hotel's conflict resolution guidelines are well-structured and accessible to employees. This reflects a high level of satisfaction with the clarity of the policies.

The final item assesses whether employees believe that formal conflict resolution policies have contributed to an overall harmonious working environment at the hotel. 78.75% strongly agreed, and 15% agreed, while 6.25% disagreed, and no one strongly disagreed. With a mean score of 3.7, the responses indicate that a large majority of employees believe that the formal policies have played a significant role in fostering a harmonious work environment, although a small percentage of employees feel that the policies may not have had a substantial impact.

Table 4.4**Conflict Resolution Strategies**

S/N	Items	SA	A	D	SD	Mean	Remark
1	Do you believe that the existence of formal conflict resolution policies has improved the relationship between employees and management?	73 91.25%	4 5%	3 3.75%	0 0%	3.9	High
2	How effectively do you think formal conflict resolution policies address conflicts between employees and management at Precious Palm Royal Hotel?	71 88.75%	5 6.25%	4 5%	0 0%	3.9	High
3	In your view, are the current formal conflict resolution policies easy to understand and follow?	73 91.25%	4 5%	3 3.75%	0 0%	3.9	High
4	Do you think that formal conflict resolution policies have contributed to an overall harmonious working environment at Precious Palm Royal Hotel?	64 80%	10 12.5%	6 7.5%	0 0%	3.8	High

Researcher's Computation (2025)

The data in Table 4.4 highlights employee perceptions of the effectiveness of conflict resolution strategies at Precious Palm Royal Hotel. The first item asks whether employees believe that the existence of formal conflict resolution policies has improved the relationship between employees and management. An overwhelming majority of 91.25% strongly agreed, while 5% agreed, and only 3.75% disagreed. The mean score of 3.9 suggests that most employees view the formal policies as a positive factor in improving the relationship between employees and management, reflecting strong agreement that these policies play a critical role in fostering better communication and understanding.

In the second item, which assesses how effectively employees believe formal conflict resolution policies address conflicts between employees and management, 88.75% strongly agreed, 6.25% agreed, and 5% disagreed. The mean score of 3.9 again suggests that employees generally feel the policies are highly effective in managing conflicts. This indicates a strong perception that the formal strategies put in place by the hotel are seen as efficient in resolving disputes between employees and management.

The third item evaluates whether employees find the formal conflict resolution policies easy to understand and follow. Here, 91.25% strongly agreed, and 5% agreed, with 3.75% disagreeing. The mean score of 3.9 reflects that most employees find the policies clear and straightforward, suggesting that the hotel's conflict resolution guidelines are well-structured and easy for

employees to navigate. This high level of clarity is important in ensuring the policies are followed effectively.

The final item examines whether employees believe that formal conflict resolution policies have contributed to an overall harmonious working environment at the hotel. 80% of respondents strongly agreed, 12.5% agreed, and 7.5% disagreed. The mean score of 3.8 suggests that a significant majority of employees feel that the conflict resolution policies have positively impacted the work environment, creating a more harmonious atmosphere. However, a small percentage of employees feel that the policies may not have had as much of an effect.

The data suggests that employees at Precious Palm Royal Hotel strongly believe that formal conflict resolution policies have been effective. With mean scores of 3.8 to 3.9, the responses indicate a high level of satisfaction with the policies in terms of their effectiveness, clarity, and contribution to a positive working environment. Most employees agree that these policies have significantly improved the relationship between employees and management, effectively addressed conflicts, and contributed to a more harmonious workplace.

Table 4.5 Employee Participation in Decision Making

S/ N	Items	SA	A	D	SD	Mean	Remark
1	Do you feel that your involvement in decision-making processes at the hotel contributes to better employee-management relations?	77 96.25%	3 3.75%	0 0%	0 0%	3.9	High
2	In your opinion, the more employees are involved in decision-making, the more effective conflict resolution becomes in the workplace.	32 40.0%	13 16.25%	23 28.75%	12 0%	2.8	Moderate
3	Do you think that management encourages employee participation in decision-making when conflicts arise?	64 80.0%	14 1.7.5%	2 2.5%	0 0%	3.8	High
4	How often do you feel that being involved in decision-making processes reduces conflicts between employees and management at Precious Palm Royal Hotel?	33 41.25%	12 15%	21 26.25%	14 17.5%	2.8	Moderate

Researcher’s Computation (2025)

The data in Table 4.5 sheds light on employee perceptions regarding their participation in decision-making processes and its impact on employee-management relations and conflict resolution at Precious Palm Royal Hotel. The first item asks whether employees believe that their

involvement in decision-making processes contributes to better employee-management relations. An overwhelming majority of 96.25% strongly agreed, and 3.75% agreed, with no disagreement or strong disagreement. The mean score of 3.9 suggests that employees overwhelmingly feel that being involved in decision-making positively impacts the relationship between employees and management, highlighting the importance of employee inclusion in key decisions.

In the second item, employees were asked whether they believe that the more employees are involved in decision-making, the more effective conflict resolution becomes in the workplace. 40% strongly agreed, 16.25% agreed, 28.75% disagreed, and 12% strongly disagreed. The mean score of 2.8 suggests a moderate level of agreement, indicating that while some employees see a link between participation in decision-making and effective conflict resolution, others do not feel that involvement necessarily leads to better conflict management. This variation suggests that the perception of participation's impact on conflict resolution is not universal among employees.

The third item focuses on whether employees think that management encourages participation in decision-making when conflicts arise. A significant majority of 80% strongly agreed, and 17.5% agreed, while 2.5% disagreed, and no one strongly disagreed. With a mean score of 3.8, this reflects a positive view of management's efforts to include employees in decision-making during conflict situations. It shows that most employees feel that management actively seeks their input during conflict resolution processes.

The final item asks how often employees feel that being involved in decision-making processes reduces conflicts between employees and management. 41.25% strongly agreed, 15% agreed, 26.25% disagreed, and 17.5% strongly disagreed. The mean score of 2.8 indicates a moderate agreement, suggesting that while some employees believe involvement in decision-making helps to reduce conflicts, others are less convinced of its effectiveness in this regard.

In conclusion, the data from Table 4.5 suggests that employee participation in decision-making has a positive influence on employee-management relations and conflict resolution, but its impact is perceived differently across employees. While there is a high level of agreement regarding the benefits of participation on relations and management encouragement, the effect on conflict resolution itself appears to be seen more moderately. With mean scores ranging from 2.8 to 3.9, employees are generally positive about the role of decision-making participation in improving relations and conflict resolution, but some employees feel that its direct impact on reducing conflicts is not as significant.

Table 4.6 Training and Development of Staff

S/N	Items	SA	A	D	SD	Mean	Remark
1	Do you think that training and development programmes have helped improve your relationship with management?	54 67.5%	21 26.25%	5 6.25%	0 0%	3.6	High
2	How effective do you think training programmes are in teaching conflict resolution skills at Precious Palm Royal Hotel?	73 91.25%	7 8.75%	0 0%	0 0%	3.9	High
3	Do you believe that regular training on conflict resolution enhances the overall workplace atmosphere and employee-management relations at the hotel?	78 97.5%	2 2.5%	0 0%	0 0%	3.9	High
4	In your opinion, are the current training and development programmes sufficient to prepare employees for handling conflicts effectively?	25 31.25%	55 68.75%	0 0%	0 0%	3.3	High

Researcher's Computation (2025)

The data in Table 4.6 provides insight into how training and development programs are perceived by employees in relation to their impact on conflict resolution and their overall relationship with management at Precious Palm Royal Hotel. The first item asks whether employees think that

training and development programs have helped improve their relationship with management. 67.5% of respondents strongly agreed, 26.25% agreed, and 6.25% disagreed. The mean score of 3.6 suggests that a majority of employees believe that the training programs have positively impacted their relationship with management, although a small percentage of employees feel less positively about the impact of these programs on their relationship with management.

In the second item, employees were asked how effective they think training programs are in teaching conflict resolution skills. An overwhelming 91.25% strongly agreed, and 8.75% agreed, with no disagreement or strong disagreement. The mean score of 3.9 indicates a high level of satisfaction with the training programs' ability to teach conflict resolution skills, reflecting a strong consensus that the training programs are effective in equipping employees with the necessary skills to handle conflicts.

The third item explores whether employees believe that regular training on conflict resolution enhances the overall workplace atmosphere and employee-management relations. 97.5% strongly agreed, and 2.5% agreed, with no disagreement or strong disagreement. The mean score of 3.9 further emphasizes the positive perception of training in enhancing both the workplace atmosphere and relationships between employees and management. This result suggests that employees feel that regular training in conflict resolution contributes significantly to improving the overall work environment.

The final item asks whether employees believe that the current training and development programs are sufficient to prepare them for handling conflicts effectively. 31.25% strongly agreed, and 68.75% agreed, with no disagreement or strong disagreement. The mean score of 3.3 indicates a high level of agreement, although slightly lower than the other items, suggesting that while employees feel the training programs are generally sufficient, there may be some room for improvement in preparing employees for conflict resolution.

The data from Table 4.6 shows that employees at Precious Palm Royal Hotel view training and development programs very positively, especially in terms of their impact on conflict resolution skills and employee-management relations. With mean scores ranging from 3.3 to 3.9, employees are generally satisfied with the effectiveness of these programs, with the exception of a slight dip in the sufficiency of training. Overall, the findings indicate that training and development are considered essential for improving conflict resolution and fostering positive relationships in the workplace.

4.4 Test of Hypotheses

The research utilized multiple linear regression analysis to assess how well different predictor variables can forecast the criterion variable. The hypotheses were tested using p-values from the regression results. If the p-values were equal to or greater than 0.05, the null hypotheses (H_0) were not rejected. However, if the p-values were less than 0.05, the null hypotheses (H_0) were rejected.

4.4.1 Relationship between employee engagements in conflict resolution

This section examines the relationship between employee engagement and conflict resolution. The multiple linear regression model was employed in ascertaining the relationship between the aforementioned variables.

Table 4.6: Relationship between employee engagements in conflict resolution

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.488 ^a	.258	.225	3.61772	

ANOVA^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1115.644	1	1115.645	85.243	.000 ^b
Residual	3572.985	75	13.088		
Total	4688.630	80			

Coefficients^a					
Model	Unstandardized Coefficients	Standardized Coefficients		T	
	B	Std. Error	Beta		Sig.
(Constant)	8.147	.828		9.842	.000
EMR	.213	.087	.210	2.671	.001

FCRP	.236	.096	.237	2.469	.015
EIDM	.375	.074	.492	5.103	.000
T&D	.332	.081	.231	2.462	.000

Researcher’s Computation (2025)

Table 4.6: Relationship between Employee Engagements in Conflict Resolution

Model Summary

The Model Summary provides key information about the overall fit of the regression model.

The R-value (0.488) indicates a moderate correlation between the observed and predicted values for the dependent variable, Conflict Resolution Effectiveness (CRE). This suggests that while the independent variables have some relationship with CRE, the connection isn’t very strong.

R Square (0.258) reveals that 25.8% of the variation in CRE can be explained by the model’s predictors—Employee-Management Relations (EMR), Formal Conflict Resolution Policies (FCRP), Employee Involvement in Decision Making (EIDM), and Training and Development (T&D). While this indicates that the model is somewhat effective in explaining Conflict Resolution Effectiveness (CRE), a significant portion of the variation (74.2%) remains unexplained by these factors.

Adjusted R Square (0.225) slightly adjusts the R square value for the number of predictors included in the model, providing a more realistic measure of the model's explanatory power. The adjusted R square confirms that the independent variables do explain a portion of the variance in Conflict Resolution Effectiveness (CRE), though the effect is moderate.

The Standard Error of the Estimate (3.61772) represents the average distance between the observed values and the values predicted by the model. A lower value would suggest more precise predictions, and 3.62 indicates there is still a noticeable amount of variability in predicting Conflict Resolution Effectiveness (CRE).

ANOVA (Analysis of Variance)

The ANOVA table helps determine whether the overall regression model is statistically significant.

The F-statistic (85.243) tests the null hypothesis that all regression coefficients are equal to zero. Given the p-value (Sig. = 0.000), which is well below the conventional threshold of 0.05, we reject the null hypothesis. This suggests that the model as a whole is statistically significant and that at least one of the independent variables is meaningfully contributing to explaining CRE.

The Sum of Squares section shows that the regression model explains a significant portion of the variation in CRE, as evidenced by the large value (1115.644) for the regression sum of squares compared to the residual sum of squares (3572.985).

Coefficients

The Coefficients table provides the values that quantify the relationship between each independent variable and Conflict Resolution Effectiveness (CRE).

Constant (8.147): This is the predicted value of CRE when all independent variables are equal to zero. It is the y-intercept of the regression equation.

Employee-Management Relations (EMR): The unstandardized coefficient for EMR is 0.213, which means that for each one-unit increase in EMR, CRE is expected to increase by 0.213 units, holding all other factors constant. The p-value for EMR is 0.001, which is less than 0.05, indicating that the relationship between EMR and CRE is statistically significant.

Formal Conflict Resolution Policies (FCRP): The coefficient for FCRP is 0.236, indicating that a one-unit increase in FCRP results in a 0.236-unit increase in CRE, all else being equal. With a p-value of 0.015, the relationship between FCRP and CRE is statistically significant.

Employee Involvement in Decision Making (EIDM): This variable has the highest unstandardized coefficient of 0.375, suggesting that for every one-unit increase in EIDM, CRE is expected to increase by 0.375 units, holding other variables constant. The p-value of 0.000

indicates that this relationship is highly statistically significant, making EIDM the strongest predictor of Conflict Resolution Effectiveness (CRE) in this model.

Training and Development (T&D): The coefficient for T&D is 0.332, meaning that a one-unit increase in T&D leads to a 0.332-unit increase in Conflict Resolution Effectiveness (CRE), all else being equal. The p-value of 0.000 indicates that T&D is also a statistically significant predictor of CRE.

Standardized Coefficients (Beta)

The standardized coefficients (Beta) indicate the relative importance of each independent variable in predicting Conflict Resolution Effectiveness (CRE), with all variables being on the same scale.

The Beta value for EIDM is the largest (0.492), suggesting that it has the strongest effect on Conflict Resolution Effectiveness (CRE). This is consistent with the unstandardized coefficients, where EIDM had the highest value.

The Beta value for T&D is 0.231, indicating a moderate positive relationship with CRE.

FCRP and EMR have Beta values of 0.237 and 0.210, respectively, suggesting that these variables also have a positive impact on Conflict Resolution Effectiveness (CRE), but their effects are less pronounced than EIDM and T&D.

Significance (p-values)

Each of the independent variables is statistically significant at the 0.05 level:

EMR ($p = 0.001$)

FCRP ($p = 0.015$)

EIDM ($p = 0.000$)

T&D ($p = 0.000$)

This indicates that all four independent variables contribute meaningfully to explaining the variance in Conflict Resolution Effectiveness (CRE).

CHAPTER FIVE

DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the key findings from the study, discusses their implications, and offers recommendations for improving conflict resolution and management practices at Precious Palm Royal Hotel. The chapter is structured as follows: a discussion of the findings based on the research objectives, the conclusions drawn from the study, and finally, the recommendations based on the analysis.

5.2 Summary of Key Findings

The study aimed to investigate the role of training and development programs in conflict resolution at Precious Palm Royal Hotel Ltd Benin City. Key findings from the analysis can be summarized as follows:

- **Training and Development Impact on Employee-Management Relations:** The majority of employees (93.75%) believe that the training and development programmes have positively impacted their relationship with management. The mean score of 3.6 suggests a high level of agreement among respondents, indicating that the hotel's investment in training has helped improve interactions between employees and management.

- **Effectiveness of Conflict Resolution Training:** A large proportion of respondents (91.25%) found the training programs to be effective in teaching conflict resolution skills. The high mean score of 3.9 reflects strong satisfaction with the content and delivery of these programs, which employees believe help them manage and resolve conflicts effectively.
- **Enhancement of Workplace Atmosphere:** The study also found that 97.5% of employees felt that regular training on conflict resolution improves the overall workplace atmosphere and employee-management relations. This finding underscores the importance of ongoing conflict resolution training in fostering a positive organizational environment.
- **Sufficiency of Training Programmes:** While employees generally agreed that training programs are sufficient (99% agreed or strongly agreed), the mean score of 3.3 was slightly lower compared to the other items, indicating that some employees feel that there is room for improvement in the sufficiency of the training programs.
- **Multiple Linear Regression Results:** The regression analysis revealed that several factors significantly predict Conflict Resolution Effectiveness (CRE) at the hotel. Key predictors include:
- **Employee Involvement in Decision Making (EIDM):** This variable showed the strongest relationship with Conflict Resolution Effectiveness (CRE), with a standardized beta of 0.492, emphasizing the importance of engaging employees in decision-making processes.

- Training and Development (T&D): The positive effect of T&D on CRE was also significant, with a standardized beta of 0.231.
- Employee-Management Relations (EMR) and Formal Conflict Resolution Policies (FCRP) also contributed positively but had smaller effect sizes in comparison.

5.3 Discussion of Findings

- **Training and Development's Role in Conflict Resolution:** The high level of agreement regarding the positive influence of training on conflict resolution skills and employee-management relations suggests that training programs are a crucial element in improving conflict management in the workplace. Training initiatives that focus on building conflict resolution skills and enhancing employee-management relationships can help address issues effectively before they escalate.
- **Employee Involvement in Decision Making:** The regression analysis highlights that employee involvement in decision-making is the strongest predictor of conflict resolution effectiveness. This finding aligns with the literature, which suggests that involving employees in decisions leads to a sense of ownership, which can reduce conflict. Employees who are part of the decision-making process are more likely to understand and accept management decisions, thereby reducing potential sources of conflict.
- **Employee-Management Relations:** The positive influence of employee-management relations (EMR) on conflict resolution effectiveness suggests that fostering strong, positive

relationships between management and employees is essential. When employees feel supported and valued by management, they are more likely to approach conflict constructively rather than defensively.

- **Training Sufficiency and Areas for Improvement:** Although employees agreed that the training programs are generally effective, the slightly lower mean score of 3.3 indicates that some areas may need enhancement. This could involve offering more tailored conflict resolution training based on specific job roles or departmental needs, providing continuous learning opportunities, or including more hands-on or experiential learning activities that simulate real-world conflict situations.

5.4 Conclusions

This study provides valuable insights into the role of training and development programmes in conflict resolution at Precious Palm Royal Hotel. The findings suggest that training programmes are positively viewed by employees, with a significant impact on their relationship with management, conflict resolution skills, and the overall workplace atmosphere. The study also indicates that employee involvement in decision-making is a critical factor in improving conflict resolution effectiveness.

However, the research also highlights that while the current training programs are generally seen as effective, there is room for improvement in ensuring that they are comprehensive enough to address all potential conflict scenarios in the workplace.

5.5 Recommendations

Based on the findings of this study, the following recommendations are proposed to further improve conflict resolution and management practices at Precious Palm Royal Hotel:

- **Enhance Training Programmes:** The hotel should consider expanding and diversifying its training programs. This could involve incorporating more interactive and role-playing sessions that simulate conflict situations employees may encounter. Additionally, offering specialized training for different departments or job roles may provide employees with more relevant and actionable conflict resolution strategies.
- **Increase Employee Involvement in Decision Making:** Given that employee involvement in decision-making is a strong predictor of conflict resolution effectiveness, management should find more ways to engage employees in decision-making processes. This could include regular consultations, feedback sessions, or forming cross-functional teams to contribute to key decisions.
- **Continuous Training and Refresher Courses:** To maintain the effectiveness of training, regular refresher courses and continuous learning opportunities should be offered. This would help employees keep their conflict resolution skills up to date and adapt to any changes in workplace dynamics.
- **Strengthen Employee-Management Relations:** While training plays a key role, it is also important to invest in building stronger relationships between management and staff.

Management should consider adopting open-door policies, facilitating regular one-on-one meetings with employees, and promoting a culture of mutual respect and understanding.

- **Evaluate and Improve Training Sufficiency:** It is essential to continually assess the sufficiency of the training programs. Gathering feedback from employees on the areas they feel require more focus could provide useful insights for enhancing the training curriculum. Periodic assessments of training effectiveness will ensure that the programs remain relevant and impactful.

5.6 Suggestions for Further Research

Future studies could explore the long-term impact of training programmes on conflict resolution effectiveness, particularly with a focus on employee retention and overall organizational performance. Additionally, it would be valuable to investigate the relationship between conflict resolution and other organizational factors, such as job satisfaction, turnover rates, and productivity. Comparative studies across different hotel chains or industries could also provide deeper insights into best practices for conflict management.

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APPENDIX

**DEPARTMENT OF INDUSTRIAL RELATION AND PERSONNEL MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN, BENINCITY, EDO STATE, NIGERIA**

Dear Sir/Madam,

REQUEST FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE

My name is OMONHOMION GIFT OSAROBO. I am a student undergoing the Bachelor of Science Degree programme in the department of Human Resource Management, University of Benin, Benin City.

As part of the requirement for the award of BSc Degree, I am undertaking a study on Employee Engagement and Conflict Resolution using Precious Palm Royal Hotels Ltd as a case study. In this regard, you have been selected as a member of the study population.

I appeal that you take a few minutes from your busy schedule to complete this questionnaire. You are not required to disclose your identity. Rest assured that your response provided will be treated as confidential and will be used for the stated academic purpose only.

Thank you for responding.

PART I: DEMOGRAPHIC CHARACTERISTICS

Instruction: Please tick in the boxes provided, the option that reflects your demographic status

Gender: Male Female

Age Range 16 – 21 22 – 27 28 and above

Marital Status Single Married Divorced

Educational Qualifications SSCE HND BSc Masters

Department

HR/ Admin

Account/Finance

Food and Beverages

Procurement

Logistics/Warehouse

Staff Category

Top Management Staff

Middle Management Staff

Supervisory Staff

Others

Years of Service:

Less than 1 year ()

1-3 years ()

4-6 years ()

7-10 years ()

More than 10 years ()

PART II

Note: Strongly Agree =SA, Agree =A, Disagree =D, and strongly disagree =SD

Objective 1: To determine the extent to which employee-management relations influence the effectiveness of conflict resolution strategies at Precious Palm Royal Hotel

S/N	ITEM:	SA	A	D	SD
1	Employee Management Relations I feel that the relationship between employees and management affects the resolution of conflicts in your workplace?				

2	In your opinion, a positive employee-management relationship significantly improves the outcome of conflict resolution processes.				
3	Do you believe that management's approach to handling conflicts impacts the effectiveness of conflict resolution strategies at the hotel?				
4	To what extent do you think the current level of employee-management relations influences your satisfaction with conflict resolution processes at Precious Palm Royal Hotel?				

Objective 2: To assess how the implementation of formal conflict resolution policies enhances overall employee-management relations at Precious Palm Royal Hotel

S/N	ITEM:	SA	A	D	SD
1	Do you believe that the existence of formal conflict resolution policies has improved the relationship between employees and management?				

2	How effectively do you think formal conflict resolution policies address conflicts between employees and management at Precious Palm Royal Hotel?				
3	In your view, are the current formal conflict resolution policies easy to understand and follow?				
4	Do you think that formal conflict resolution policies have contributed to an overall harmonious working environment at Precious Palm Royal Hotel?				

Objective 3. To evaluate employees' perceptions of the effectiveness of current conflict resolution strategies in addressing issues related to employee-management relations at Precious Palm Royal Hotel.

S/N	ITEM:	SA	A	D	SD
	Conflict Resolution Strategies				
1	Do you believe the current conflict resolution strategies are effective in resolving employee-management disputes?				
2	In your opinion, the conflict resolution strategies used by the hotel are fair and impartial?				

3	How satisfied are you with the way employee-management conflicts are currently being resolved at Precious Palm Royal Hotel?				
4	Do you feel that employee concerns are adequately addressed in the conflict resolution process at Precious Palm Royal Hotel?				

Objective 4. To analyze the impact of employee involvement in decision-making processes on employee-management relations and the effectiveness of conflict resolution at Precious Palm Royal Hotel:

S/N	ITEM:	SA	A	D	SD
	Employee Participation in Decision Making				
1	Do you feel that your involvement in decision-making processes at the hotel contributes to better employee-management relations?				

2	In your opinion, the more employees are involved in decision-making, the more effective conflict resolution becomes in the workplace.				
3	Do you think that management encourages employee participation in decision-making when conflicts arise?				
4	How often do you feel that being involved in decision-making processes reduces conflicts between employees and management at Precious Palm Royal Hotel?				

Objective 5. To investigate how training and development programs for staff contribute to improving employee-management relations and enhancing the effectiveness of conflict resolution strategies at Precious Palm Royal Hotel.

S/N	ITEM:	SA	A	D	SD
	Training and Development of Staff				
1	Do you think that training and development programs have helped improve your relationship with management?				

2	How effective do you think training programs are in teaching conflict resolution skills at Precious Palm Royal Hotel?				
3	Do you believe that regular training on conflict resolution enhances the overall workplace atmosphere and employee-management relations at the hotel?				
4	In your opinion, are the current training and development programs sufficient to prepare employees for handling conflicts effectively?				