CONFLICT RESOLUTION THERAPY AND CONFLICT MANAGEMENT SKILLS OF TRADE UNION LEADERS IN THE HOSPITALITY INDUSTRY IN IBADAN AND IKEJA, NIGERIA

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CERTIFICATION

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This work is dedicated to the Almighty, the Beginning and the End.

ABSTRACT

The hospitality industry in Nigeria is fast growing with great potentials. However, there is anecdotal evidence that the incessant industrial actions in the sub-sector have negatively impacted its general performance and economic potentials. This trend is attributed partly to the inability of the Trade Union Leaders (TULs) to effectively manage the occurring conflicts, thus, raising concerns for the need to inculcate better Conflicts Management Skills (CsMSs) in the TULs. Previous studies have focused more on leadership, personal, organisational and environmental factors than on therapeutic training that could enhance the CsMSs of TULs. This study was therefore, designed to determine effects of Conflict Resolution Therapy (CRT) on the CsMSs of TULs in the hospitality industry in Ibadan and Ikeja, Nigeria. The moderating effects of gender and educational attainment were also examined.

The Pluralist Theory was used as the anchor, while the mixed-methods of survey and quasi experimental designs were adopted. Two functional branch unions of National Union of Hotel and Personal Services Workers were purposively selected and assigned to CRT (Premier Hotel, Ibadan) and control (Sheraton Hotel, Lagos) groups. Two-intact (2015 and 2017) Branch Working Committees (BWCs) were adopted as participants in each city (CRT - 16; control - 14), while the treatment lasted eight weeks. The instruments used were Conflicts Management Skills (r=0.78) and Conflicts Management Style (r=0.82) scales, and CRT Guide. Focus Group Discussion was conducted with 11 TULs. Quantitative data were subjected to descriptive statistics, Analysis of covariance and Scheffe post-hoc test at 0.05 level of significance, while qualitative data were content-analysed.

The participants' age was 50 ± 7.5 years, while most of them (73.3%) were male; 43.3% were married, and majority (60.00%) were holders of OND/NCE certificates. The adopted conflict management styles were competing (20.7%), avoiding (20.4%), collaborating (20.3%), accommodating (19.8%) and compromising (18.8%). There was a significant main effect of treatment on TULs' CsMSs ($F_{(1;29)}$=7.12; η^2=0.26). The participants in the treatment group had a higher post-treatment mean score ($\bar{x}$=62.92) than those in the control ($\bar{x}$=44.69). There was a significant main effect of educational attainment on TULs' CsMSs ($F_{(2;29)}$=0.84; η^2=0.07), while the main effect of gender was not significant. Participants with high educational attainment had a better post-treatment mean score ($\bar{x}$=32.65) than those with low qualifications ($\bar{x}$=25.29). The two-way interaction effect of treatment and educational attainment was significant ($F_{(1;29)}$=1.11; η^2=0 .05), while the two-way interaction effects of treatment and gender, and gender and educational attainment were not significant. The three-way interaction effect was significant ($F_{(1;29)}$=1.61; partial η^2=0.07). The TULs were reluctant in adopting compromising style, owing to a long dominance of the management, based on the belief that management were obstacles to conflict resolution.

Conflict resolution therapy enhanced the conflicts management skills of trade union leaders in hospitality industry in Ibadan and Ikeja cities, Nigeria. Therefore, trade union leaders should adopt this therapy to improve their management skills, particularly those with low level of education.

Keywords: Nigerian hospitality industry, Trade union leadership, Trade disputes, Conflict resolution therapy

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INTRODUCTION

1.1   Background to the study

Some of the major criteria in determining the growth and development of any nation have been availability, accessibility and utilisation of the potential of its hospitality industry. This potential goes a long way in boosting the economy of the country. This explains the rekindled interest and policy paradigm shift towards the industry in every serious developing nation. The hospitality industry has become increasingly popular, embracing wider nomenclatures, and covering larger groups of businesses and organisations, including hotels, motels, guesthouses, bed and breakfast, farm houses, holiday parks, restaurants, fast food outlets, cafes, departmental stores catering, public houses, clubs, industrial catering houses and institutional catering outlets, as well as tourism and leisure. All these are targeted towards satisfaction of human life and self-fulfilment (Brislinand, 2004).

The word "hospitality" refers to the act or service of receiving, entertaining and hosting guests. It is the connection between a host and a guest. According to Swain and Mishra (2011), the hospitality industry is rooted in the tradition of comfort and concern for guests that need to feel relaxed and comfortable. Hospitality is considered for passengers, pilgrims, wanderers, visitors and people who are to be away from their homes. In Nigeria, as a result of industrialisation, development and technological advancement, a number of hospitality industries have been set up in many cities. This has attracted more people to the cities, brought about more patronage and increase in emigration. All these have aided the growth and development of the country's economy in all areas.

The presence of these hospitality businesses has helped in boosting the level of industrialisation and growth in the economy of the states. The hospitality industry provides the opportunity of helping many organisations to achieve their desired goals (including profit maximisation) and satisfying their investment partners and even the workers to meet their physiological needs (Ikeda, Veludo-de-Oliveira & Campomar, 2005). Besides, it has also contributed to reduction of unemployment in the states by serving as a source of

employment (both permanent and temporary). The industry helps to stabilise investors' interests and make life easier and comfortable for the citizenry in the states (Jacob, 2011). Globally, tourism, hospitality, and their subsidiaries are acknowledged as some of the world's fastest- growing economic industries, generating about US$1.3 trillion alone in 2012, largely from international travels (Babalola and Oluwatoyin, 2014). The income generated from hospitality and tourism is a significant boost to the economy of some nations, for instance, the Caribbean, Hong Kong, South Africa and Kenya (Sanni, 2009; Esu, 2015). Globally, the tourism and hospitality industry accounts for 33.3 per cent of the total global service trade between 1985 and 2010, the operations of the industry increased one percentage point faster than the global gross domestic product (GDP) (ILO, 2010). The Central Bank of Nigeria (CBN) highlighted the positive contributions of the hospitality and tourism industry to the GDP of Nigeria. The contribution, using the 2015 naira-to-dollar conversion rate was over US$3 million in 1980, over US$2 million dollars in 1990, about US$3 million dollars in 2000, over US$9 million dollars in 2004 and about US$12 million dollars in 2006 (CBN, 2003 & 2006). Others have suggested that the net impact of tourism (import and export revenues) to the Nigerian economy is estimated at US$56 million (United Nations World Tourism Organisation (UNWTO), 2006). The progress of the hospitality and tourism industry has been associated with the progress of any economy (Sanni, 2009). Also, the UNWTO stated that between 70 and 75 per cent of international tourists expenditure goes to hospitality services on annual basis, with leisure, recreation and holidays taking a larger chunk of tourist expenditure (ILO, 2010; Babalola & Oluwatoyin,2014).

About 7,000 international travellers arrive daily in Nigeria (Oladitan, Ajibua, Fashogbon & Ajayi, 2014). The country leads the sub-Saharan Africa region in terms of appreciable growth in the tourism sector (Babalola and Oluwatoyin, 2014). Most of the tourist destinations are major city centres, including Calabar, Port Harcourt, Uyo, Kano, Abuja and Lagos (Bankole, 2012). Lagos, the commercial centre of Nigeria, records the highest number of international visits, resulting in an upsurge of hotels to over 400 restaurants, and more than 80 fast food restaurants (Businesslist, 2015). Air travel and international arrivals produce growth and investments in the tourism and the hospitality subsectors in Nigeria. This contribution should have grown far beyond what it is, but the incessant

industrial actions emanating from the labour-management relationship within the industry are affecting the general performance of the industry.

Industrial conflict is inevitable in any organisation. However, when conflict occurs, it is very important for the union and the management to curtail such conflict so that it does not impact negatively on the operations of the organisation concerned. In essence, the ability of both parties to curb such conflict before it escalates and becomes dysfunctional to the interest of the organisation and the parties is crucial. The ability to manage a conflict is seen as the greatest asset of a trade union leader (Onyishi & Asogwa, 2009). Anecdotal evidence has shown that most trade union leaders in the Nigerian hospitality industry, particularly in Oyo and Lagos states, lack the ability to effectively manage conflict (Ogunlana & Mahato, 2011).

Wang and Pizman (2011) opined that arbitrary acts of social conflict decrease travel activities and remain so until the public retentions of the exposed cases fade. The effect of crisis can be enormous even in a developed economy. Page and Connell (2006) stated that eruption of crisis is capable of driving away tourists and slowing down revenue generation of tourist destinations and of the region. Adejoh and Fada (2014) highlighted some of the negative impacts of crises on tourism as decline in the number of tourist arrivals, loss of revenue, decrease in the average length of stay of tourist, presence and increased fear and uncertainty among tourism entrepreneurs.

Many countries of the world experience significant drops in tourists' arrivals, revenue generation and tourism development owing to various social and individual conflicts. As observed by Ammar (2011), the number of tourists visiting Nigeria declined by 34.4% and the income generated by tourism dropped by 38.5%. Tourism represents six per cent of Nigeria's total economy; 20% of Nigeria's exports and 12% of total employment. Peace and security play a major role in making travel choices. Henslin (2009) stresse the symbiotic relationship between peaceful atmosphere and tourism development in a destination. There is evidence that the absence of terror or violence, along with related factors, is usually precondition generally accepted for the development of destinations. Destinations are less attractive to tourists and investors whenever there are insecurity and fear of conflict. Thus, war, political unrests, insurgency, violation of human rights and insurrection affect tourism destinations, no matter the magnitude of such crises (Adejoh &

Fada, 2014). This is similar to the opinion of Adeyemo (2000) who emphasises that tourism is vulnerable to chaos and can flourish only in a peaceful environment.

Consequently, conflict management skills are essential to all trade union leaders in the hospitality industry (Abdul-Azeem, 2012). These leaders must have the ability to map out, strategise and understand the sources of industrial conflicts existing within the organisations, recognise conflict early and manage such effectively in a constructive way which will ensure that the unity of the members would still be intact (Adeyemi & Ademilua, 2014). Literature has shown that the inability of trade union leaders to effectively manage incessant conflicts is a major reason for industrial actions, the trade union movements will always lead to undesirable outcomes most especially when workers' productivity in the hospitality industry is considered (Lee, 2011). Therefore, trade union leaders in the hospitality industry need to always show significant capability in managing industrial conflict situations in an effective way perceived to be more competent and productive to enhance increased productivity and maximum profit (Gross & Gurerro, 2011). Exhibition of high level of conflict management skills among trade union leaders is very essential for the hospitality industry to take its rightful place in the development of a nation's economy (Vivar, 2006).

The occurrence of conflicts in the hospitality industry is inevitable (Adeniji & Adekunle 2010); It is the inculcation of conflict management skills that is paramount (Brewer, Mitchell & Weber 2002). Previous works identified the following skills: communication skills, assertiveness skills, negotiating skills, problem-solving skills, interpersonal relationship skills, initiating and managing change skills, collaborating and cooperating skills and decision-making skills (Luthans, 1998; Perrella, 1999; McShane & Von-Glinow, 2000; Krauss & Morsella, 2000). Evidence has shown that conflict is not harmful. However, when the process or the situation is not properly handled, the outcome becomes destructive even to the state of hindering a nation's economy (Hammed, 2002; Ogunyemi, 2005). Based on the inability of trade union leaders to properly handle conflict situations in the past, the Nigerian economy, particularly the hospitality sector, with all its potential, has been hampered (Bankole, 2009).

There is, therefore, the need to enhance trade union leaders' conflict management skills in the hospitality industry. Literature has shown that such skills can be boosted using some

cognitive behavioural therapies (Coleman, 2000; Lipsky, 2012). The literature is replete with evidence of the use of Conflict Resolution Therapy (CRT) in developed countries (Avruch, 1998; Clarke & Lipp, 1998; Lynch, 2003). The potential of integrated CRT has gained widespread support in the developed countries (Lynch, 2001; 2003; Lipsky, 2012). Lipsky and Seeber (1998) affirm that this approach reflects a change in the organisational mindset with regard to conflict resolution.

Lewicki and Wiethoff (2000) state that rapport building is inherent in CRT (this includes listening, empathy, identifying creative means to resolve disputes, and decision- making, such as leadership, communication, clarifying, summarising and integrating) . The use of Conflict Resolution Therapy in conflict resolution helps to explore problem identification and clarification, cultural and organisational exploration and organisational integration which are key ingredients in conflict management (Oetzel, 2001). The Conflict Resolution Therapy intervention technique is described as possessing communicative virtues, including tolerance and patience, empathy, trust, respect, appreciation and affection (Levine, 1998; Slate, 2004).

It is also argued that trade union leaders' benefits are more likely to be realised when organisations introduce Conflict Resolution Therapy as part of an overall strategic approach. Some competencies are inherent in the Conflict Resolution Therapy. They are the main features of effective leadership. These includes drive, leadership motivation, integrity, self-efficacy, intelligence, knowledge, critical thinking, sex, assertiveness, communicative efficiency, job experience, level of education, emotional intelligence, problem solving, interpersonal and decision relationship making (Mcshane &Von Gilnow, 2000; Akinboye, 2002; Adeyemo & Ogunyemi, 2007; Bankole & Kester, 2008).

There are some moderating variables that influence the process of conflict management skills enhancement of the trade union leaders. Gender is a moderating variable that may affect the outcome of the treatment. Gender equity, perceived as biased in the management roles and as a matter of interest in sex management roles, is always different. Hence, gender is an attribute that relates to the difference in individual personalities and dispositions (Shadare, Chidi & Owoyemi, 2011). Gender determines achievement, behaviour modification, motivation, perception toward life success achievement,

leadership, advancement, empowerment and even attitude towards life in general (Okebukola, 1993; Buadi, 2000; Jacobs, 2002; Klein, 2004; Okoh 2007; Jiboku, 2008). Besides gender education plays a major role in skill enhancement towards better performance in any job schedule. Individuals with a higher educational attainment, in most previous studies displayed better outcomes than those with lower educational attainment (Lareau, 2003). A higher academic qualification increases individuals' performance and productivity and improves their quality of life (Boushey & Weller, 2005).

Although many studies have been carried out on conflict management skills, this research provides quasi experimental evidence to support existing studies by making use of psychological intervention in enhancing managerial skills of leaders of trade union in hospitality industry. It also uses Conflict Resolution Therapy (CRT) to support the existing studies. In addition, it uses gender and academic qualification to moderate the relationship between the CRT and managerial skills of the hospitality industry. This study, therefore, was designed to assess whether the adoption of CRT can be used to enhance the conflict management skills of trade union leaders in the hospitality industry and to determine the moderating effect of gender and educational attainment in the process of such enhancement.

1.2   Statement of the problem

The hospitality industry in Nigeria is a fast- growing one, with great potentials for improvement in the country's gross domestic product (GDP). In view of this potential, there has been a shift of attention by the government and investors to the sector, with increased industrial relations activities due to the increased rate of employment in the industry.

Globally, the tourism and hospitality industry accounts for 33.3 per cent of the total global services trade; between 1985 and 2010, the operations of the industry increased faster than the global gross domestic product (GDP) (ILO, 2010).The Central Bank of Nigeria (CBN) confirmed the positive contributions of the hospitality and tourism industry to the GDP of Nigeria. In fact, inflation in the income of the hospitality industry is resulting in internal conflict among the executive members of staff and other workers.

However, anecdotal evidence has shown that the associated incessant industrial actions embarked upon by the workers in the sector have negative impact on the process of harnessing the full potential of the industry towards economic growth and national development. This trend has been partly attributed to the inability of the trade union leaders to effectively manage the arising conflicts in the industry. In essence, most of the trade union leaders in the hospitality industry have been alleged to completely lack the needed conflict management skills or have them in low quantity. This has been a major concern to the core investors, management of the hospitality organisations, the government and other stakeholders. Many stakeholders fear that, if the situation is not attended to, there could be danger to direct foreign investment and further development of the sector as well as the realisation of the full potential of the contribution of the sector to the GDP of the country. This, therefore, raises the need for an effective means through which conflict management skills would be inculcated into the trade union leaders in the industry. Previous studies (Omolayo, 2007; Akintayo, 2012;Oladitan, Ajibua, Fashogbon & Ajayi, 2014; Ojo & Abolade, 2014; Tamunomiebi, Nsirimovu, & Alechi, 2020; Overton, & Lowry 2021.) have focused largely on leadership, organisational and environmental factors predisposing industrial conflicts, with little emphasis on applying an effective intervening therapy that could enhance the trade union leaders' conflict management skills. In order to fill this gap, this study was designed to assess the effect of Conflict Resolution Therapy on the conflict management skills of the trade union leaders in the hospitality industry in Ibadan Oyo state and Ikeja Lagos states, Nigeria. The moderating effects of gender and level of educational attainment were also determined.

1.3 Objectives of the study

The study investigated the effects of conflict resolution therapy on conflict management skills of trade union leaders in the hospitality industry in Ibadan and Ikeja, Nigeria. The specific objectives were to:

i. assess the existing acquired conflict management skills of the trade union leaders prior to the intervention,

ii. ascertain if there are differences in the conflict management skills of the trade union leaders based on gender and level of education,

iii.   examine the various conflict management strategies adopted by the trade union leaders.

iv.   determine the effect of conflict resolution therapy on the conflict management skills of the trade union leaders,

v.   investigate the effect of gender and level of education on the conflict management skills of the trade union leaders, and

vi.   examine the interaction effect of treatment and the moderating variables on the conflict management skill of the trade union leaders.

1.4 Research Questions

The following questions were raised to serve as anchor for the study:

1. Are there differences in the conflict management skills of trade union leaders based on gender?

2. What are the differences among levels of education on conflict management skills of trade union leaders prior to the intervention?

3. What are the various conflict management strategies adopted by the trade union leaders in the hospitality industry?

1.5   Hypotheses

The following null hypotheses were tested at 0.05 level of significance:

H_{01}:   There is no significant main effect of treatment on conflict management skills of the trade union leaders in the hospitality industry among the participants;

H_{02}:   There is no significant main effect of gender on conflict management skills of the trade union leaders in the hospitality industry among the participants;

H_{03}:   There is no significant main effect of level of education on conflict management skills of the trade union leaders in the hospitality industry among the participants;

H_{04}:   There is no significant two-way interaction effect of treatment and gender on conflict management skills of the trade union leaders in the hospitality industry among the participants;

H_{05}:   There is no significant two-way interaction effect of treatment and level of education on conflict management skills of the trade union leaders in the hospitality industry among the participants;

H$_{06}$: There is no significant two-way interaction effect of gender and level of education on conflict management skills of the trade union leaders in the hospitality industry among the participants and

H$_{07}$: There is no significant three-way interaction effect of treatment, gender and level of education on conflict management skills of the trade union leaders in the hospitality industry among the participants.

1.6 Significance of the study

The study helps to ascertain the effects of Conflict Resolution Therapy (CRT) and conflict management skills training on leadership role in the hospitality industry. This study gives Industrial educator/educational psychologists a proper understanding of the problems associated with trade union leaders and helps them to develop psychological interventions and strategies towards the eradication of the constant conflict in the hospitality industry. These in turn help in reducing the rate of violence, intra- and inter- personal aggression, among leaders in the hospitality industry.

The study provides an insight for the members the hospitality industry to know the effect of CRT and conflict management skills training on trade union leadership styles in solving conflict in the hospitality industry. The study also enables the stakeholders in the hospitality industry to appreciate the effects of gender identity and level of education on trade union leaders in the industry.

The study also helps Industrial educator/educational psychologists to value the implications of CRT and conflict management skills training on trade union leaders in the hospitality industry. In addition, the study adds to the therapeutic interventions of educational and counselling psychologists on how to improve the problem-solving skills of trade union leaders in the hospitality industry. The effects of two-treatment interventions (CRT and conflict management skills training) on trade union leaders will enable the government and the general public to be aware of these skills and help towards their better effective usage.

A study on conflict management would not only be beneficial to the state, employers of labour and employees but also society as a whole. It will contribute to manpower development, and harmonised industrial relations which will promote rapid economic development. Besides, a peaceful industrial atmosphere is required to actualise the noble objectives for which industry is established to achieve. The study would be significant to

the management of hospitality sector, as it provides them with better insight at handling industrial action. The findings of this study will also serve as a source of reference for other researchers who may want to conduct the same or similar study in other subjects or in other parts of the country. Generally, the study contributes to the pool of knowledge already available on the subject matter examined.

1.7   Scope of the study

The study investigated the effects of CRT on the conflict management skills of trade union leaders in the hospitality industry in Ibadan Oyo state and Ikeja Lagos state, Nigeria. The study was delimited to Ibadan and Ikeja, because the two states have some of the oldest hospitality establishments that possess the features of a typical hospitality industry and standard union leaders in the country. In addition, the study was restricted to the executive members (immediate and present executives) of two vibrant branch unions of the Nigeria Union of Hotel and Personal Services in the two cities. Sheraton Hotel, Ikeja and Premier Hotel, Ibadan were chosen because they have been classified as the oldest five -star hotels. Besides, the study was further restricted to the following conflict management skills; competing, avoiding, collaborating, and compromising. The moderating variables were gender and level of education of the trade union leaders.

1.8   Operational definitions of terms

The working definitions of terms, as they are used in this work, are given below:

Conflict management: This is the process of identifying, addressing and resolving dispute or disagreement collaboratively through effective communication.

Conflict management skill: This is the ability of trade union leaders in handling an existing conflict. This is in terms of setting goals, observing and recording the occurring and non-occurring behaviour in the hospitality industry.

Conflict resolution: Conflict Resolution represents a new philosophy of organisational life where underlying sources of discontent as well as the effectiveness and the durability of the solution to be achieved can be addressed in the hospitality industry.

Conflict resolution therapy: This is the psychological intervention adapted for hospitality industry trade union leaders in enhancing a high level of productivity as they resolve conflict.

Five-star hotel: This means a top quality hotel offering exceptional luxury for its guests.

Gender: This refers to a state of being a male or female in relation to do social and cultural roles that are considered appriopriate within and outside hospitality industry.

Hospitality: An act or service of receiving, entertaining and hosting guests.

Level of education: This explains the categories of educational qualification of trade union leaders in the management of conflict in the hospitality industry.

Trade union: This refers to organisation of workers intent on maintaining and improving the conditions of their employment.

Trade union leaders: These are the executive members of a hospitality industry union in charge of the administration, rules and regulations of the hospitality industry.

CHAPTER TWO
LITERATURE REVIEW

This chapter presents the literature review based on the variables of interest in the study. The conceptual, empirical and theoretical literature were reviewed.

2.1 The hospitality industry: concept, types and importance (global perspective)

The hospitality industry is regarded as one of the initiative industries, especially in the tourism sector. This industry offers a variety of services ranging from travelling, food and beverages, accommodation to leisure activities, that is all the needs of modern day travellers who may be out of their homes for company, pleasure, vacation, adventure, religious reasons or medical care. The word "hospitality" refers to the act or service of receiving, entertaining and hosting guests. It is the connection between a host and a guest. According to Swain and Mishra (2011), the hospitality industry is rooted in the tradition of comfort and concern for guests that need to feel relaxed and comfortable. Hospitality is considered for passengers, pilgrims, wanderers, visitors and people who are to be away from their homes. Hospitality services are offered in hotels, resorts, restaurants, houseboats, bedding and the pubs, casinos, parties, lounges and bars.

For the growth of many parts of the world, the hospitality industry is significant. In certain countries, revenue from the hospitality industry is one of the key foreign exchange outlets (Baker et al., 2000). The industry offers many employment opportunities, contributing significantly to the growth of the nation's economy. Substantial gross domestic product helps to improve national wages. There is also the gain from foreign currency through the sale of products and facilities to foreign tourists, thus increasing the value of the currency (Baker et al., 2005).

The driving force of the hospitality industry is the process of offering quality services to the customers. The quality of the services offered by the staff of an organization determines the success of the business. The hospitality industry is one of the world's largest and fastest growing sectors. It is significantly regulated by the economic status of a country. It creates

a lot of job worldwide, directly and indirectly, for instance "guides and escorts" "local suppliers" and sellers, and miscellaneous". This also provides a lot of worthwhile foreign exchange, as people that travel from one country to the other spend money on shopping, transport, and most importantly, accommodation. Unlike other fields, the hospitality industry is distinctive and appears to be customer-oriented, with a heavy focus on human interaction during service delivery.
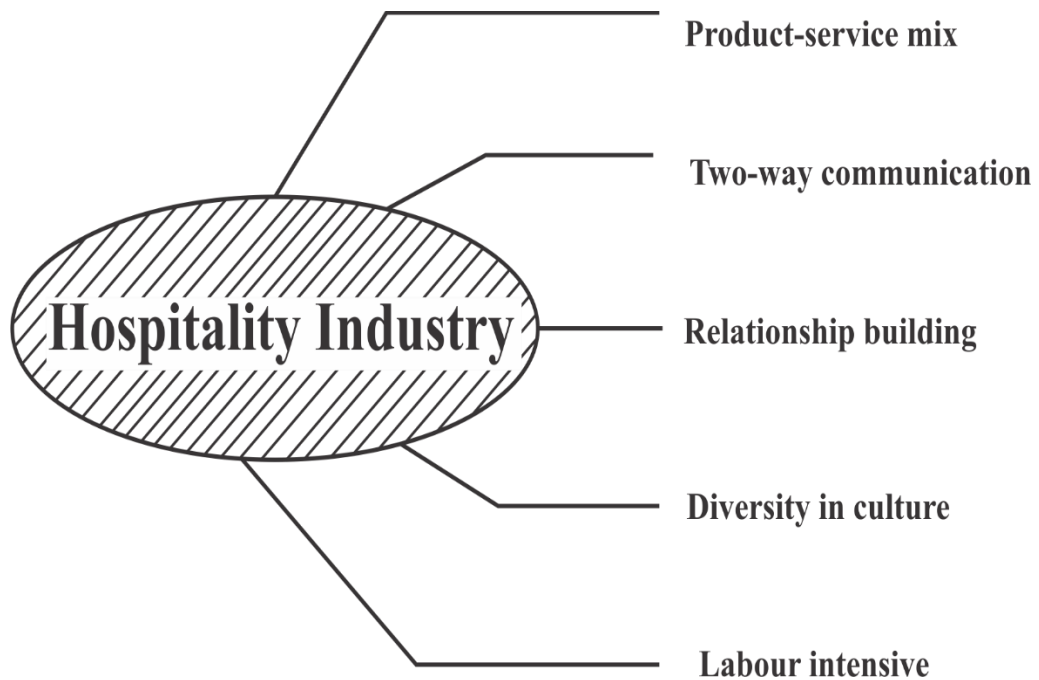
Figure 2. 1: The nature of the hospitality Industry

Source: The researcher, 2018

2.1.1   Product-service mix

In the hospitality industry, customers do not pay for goods only; they also pay for goods and facilities. For instance, a customer who dines at a restaurant would not just pay for food and drink but also for other services that he/she must have enjoyed. A good hospitality industry rely on its goods and services, as well as the ways and forms in which these services are delivered. The ability of the staff to conduct and deliver their services in a way that suits the customers makes the hospitality experience more relevant and satisfactory. As the competitors can easily imitate products and other tangible features, operations of the hospitality providers are targeted at high- end clients and superior quality, using more resources to improve the service standard as a differentiation policy.

2.1.2. Two-way communication

To achieve service quality in the hospitality industry, two-way communication is crucial for both consumers and service personnel to be informed and active in the service delivery process. Interacting with customers makes it possible to understand the needs and expectations which will help service staff member create better customer satisfaction.

2.1.3   Relationship building

For survival, the hospitality industry relies heavily on frequent customers. As a result of this, creating a long-term customer relationship can profit the industry. It enables an industry to initiate stable sale, irrespective of the seasonal fluctuations, and ensures the growth of brand reputations. In order to build brand loyalty, the hospitality industry currently uses various approaches, such as membership programmes that offer advantages and rewards to regular customers. The top management of organisations believe that informal ways of creating "friendship" between front-line workers and consumers will gain customer loyalty over the long term.

2.1.4. Diversity in culture

Hospitality is clearly linked to the tourism industry; it is not surprising that people participating in the tourism industry, irrespective of clients or workers, encounter cultural diversity in communicating with others. People in this industry connect with clients from different countries, or with other colleagues who may have different backgrounds or cultures. Such cultural distinction necessitates that local workers should understand

different cultures, so that customers can obtain flexible services. Unity can thus be accomplished in collaborating with partners of various nationalities.

2.1.5 Labour intensive

Since the hospitality market is customer-oriented, it requires a high level of labour to create a memorable first encounter for clients. This concerns all businesses, especially those that serve top- quality customers. While technological advancements contribute to this, replacing some basic tasks with machines may not be possible, as generally, customers prefer human encounter and personalised service experience. This explains why the business is also in high labour demand, and able to devote time and money to training and hiring future applicants to participate in the hospitality industry sector.

2.2 Types of hospitality industries

According to Aishwarya et al. (2010), the hospital industry is divided into two parts:

1. Entertainment: This includes clubs and bars.

2. Accommodation: This division includes public houses, resorts, inns, campgrounds, hotels, hostels, serviced apartments, motels, clubs and bars, fast foods, restaurants and nightclubs.

A hotel is an institution that makes lodging payable. This accommodation is offered in exchange for a specified predetermined sum of money. Expensive hotels offer Internet connectivity to guests both inside the rooms and within the premises. In most hospitality establishements meals and lodging come as a package.

Hotels are typically run by operators with professional qualifications. Nightclubs are entertainment centres, where light snacks and drinks accompany dancing. Night clubs hire disc jockeys, popularly known as DJs, as well as support staff members, such as waiters and chefs, and stand-up comedians as part of their diverse attractions. Quick food restaurants now make up a large part of the hospitality industry. Such restaurants have an appropriate number of employees to offer customer services.

2.3 Different sectors of hospitality industry

2.3.1 Accommodation and lodging

Accommodation (lodging) is a wide field of the hospitality industry, consisting of various types of hotels and resorts with overnight accommodation arrangements for travellers, Price hotel, luxury hotel, spa hotel, hotel resort, boutique hotel and bed and breakfast are some of the industry's most exciting prospects. Their continued existence depends on excellent customer service, convenience and high-quality services. Although they operate under different names, these divisions have similar principles.

Many hospitality business areas, in particular the food and transportation categories, converge with accommodation. Many hotels provide restaurant and/or bar services that require professional bartenders, chefs and service staff to work effectively during their operating hours.

2.3.2 Food and beverage

This is a vital field and has several different forms. One of the main industries within the hospitality industry is food and beverage. Resources in this field vary from food preparation to display on guest's table. Fast food, fast casual meals, fine dinners and casual dinners are among the most common styles in this market. Café Chrysalis, Kokodome, BluCabana Restaurant and Café and Shiro Restaurant, Hard Rock Café are some of the restaurants in Nigeria.

Owing to the importance and development of food service operation worldwide, many business experts find full-service restaurants to be a completely different segment of the hospitality sector. This is because people are still thinking of enjoying meals, and many want to pay attention to local cuisine. This industry begins at the stage of food production and ends when the food is in front of the customer.

2.3.3 Travel and tourism

Travel and tourism is a wide segment of the hospitality industry and has many facets. This category includes service trains, cruise ships, airlines and many team members. Most people find tourism to be connected with hospitality but, in the hospitality industry, tourism is on its own, a specific field as far as the hospitality industry is concerned. All other sectors ultimately depend on the tourism and travel industry; otherwise, the hospitality industry will be affected. This segment is not all about recreation and travelling for fun. It

also involves travelling for formal and informal engagements, such as business, holidays, entertainment, and education.

2.3.4 Entertainment industry

Entertainment is an important part of today travel. This is the reason many tourism places provide museums, zoos, theme parks, theatres and more. The film industry is dependent on the expendable cash of its customers. The sector flourishes in giving consumers fun and pleasure, which coincides with all other industries within the hospitality industry.

2.4 The hospitality industry in Nigeria

The hospitality industry includes hotels, bars, restaurants, theme parks and a multitude of other associated industries. It is a profit-spinning business that is worth billions of naira. Like every other company operating in Nigeria, the hospitality industry distinctively focuses on areas such as housing and restaurants that seem to be the income-generating course for Nigerian practitioners. The industry has brought enormous growth to the Nigerian economy, contributing to the proliferation of hotels, fast-food, restaurant, night clubs and many others. Such optimistic trends clearly help the hospitality industry in Nigeria to redefine its face. The Nigerian hospitality industry faces a number of challenges ranging from poor energy supply and insecurity to misconceived internal perception, imperfect global insight and faulty accommodation classification.

With the immense potential of tourism, such as its ability to attract investors, considering increased visitors arriving in Africa, Nigeria stands to gain a lot from the hospitality industry. This is, however, not happening because Nigeria has not provided the industry with the requisite support despite being Africa's most populated region.

The hospitality industry is the energy that supports tourism. According to the United Nations World Tourism Organization (UNWTO), 70%-75% international tourists' capital spending is directed to hospitality services annually (Akpabio, 2007).

There are more than one million hotels in the United States, whereas only about 12 hotels in Nigeria are globally branded (Amadi, 2008). This is because of the nation's former reputation as a high-risk target for investments, particularly in hotel industries that are capital-intensive and need a long-term return for the investment manager. The situation in Nigeria has been discouraging the investors interested in hotels owing to unreasonably high interest when someone needs to borrow from the Nigerian banks and landed properties.

Acquisition of land and building of a hotel in a developed country such as USA, are much easier and cheaper than they are in Nigeria. Lending rate in such a developed country is also cheaper compared to Nigeria. One other factor that is affecting investing in the sector in Nigeria is the fact that the time given for lenders to pay back is short. In Nigeria, it may be a time frame of about three years only.

There are a lot of problems facing the Nigerian hospitality industry. Some of these include high hotel charging rates and the sluggish speed of tourist growth in different parts of the nation (Akpabio, 2007). Other problems are poor services (Nwosu, 2008), epileptic power supply (Amadi, 2008) and improper attitude of professionals in the sector (Awoseyen, 2007). Despite these limitations, statistics from the Central Bank of Nigeria (CBN) showed that, in 1980, Nigeria's hospitality sector contributed N680.1 million to the Nigerian economy, and #492.4 million in 1989, #477,9 million in 1990, #591,9 million in 2000, #1950,0 million in 2004 and #2, 390,0 million in 2006 (CBN, 2006).

The economy of Nigeria was not consistent over time, as the economic structure of the early 1980s was largely based on the global market. This has become more and more aggressive (Koleoso, 2007). Devaluation of the national currency has badly affected the economy this is the volatility of crude oil. Added to which is the main source of government revenue to the nation. The global economy is also affected by corruption in high and low places. The GDP fell from #68,246.2 million in 1980 to #62,474.2 million in 1984 and rose to #92.238.5 million in 1990, #121,207.8 million in 2000, #527,580.0 in 2004 and #593,570 million in 2006.

According to Su (2008), the growing demand for products in the hospitality industry will enhance added value to the nation's hospitality industry. Amid concerns of decline and potential slowdown in the hospitality industry, nearly all of the forecasters expect to continue to increase hotel revenues on the industry. The persistent increase in production, steady rise in demand and modest supply greatly boost the profitability of the industry.

Hospitality hotels can be rated by their standard of food service, entertainment, video room variation (size and availability of amenities) spas and fitness centres, accessibility to the hotel location, availability of lift or elevator to higher floors. The National Tourism Organisation is the body responsible for the hotel ratios; but lately the Ministry of Tourism and Culture in Nigeria, came up with another classification, such as deluxe, level of

executive rooms, presidential suite, royal suite, and business suite among others. Hotels strive to seek some kind of standardization to ensure consistent and comparable service quality. One of the requirements is a reliable system which grades and certifies the hotel's quality, including its facilities and services as meeting a certain international level. World Tourism Organisation (2004) further states that "hotel rating systems were produced primarily with the purpose of protecting consumers." Currently, competitive marketing pushes local and international hotels to seek standardization and tools to ensure service quality.

2.4.1   The hospital industry and socio economic development in Nigeria

The hospitality industry is concerned with drink nourishment and exchange of cash and convenience (Lashley, 2000). According to Uwa & Akpaetor (2018), the industry stands for monetary activities that allow regulatory bodies, such as housing settlements, motels, and parks for a fee. There is always coexistence between the host and guest; the host is responsible for ensuring that the best administration is delivered and that the guest is happy when the visitor responds by paying for the administration he/she gets (Sienny, 2005). King (1995) asserts that, in such an industry, a consumer can withdraw patronage if he/she feels that the management is not giving satisfactory service. From the point of view of Selwyn (2000), the basic ability of accommodation is to create or facilitate partnership that is officially defined. The hospitality industry considers exercises linked to activities far from the typical status of individuals. Therefore, most countries around the world lay so much emphasis on the impact on such industry on their economies (Frechtling, 1999).

Economists have noted that diversification of the economy of a nation is a good growth symbol and a durable income source (Pike, 2010). If the chance of the economic survival of a nation depends on an industry, the industry may witness pressure on its facilities and infrastructure, which can lead to economic recession in order to prevent people from suffering hardship and hunger, which can result from poor economic activities (Goodwin, 2008).

With the ongoing economic downturn across the globe, most developed and developing countries have welcomed the hospitality industry as a significant means of diversifying their economies and have observed the possibility of expanding the industry in order to create room for improvement (Tomoko & Samuel, 2009). It has encouraged the

participation of nations in growth of the industry and has also increased tourism activities worldwide, with negative consequences, especially when not practised reasonably (Skyttner, 2006). The hospitality industry, for instance the hotel, is seen as key factor that brings positive impact, which is the main reason most countries with increase in the economy have discovered the role that development of jobs, foreign exchange production and revenue can play in the economy (McKercher, 2008).

Studies have been carried out on the effects of the hotel industry on the economy of its local community through the provision of jobs, economic growth, publicity, wealth creation and international trade. All these also affect both the guest and the host by improving the life and longevity of visitor service facilities, such as travel, tour guides, craftsmen, drinks and food, safety staff, pubs, dining places, club houses and market males and females who profit from either the flow down effect or economic impact of this equitable distribution phenomenon (Wittwer & Horridge, 2007).

For example, 30 % of the population in the Gambia is dependent on tourism. In developing nations, too, a huge part of the country's population depend on tourism: in the Maldives, 83%, Seychelles 21% and Jamaica 34; whereas, in Malta, there are just 380,000 people, tourism earned over 1.2 million in 2009 and more than $650million for foreign income earnings (25% of its GDP). Malta's heavy dependency on tourism and the small range of export goods make its trade susceptible to fluctuations as far as foreign demand is concerned (United Nations Environment Programme, 2013). This initiative cannot overlook Nigeria's growth of hotels, as its hospitality sector continues to show considerable strength in the field of human capital and institutional advancement, as well as the reality that the country's economy is increasingly moving from oil to tourism. There has been considerable improvement in the hotel sector in Nigeria in recent years. Most branded hotels are seen in Lagos, Ogun, Southwest Nigeria.

Goodluck Ebele Jonathan (former President of Nigeria) announced at a Lagos meeting, through Sally Mbanefo, the Director General National Tourism Development Corporation, that the country's tourism capacity was being channelled to enhance the economy. He declared that investing in the sector would also provide employment for people and enhance the countrys' major revenue potential, particularly in foreign exchange income (Metilelu, 2016).

The 2006 planning system for tourism in Nigeria explicitly showed the country's intention to further improve its hospitality industry. Human capital is the main factor and this is the major reason that hotel managers sometimes have sleepless nights (Tracey & Nathan, 2002). The strategic dimension of the human resources that is essential to establishing a sustainable economic edge for organization's sustainability is increasingly understood by hospitality industry managers. For Nigeria to be able to compete with great nations around the world, there is the need for concerted efforts to rely less on oil. The hospitality industry is, therefore, one significant area in which Nigeria will achieve some financial support (Spotlight Magazine, 2013).

With a plan to improve the hospitality industry for more revenues and more jobs, the Federal Government of Nigeria has reaffirmed its pledge to diversify the nation's tax base (Gregory & Ajibola, 2013). The hospitality sector, particularly tourism, gives the chance to minimize the country's reliance on oil income. This industry has been recorded to produce annual revenues of approximately N80 billion (George, 2013).

It is an industry that any nation can use as its principal instrument for socioeconomic growth. However most hospitality outlets in Nigeria are not well established to support the socioeconomic growth of the country. Meanwhile, this sector in Nigeria still works lower than its potential, even as it is expected to become the world's fastest- growing industry. It is a powerful driver of the investment capacity of all nations. The industry has direct profits of more than US$ 1 trillion per year. In addition, lack of appropriate scientific evidence has impeded the viability of most of the tourism destinations in Nigeria (Ajibola, 2013).

The tourism sector has significantly performed poorly, based on the available statistics. Just 715,000 tourists visited the country between 1995 to 2011 Nigeria's highest tourism earnings were in 2008 which was marginal USD 688 million. This sector produced 0.72 per cent of Nigeria's overall export revenues in 2011, Nigeria is nowhere to be included in the top ten vacation spots in Africa in the World Trade Organization (WTO) rankings. Nigeria's tourism industry has the capacity to produce $4 billion annually. The sector is already characterised as underused, adding to the nation's GDP by mere 0.5 per cent. Nonetheless, it has been identified as one of the six focus areas essential to the recovery of the nation's economy, following the collapse in world oil prices (Kehinde, 2013).

In most cases, it is possible to evaluate the financial costs of this industry macro-economically and in varied contexts. The traditional assessment is based on filed documents and the industry's role in contributing to the GDP of a nation (Olu, 2012). The industry offers employment opportunities, which have helped the nation's economy to develop. Statistics showed that the number of job opportunities in Nigeria would increase by 897,500, converted into N252bn contributions equal to 1.6% and 1.4% per year, with the target of 5.4% achieved by 2022.

Currently, about 840,000 Nigerians are actively working in the tourism sector, reflecting 1.4% of the workforce. It is predicted that the figure will increase to 1.6% in the next 10 years. The number of jobs created by the sector, directly or indirect, is expected to be about 1.9 million this year and has been anticipated to expand to 2.9 million by 2022, representing 3.5% of total jobs. Nigeria's number of visitors in the next decade, with an estimated 1.8 million international tourists, is projected to rise by 3.5 per cent per year. In the next 10 years, the figure is projected to increase to 2.9 million. By contrast, the WTTC expected 9.7 million tourist arrivals from South Africa in 2012 and expects 13.9 million annually by 2022 (Oxford Business Group, 2012). The tourism industry contributed significantly to the national GDP in the last four years, (Agency Reporter, 2012). Similarly WTTC estimated in its reports that perhaps the industry would produce some 897,500 employments in 2012, reflecting 1.4 per cent of Nigeria's total workforce. Owing to the impact of this industry, Nigeria's is rapidly becoming open to massive investment, about #1,232.2 billion (3.3%) of GDP in 2011, increasing by 10.8% in 2012 and growing further by 7.0% per year, to #2,690.8 billion by 2022.

The industry has prompted 838 500 employments, which were projected to rise by 7.0% in 2012 to 897 500. Beside WTTC studies suggested that the jobs anticipated included jobs of hotels, travel agents, airlines and restaurant and entertainment operations assisted directly by visitors and other passenger services (Obinna, 2012). The industry creates room for foreign income. This is achieved by bringing travellers to Nigeria from other nations. Agricultural trips also promote international foreign exchange through trade, such as cocoa and rubber export, (Naijaedu, 2012).

Over two million visitors came to Nigeria in 2011 and invested about $3.7 million US dollars on multiple international conferences and tourism activities, a rise of 10 per cent per

year. Nigeria's cultural differences, sceneries and events draw tourists to different areas of the country offering something to foreign travellers from the Cattle Ranch of Obudu, Osun Osogbo Groove, Olumo Rock, Agbokim Water Falls in Calabar and other coastal beaches and towns. According to the World Tourism Organization (WTO), the world tourist population was expected to hit close to 1.6 billion by 2020 and international revenues to surpass 2.0 trillion US$, in comparison to 565US$ million by 1995. An approximate 4.5% annual increase in world tourism would present huge issues and problems for many countries, like Nigeria (Sector and Business, 2007). Many Nigerian analysts believe that the sector does not only have the ability to contribute to exchange earnings but can also promote decrease of exchange rate dependence (Abiodun, 2012).

Countries which have acknowledged and invested quickly enough through the tourism industry are now benefiting from such expenditure (Udeme, 2010). According to a study by WTTC in 2012, tourism (a sector of the hospitality industry) would draw #252.5 billion worth of investments, which would increase by 2.3 per cent in 2012, with an annual increase of 6.5 per cent to #483.4 billion in 2022. The WTTC also predicted that domestic flights expenditure would grow to $119.4 billion from 1.5% in 2012 and to $151.5% in 2022 by 2.4 per cent per year (Noah, 2012). The hospitality industry was a prime factor of Nigeria's seven-point agenda and its vision 2020 and has also drawn foreign investments. The subsequent economic impact of foreign expenditure was projected to further generate #29 billion in gross sales (Bivnze, 2013). In addition, industry observers, asserted that the sector boosts Foreign Direct Investment (FDIs) in the nation. This was due to availability of good hotels in the country (George, 2013).

Nigerian tourism offers a true medium that will raise the local councils' income performance and provide reliable local employment. The federal government remains committed to economic diversification from of crude oil to more viable sources of revenue, particularly the tourism opportunity of Nigeria across all 36 states of the federation (Bivnze, 2013).

Hospitality industry includes numerous areas and also provides employment for different individuals including hotels, restaurants, car rental companies, tour operators, service centres, souvenir shops, and sports equipment rents. All of these generate various levels of work for people in a particular group. In many areas, tourism creation and growth offer

local residents a chance that they would not necessarily have for economic and educational advancement (Udeme, 2010). In 2004, the revenue to taxes from the tourism sector industry was paid by government revenues from fees on hospitality, which were 1,149 m (245 ft.) and considered to be relatively insufficient compared with more than 100 m (235 ft) in 2009, rather than 313m registered in 2005 (Ijeoma, 2010).

However, the prosperous Nollywood industry of Nigeria, which is considered the world's third-largest movie production markets, helps to boost the profile of the country, particularly in the growing African market (Oxford Business Group, 2012). International tourists are now travelling to Nigeria, even Nigerians have begun to take more domestic holiday breaks. Gradual budgetary development in the country has strengthened its middle-class population which contributes most to inland journeys. Although the occurrence of conjugal leisure travel is minimal, the overall Nigerian population contributes significantly to demand for domestic tourism services. This does not have effect on the revenue value. The revenue generated by federal government department and agency workers and staff from domestic travel creates a demand for the transport and hospitality sectors of an estimated US$ 68m /#8.8b. The state governments make a significant contribution in carrying out authorised transport as well as hospitality operations (Report, 2006).

The domestic demand for tourism does have remarkable chances for sales and job growth. If is believed that 20 million citizens of the average Nigerian population travelled locally for industry, fun, culture, religious or sport last year, paying just about 10 per cent of Nigeria's annual per capita revenue of 2 000 dollars, we have a regional tourism sector of $4 billion (Gregory & Ajibola, 2013). Foreign tourist spending on the Nigerian economy is strongly affected by an unprecedented US$ 280 m / N36billion global economy. An extra gross income of $224m / #29b is expected to have downstream economic implications from export sales of foreign tourism (Bericht, 2006). Foreign tourism expenditure was reported in 2005 to be 1.35billion, in 2006 2.2billion, in 2008 16.8billion to have a significant influence on the financial system (Ijeoma, 2010).

Nigeria is reported to be a major leader in sub-Saharan Africa in terms of substantial tourism sector development, with foreign arrivals growing at 7,000 daily. This number is, moderately enhanced in comparison to modest changes in the oil and gas sector in the resource sector growth. Along with the total number of hotel infrastructure in Africa of 190

ventures and 37,141 guestrooms, Nigeria received just 3,937 rooms mostly in last quarter only, as per the Hospitality Econometrics report, and only second to Morocco (Bivnze, 2012). In relation to hospitality, the hotel industry in the Nigerian tourism sector is obviously with far more movements and schedules and approvals for licenses by foreign airlines, with clear regard to the corporate travel sector (Bivnze, 2013). The cumulative number of African tourists was by expected to rise at least 4.5% in 2013, 1-1.5% higher than the Nigerian arrivals estimates within 2013 and 2018 (Oxford Business Group 2012).

The Nigerian hospitality industry does not only have the potential to make a contribution to foreign exchange profits, but it can also help to reduce the concentration on the oil industry. Nigeria is a perfect tourist destination with fantastic tropical weather, a range of animals, spectacular waterfalls, historical sites, quaint beaches and majestic mountains mixed with warm-hearted, cultured people. Nigeria is a tourist destination due to the landscape and atmosphere. In addition to its appealing weather and atmosphere, the number of tourist attractions in every country determines the success or otherwise of tourism. Some 101 tourist destinations in Nigeria cover the six geo-political areas, with numerous types of tourism facilities, including cliffs, plateaux, rocky sites, rivers, lakes, waterfalls, beaches, museums, sanctuaries, cultural events, parks, forests, game reserves, zoos and many others (Abiodun, 2012).

There are lots of natural sights (forestry, parks and caves), cultural and historical sites (such as, museums, archeological sites and historic towns) comfortable life patterns, markets, music, and dances. Nigeria is well situated to take advantage of the increasing demand in organic food and natural goods around the world (Uche, 2013). In the 36 states of the country, there are numerous festivities and funfair. Most of these cultural events are expected to raise money for government. Eyo takes place in Lagos, Osun in Osogbo, Ogun in Ondo, Ojude Oba festival in Ijebu, Ofala in Anambra and and Arugungun in Niger. (Ajibola, 2013).

The quality of hospitality and entertainment in any country is based on the country's ability, as most developed countries depend largely on tourists for sustainable growth, to adequately upgrade, operate and promote their facilities, opportunities and diversity. The tourism industry in Nigeria is an enormous company that offers many options for financing development, creating jobs and establishment of a favourable picture for the country. It is

necessary for the country to strengthen its economy by widening the market climate and establishing productive travel infrastructure and tourism industry, thereby stimulating economic development. This is possible because Nigeria has a host of tourist attractions, including the huge and expansive river and ocean resorts, suitable for swimming and other activities on water. The nation has tropical forests and waterfalls and new fast-growing villages.

2.5 Problems facing the hospitality industry

Bad documentation of the country's tourism operations was described as one of the factors that militate against hospitality advancement in Nigeria (Mohammed, 2009). The industry lacks reliable information and market knowledge; there is no knowledge on land terrain visitors; and new rewards and structured finance do not encourage investments in the industry. This situation discourages investors who are supposed to show interest in this industry (Report, 2006).

A study of tourist operators in the UK, Europe and the US revealed lack of awareness or understanding concerning Nigeria as tourist resort. The marketing approach is very poor; Nigeria's marketing as a vacation spot is poorly funded and lacks tactical targeting. Promotional leverage strategies are not also up to the required standards, (Report, 2006). Owing to weak tourism statistics in Nigeria, a figure of touristic achievements is hard to define as one of the parameters that battle the growth of tourism. Hospitality is the world's largest and most important employer of workers. However, the right position of tourism and what it can do for Nigeria have not been acknowledged by Nigerians.

The tourist sector in Kenya, Gambia, Tanzania, Ghana and Benin Republic has undergone development (Udeme, 2010). It is also estimated that tourism accounts for approximately 25% of Kenya's GDP; about 70% of Kenyan tourism income comes from tourist attractions. Tourists from Nigeria contributed 88.6 million dollars to South Africa. Nigerians, are known for travelling to various faraway destinations all over the globe. Even though there are R800 million visitors ($88.6 million), there was a total of 73,282 Nigeria-based visitors last year. Nigerian companies have displayed enthusiasm to invest in many different businesses in South Africa ((Mzwandile, 2013).

The Indian regional office stated that, about 47% of Nigerians travelled to India for hospital attention in 2012. The investors invested 260 million dollars (#42bn) in medical

tourists in negligible foreign exchange. Patients paid $15,000 or #2.3 million per patient. Nigerians invested #250 billion a year on imported health care (Henry, 2013). The foregoing could be seen as a challenge or depletion to Nigeria tourism developments. Taking into account Nigeria's population increase, the dividends earned from the hospitality sector is not encouraging, compared to other countries. At least, Kenya, Uganda, Tanzania, Egypt and Morocco are earning dividends from a thriving tourism sector (Ajibola, 2013).

A considerable rise in advertising budget would be needed to address Nigeria's lack of appreciation as a tourist attraction and the nation's very bad reputation in the major global markets. For five years (2006-2010), a budget of US$ 15 million was suggested for advertising and niche marketing strategy in building value and projecting the profit in the marketplace. There is the need to persuade Nigerians to invest their discretionary funds within the industry, thus sparing leakages and helping to foster the development of the industry with the associated benefits. The physical infrastructure for Nigeria is a priority if its festivals and activities would be particularly lucrative and organized. Determined steps must be undertaken to enable Nigerians spend their vacations in the country. Numerous government workers are made to work even when they are supposed to be on vacation. Some are made to work during their "leave" or forced to postpone it. This may not be convenient for the employee who may not have the power to make his/her own choice. In Nigeria, there are several reserves and resort areas which provide outstanding vacation environments. In the former Eastern Bloc nations, companies are also allowed to create vacation resorts for individuals and families on the beach. A full range of information on inexpensive tours is made accessible daily to interested citizens, mostly subsidised by the state or personal organization. Rather than allowing their workers to take their vacations outside Nigeria, big businesses should make such strategic investment domestically.

Nigeria's cultural and environmental facilities show the country's great potential to take advantage of tourism. Nigeria has many benefits over other nations, with its large area of land, physical characteristics, rich ethnic diversity and conservation areas (Udeme, 2010). Nigeria is a stable country with the aim of developing, besides these specific tourism properties. This competitive stability could draw the interest of visitors from countries that are vulnerable to conflict. Abiodun (2012) notes that, with over 250 ethnic groups, Nigeria

provides sufficient cultural tourism prospects in terms of cultural sites, yearly indigenous festivals and folk art, including the paintings, sculptures and sculptures.

A nation uses its resources to actualise the possibilities that emerge. Nigeria claims that its emphasis on the environment, economic and cultural capital would result in higher returns even in a price-sensitive economy. Africa and Asia are anticipated to grow over most of the duration 2013-2020 more than half the estimated increase in foreign visitors, with 30% of the global expansion predicted. There are ample resources and prospects in this sector; it takes determined efforts to attain them to the extent that they will be a big income source for the state.

The potential of hospitality in Nigeria's positive economic growth is dependent, to a large extent, on the challenges and opportunities being explored and tackled and underlined, if significant investments are needed for Nigeria's ambitions and strategic positioning, as a preferred tourist attraction, and if its possibilities and capacity are maximized and the challenges faced. More importantly, policymakers at all levels should take a look at the fantastic benefits of the hospitality industry and work on major tourism investments. While this could have been a challenge a day ago, 2014 brought another chance to get back on the agenda. A survey of knowledge and patronage (National Survey, 1998) revealed that fewer than 20 per cent of people from Nigeria have travelled to Yankari Game Village or are away from the region. In the Obudu Cattle Ranch over 50% of daily tourists were foreigners. The dilemma is brought on by lack of knowledge on tourist resorts in Nigeria.

The hospitality industry in Nigeria has a huge investor opportunity, and foreign direct investment has currently risen. Large hotel firms, such as Hilton, Sheraton, Best Western and Marriot, have pushed to acquire an establishment in the country and hunt for high-growth market. The government needs to do something to foster a sustainable tourism and travel industry that can fuel the segment and gradually encourage economic development. The foreign exchange ability of Nigerian tourism might surpass that of the petroleum market. A substantial percentage of the GDP in many developed nations is from operations designed to convince local and foreign tourism that may be a major export operation based on the extent of growth. Nigeria is considered as a nation with 167 million creative minds and seen to be among the nicest countries in the world. Cultural sites, welcoming people, a

reorganized tourism development agency, the growth of human resources and modern convention centre offer excellent opportunities.

The hospitality industry has undergone much boom in other African countries, including Kenya, Gambia, Tanzania, Ghana and Republic of Benin. Nigeria will find a niche market. Countries like Kenya, South Africa and Zambia have been committed to the growth of the hospitality industry and they have several contributions obtained from this.

There must be a realistic approach that can boost the national economy and contribute positively to the hospitality industry. Nigeria can emulate the likes of France, which adopted policies that significantly boost its hospitality industry. If Nigeria wishes to become one of the ten largest economies, it should do what the twenty largest economies do. Policymakers in the states need to concentrate on the sector in order to counter joblessness and mass poverty. Tourism cannot prosper on its own; tour operators are needed to promote tours without automobiles. Visitors to Nigeria can also be supported by alliances with countries like the United States as well as other European travel agencies. The government must demonstrate ample readiness and dedication to the growth of tourism. Private companies would not demonstrate much interest in tourism if the government does not lead the way.

The performance of the hospitality industry in Nigeria varies, depending on the viability of the administration as well as the contribution of the private sector. By promoting capacity building, the government can continue to support the tourism industry. In order to leverage the full potential of the industry, policymakers should establish an investment fund to assist tour operators. There should be deliberate efforts to promote investment in tourism facilities. Nigeria's remote regions are home to most of its tourist destinations and attractions. Major rehabilitation of rural roads is required, which will minimize and gradually improve performance of the economy. Nigeria's remote regions are home to most of its tourist destinations and attractions. The nation's history, the most active in Africa and a big resource which could become a gold mine to the economy, must be repackaged.

A number of places of geographical interest specific to Nigeria and giving the country a strategic edge should be allocated investment capital. The creation of three-star luxury hotels should be encouraged. As industry leaders have indicated, as part of a general infrastructure, local tourism sites in the country need to gain publicity for the attractiveness

of visitors in the region. It is now clear that the increasing majority of foreign tourists travelling to the country are business travellers, whose attitude is associated with the recently opened hotel establishments. The need for high- quality human resources training in Nigeria, especially in the hospitality industry should not be ignored. The future impact of high-quality research into hospitality industry developments in Nigeria needs to be acknowledged. Government agencies which are responsible for tourism growth are expected to liaise with local and national development authorities to ensure the availability of infrastructure services, such as good highways, sanitation, power, connectivity, hotels in tourist attraction areas. This was supposed to drive innovation to completely leverage tourist-value attractions in the hospitality industry.

The level of group commitment would add the degree of perceived advantages and enthusiasm for economic growth in the hospitality industry. Economic gains derived from the protection of cultural and natural heritage and direct aid to local communities and nations should achieve sustainable development. An alternative means to improve the economy is to grow sustainable development capable of responding to the needs and requirements of the society that prepares and utilizes tourism. Community-based tourism has become a viable choice for evolving conventional rural economies, as it can offer economic benefits to local communities and improved awareness of the environment as well as high-quality visitor experiences. Local government can give most people the possibility of engaging in activities connected with tourism and investing in the growth of neighborhood tourism growth. Activities linked to hospitality do not just create direct jobs but also generate related employment options. The hospitality industry of Nigeria was not given proper priority by the government. If the industry is properly used, millions of job opportunities can be produced and about 10% of the country's gross domestic product would have been influenced by 2021.

2.6   Industrial conflicts: concepts, types, causes and effects

Industrial conflict refers to all expressions of dissatisfaction within an employment relationship, especially those pertaining to the employment contract and the effort to bargain (Marshall, 1988). Typically, formal expression of industrial conflict is known as a strike, when all or nearly all employees refuse to work until their grievances are addressed (Algert & Watson, 2002). Informal industrial conflict often consists of individual or small

group actions, ranging from purposeful negligence to sabotage. An industrial conflict, thus, connotes a real and substantial difference, having some element of persistency and continuity until it is resolved and, if not adjudged, is likely to endanger industrial peace of the undertaking or the community (Davar, 2008).

Conflict can be understood and better appreciated from the following pluralist (industrial relations and political exchange), radical, transaction cost economics and theory of labour regulation perspectives (Edwards, 2001). The term industrial conflict is used in three main senses:

- The use of overt sanctions, as it is said that conflict erupts when workers go on strike;
- A continuing sense of discord (conflict over new work rotas);
- An underlying conflict of interest between workers and manager that receive no overt expression Edwards, (2001).

Industrial conflicts, which usually arise due to a breakdown in negotiation, as well as disagreements between employer(s) and employees, connote a temporary stoppage of work resulting from the pursuance of grievance(s) by workers (Osabuohien, 2014). Stoner and Wankel (1986) posit that disagreement between two or more organisation members or groups could arise from the fact that they must share scarce resources or work activities and/or from the fact that they have different status, goals, values or perception. Dispute has been defined by *Oxford Advanced Learners dictionary* (2009) as an argument or a disagreement between two people, groups or countries. It is the act of questioning whether something is true and valid; or arguing or disagreeing strongly with somebody about something, especially about who owns something; or fighting to get control of something or to win something. Trade dispute Act (1976) is an Act to make provisions for the settlement of trade disputes and other matters ancillary thereto. It is the result of interaction among people, an unavoidable concomitant of choices and decisions and an expression of the basic fact of human interdependence (Adejuwon & Okewale, 2009).

Industrial conflict has also been described as disagreement on the procedure of distributing power and resource in an organisation. Basically, conflict is what occurs when two or more parties have divergent interests over the distribution of resources and/or issues that border on their development. It can come up in the interaction between leader and members.

The essence of workplaces at the regional and local levels and on the macroeconomic basis in every company is to assess the level of productivity in an economy. This is because work is not carried out in a space, but in a specified working environment. Good and peaceful commercial ties are not only important in an organisation to employers, employees and society, since goods and services are generated efficiently by such influence. The nature of peaceful and prosperous industrial relations represents the productivity and efficiency that are dictated by the determination of the workers. Interactive systems are also still engaged. The staff and managers are the two people involved in the interaction.

Conflict is a state of disagreement between two sides, marked by their failure to overcome their disagreements. Conflict in industry encompasses the whole scope of interactions and attitude which mostly express disagreement and differing dispositions against specific managers, owners, and the employees and their organisations (Fajana, 1990). It can also be a risky description of notion of confrontation. Conflict can manifest itself in the manner of deception, depending on the individual's philosophical orientation (Peter, 2014).

A manager involves employees mainly in the assumption that such a contribution would help to accomplish the corporate objectives and achieve certain goals within the organization. A mutually beneficial relationship ensuring that the needs of employees are significantly achieved and that the standards of the employer are met is very important to high efficiency within the organizational settings. Each party needs to ensure that the mission of the company is achieved with the greatest dexterity. This means that, with the enthusiasm of the employees, their values and their sense of worth would increase their efficiency, leading to increase in the corporate results and corporate profitability. The influence of thresholds will improve the economic efficiency, as the aggregate production of an industry is the aggregation of different businesses across the sectors. And the conditions for workplace harmony are vital to the fulfilment of the interests of the employees and the managers' ambitions (Osabuohien, 2005).

Industrial crisis involves all types of job discontent that can occur in different ways, for example: absenteeism, rally and heavy demand for labour. It tends to affect those directly involved. This normally goes directly to society as a whole, particularly when it happens at the national level. Some of the factors attributable to the current economic crisis in Nigeria

include, weak organisational facilities, low productivity rate, work uncertainty, programme inconsistency and variation of organisational types and contravention of mutual agreements (Dauda, 2006).

Economic dispute concerning inadequacy or lack of occupational social harmony poses a range of issues for both employees and employers. These usually gets to the community, especially where critical resources are rendered by the agency concerned. It is this dangerous aspect that every Management and government are working on to keep things to a sensible amount (Tongo & Osabuohien, 2007).

Industrial conflict involves any type of job unrest that occurs in a number of ways, such as truancy, go-slow, loss of man-hour, high labour turnover, rule function, protesting, protest, vandalism, suspension which in most cases leads to query at the workplace. Many of them may be weapons in the workers' possession, although just a handful (lockout, termination and querry issuance) are used by managers for punishment and also as a disincentive to everyone else. Industrial crisis may also be characterized as a general strike mostly on section of the workers to impose certain requests on the employer(s) or to resist the employer's basic demand. According to Tongo & Osabuohien (2007), industrial crisis means the complete spectrum of actions and attitudes reflecting disagreement and divergent preference between human owners and bosses, on the one hand, and employees and their organisations, on the other hands. In short, an economic dispute is a state of conflict where one side perceives that another is compromising its interests in the partnership at the organisational environment (Ehigie, 1998). Aremu (2006) views this as a continuing conflict between employees and employers for resources. When employees get dissatisfied with their job and the company may boast more of the consistency of the output of the employees, there is the presence of interpersonal threats. This situation fuels industrial catastrophe when each side may prefer to try to remove the other as opposed to the conventional, mutually advantageous working relationship.

2.7   Types of industrial conflict

Nisha (2020) identifies two types of industrial conflicts, which are strikes and lock-outs. Strikes stem from more systemic maladjustments, injustice and economic revolutions. It is, therefore, defined by a group of workers as a temporary suspension of work to express complaints or to impose a proposal resulting from changes in working practices. Industrial

Disputes Act, 1947 Section 2(1) defines strike as the termination of operation by a group of persons engaged in any company, either in collaboration or in deliberate rejection within general definition.

A strike can be interpreted in economic terms as a job restraint, owing to the mutual failure of employees to work, which happens as a reaction to employee's concerns. It entails falling out of work by any number of employees engaged in a given sector in order to build pressure on organisations to embrace their requests surrounding wage levels, workplace conditions, labour policies, and many others.

Strike can further be divided into the following:

Hunge.r strike, in which workers run in close proximity to the office or at the employer's home, pressuring it to address their concerns.

Economic strike is the suspension of labour in order to force its requirements on the government such as compensation and incentives. The workers express their viewpoints in th.is strike in order to raise their wages, change workplace conditions and provide compensation.

There is a kind of strike wherein, as is normal, workers are sent to the workplace but do not operate or fail to leave the office if needed. When such an act is done simultaneously, it is like a blow. Alternatively, it is referred to a tool-down or sit-down strike.

In a slow-down strike, the employees may not quit working, but they slow down the whole operation by halting the output intentionally, thus reducing the production. This is indeed a significant occurrence in which the staff continue to be interested in the job and are eligible to regular pay. The delays in the performance of workers are more dangerous than a total suspension of service, as resources become lost.

Another kind of strike is that in which certain employees from one agency, section, region or company go on strike to help staffs who are already protesting from another agency, unit, division or industry. The deprivation of the employer's property, which is not even interested in the dispute, could be irrational.

According to Section 2(1) of the Industrial Disputes Act, 1947, Lock-out involves the shutdown of a place of business or the inability of an employer to keep hiring any number of persons employed by him. Lock-out typically indicates the behaviour of an employer to momentarily close or shut down its business or to refuse to give its workers tasks with the

aim of either pressuring individuals to tolerate the requests they have planned to make or to retract their requests (Dineros et al., 2020).

2.8   Causes of industrial conflict in Nigeria

There are many causes of conflict encountered by various organizations in Nigeria. The major ones are discussed below:

Non-structural Causes of Organisational Conflict: Non-structural factors mean sources of conflict with the organisation that are not consequences of the organisation, that is, causes of conflict not attributable to the set of work roles and administrative arrangement. This determines the pattern of authority relationships among task activities and employees. Luthons (1985) emphasises that people in the workplace may differ in their background, age, education level attained, work experience and social relations. Studies on conflict have revealed that, in general, the potential for interpersonal and inter-group conflict is highest when organisation members differ markedly.

Difference in Value: Values are the very core of individual personalities and deeply affect people's thoughts and actions. For example, professionals, such as medical doctors and teachers value freedom and autonomy, but their bosses believe in closely watching over their work as subordinates. This difference in value is often a source of conflict between professional and bureaucratic orientation within formal organisations (Bingham 2004).

Difference in Personal Trait/Behaviour: In an organisation setting, people differ in terms of such personalities like authoritarianism, dogmatism, hostility, aggressiveness, self-esteem, reaction to provocation and predisposition to distrust and suspicion. Hampton (1986) claims that individual personality is a source of conflict in organisations, nothing that most people can think of someone they know who seems to fight with others. There are some people who are predisposed to disagree on every issue or belong to the opposition on every issue.

Difference in Perceptions: Perception is the way people view issues. Differing perception over what constitutes reality between individuals and groups is also a major source of interpersonal or inter-group conflict. Differences in perception precipitates disagreement, hinder inter-group rapport and make co-operation and joint decision

making impossible. Communication problems, different goals status and incongruent, among others can result in difference in perception.

Poor Communication Skills: People also differ in communication skills and ability. Simple misunderstanding can be a source of conflict between individuals or groups. Conflict may erupt from such inability to articulate one's position clearly to others.

Fashina (2001) relates the causes of the Nigerian organisational economic crisis to regulatory contradictions and the management's misplacement of corporate goals. If employers impose a higher cost on capital input far above the employees without appreciating the latter making the former active, industrial rancour will be brooding. This signifies that low wages can be a potent source of economic dispute. A bone of contention between employees and employers is the poor degree of employees' reasons with regard to compensation.

The surge of development generates disparity in the negotiating power between firms and workers. It may have the ability to escalate various modes of innovation, contributing to stronger labour responses through stimulating knowledge discovery (Aremu, 2006). Increasing competitive pressure associated with increasing interconnectivity between various world economies would create momentum that would lead to higher competitiveness of the labour force and diminished security of labour**.** This is because, when employers seem to have good negotiating power, they may become dominant and influence the management style and the rules of operation.

This has been substantiated by a nation's high unemployment rates, which lets employers believe they should still expel employees who refuse to meet their submissive measures. Individuals are expected to combine forces to combat certain boss predispositions, thereby stretching the string of industrial tranquillity that has prevailed until now (Kim and Kim, 2003).

This is because it often deepens the power and tactics of workers, encouraging themselves to depend on the resources of trade unionisms to promote their dimmed interests and benefits. While the employees will never be willing to interrupt work, their behaviour regarding their jobs may be adversely affected, resulting in other types of dissatisfaction signals, such as misbehaviour, absenteeism, high dropout rate and disruption, which would inevitably affect efficiency.

Industrial crisis may also arise through ideological differences, where irregular information is available between employers and employees. This stems from conflict of interests, mostly during the negotiation phase and from inconsistency arising from insufficient means in the achievement of their respective objectives. Adesina (2003) avers that the government (especially the military regimes) had a profound influence on the trade unions, which manifested in modifying the rules of conduct between the Nigerian state and the union leaders. This could also be because of the indifference and dishonesty of government and management in handling workers' request. One more cause of such dispute is the violation of established common consent. Preferably, each partner should conform exclusively to the terms of service until agreements are made by the negotiation mechanism. In several situations, workers have also been accused of this, owing to their evidently superior might. The fact that some employers can use temporary workers to executive certain tasks, makes employers not to reward permanent employees since employers believe there are better options to get such work done without involving the permanent workers. As a consequence of the increase in oil prices, which leads to higher fuel costs and higher livelihoods, inflation has get worse. This undermines the wages of the employees, which will increase their instability and could lead to economic crises.

In a study carried out by Nikitin et al. (1984), certain redistributive measures of capitalist states that support constraint in monetary supply by monetary and fiscal processes were identified. Arise in online prices and a decrease in public spending, typically of a social nature, were identified as what could raise the resentment against labour and capital, as the issue of inflation is solved at the cost of labor. Hyman (1975) claims that high social stress allows workers to communicate economic concerns and needs. The reduction in social benefits adds to the worker's distress. Such demand allows workers and their employers to expect transformation in consideration with terms of agreement of work from the employer. If the employer does not fulfil those expectations, industrial action could actually occur. It has been argued that labour law as a particular form of State interference in a society's structural economic relations inherently represents the needs of such dominant political and economic elite (Iyayi, 1984). Similarly, Adigun (1986) asserts that law is a democratic instrument that is not an objective concept without any kind of socio-political reliance on the structure. In industrial affairs, law perpetuates the dominant

exclusive forms and classification organization. The rules are applied in such a way that protection of the benefit of capital at the cost of labour is the object of concern. Companies are also yet to assign an identity to workers on matters that concern them. Management is always a responsibility, the idea that workers just obey instructions and do not hear is now among many managers.

The concept of administrative democratic right brings with it the idea of which decisions or areas for action are so valuable to administration scholars have continued to challenge how a "frontier" can also be assumed to function exclusively, or whether such a perception is favourable to the most positive approach to the role of controlling-union ties (Fashoyin, 1980). Chamberlain (1983) argues that there has been no conceptual restriction on the incorporation of union into the management function. (Fashoyin, 1980) indicates that it will be important to abandon the notion of administration as a custodian of ownership rights and focus on its increasingly competitive role.

When there is the need for good people to handle human capital, individuals have to be willing to do this. Consistency is not considered paramount unless people do not care for full staff and competent employees. Technical knowledge is at least as difficult to obtain as there is in the sectors of technology and research (Okogwu, 1983). As possessing qualification in a related skill is not a promise of excellence in the selling of administrative resources, obtaining a degree in information management does not make a person a successful practitioner in health information management. Everyone has to be trained to properly understand and analyse messages. Lack of preparation on the part of supervisors often prevents their capacity to interact and inspire staff, contributing to growing dissatisfaction among workers. Where even the industrial relations expert is naive, the work of industrial relations may effectively be placed under stress (Ubeku, 1975).

Conflict at organisational level is frequently elicited by issues arising from remuneration, poor funding, welfare and other fringe benefits (Agbi, 2013). Mullins (2005) outlines seven major sources of conflict as: differences in perception, limited resources, departmentalisation and specialisation, the nature of work activities, role and conflict, inequitable treatment, violation of territory. Others include individual conflicts, such as attitudes, personality characteristics or particular personal needs, illness or stress; group conflicts, such as skills, informal organisation and group norms; Organisation conflicts,

such as communications, authority structure, leadership style, managerial behaviour; and age gap, such as relationship between older employees and younger managers, with experience on the one side and power on other side.

In the view of Weihrich and Koontz (2005), today's organisations are characterised by complex relationships and a high degree of task independence which could easily give rise to friction. Incompatibility of the goals of different parties will lead to competition of limited resources. Other sources of conflicts arise from differences in individual perception about issues, leadership style and lack of communication. Otobo (2000) identifies the sources as internal and external, with both often influencing each other. The internal sources of labour conflicts include style of management; nature of physical environment of the work place; orientation or social consciousness of workers; other conditions of services; efficacy or otherwise of the promotion system; and cumbersomeness of grievance and disputes procedure. The external sources of conflict include government's industrial and economic policies, nature of labour legislation, unpatriotic and unethical behaviour of the political class, national economic mismanagement, income distribution of wealth and power in the society, and nature of the capitalist economy. Some of these external factors may not directly prompt labour conflict but they can underlie workers' expectation and the nature of their demands, especially from public-sector employers, which could set the tone of labour relations.

Fashoyin (1999) identifies the following as some of the causes of labour conflicts: organisational structure in which an attempt is made by one party to change the structure of bargaining or the contents of negotiable or non-negotiable list; inadequate decision-making, power manifesting in the limitations of negotiators in committing their constituencies to an agreement; management policies in which the approach to bargaining with the union is negative; intra-organisational factors in the form of internal union conflicts traceable to heterogeneous and diverse interests in the union. These factors manifest more in internal bickering, immaturity and leadership challenges in the union; procedural factors involving tactics, strategies and methods utilized by negotiators to influence what is considered to be at stake in the negotiation; and unnecessary interpersonal differences and attitudinal hostility between management personnel and union leaders, which often impinges on labour relations. Other factors that can precipitate

labour conflicts are differences arising from the interpretation of collective agreements, usually traceable to ambiguity or equivocation in language; violation of agreements, usually by the management; and contingency issues which reflect the shortcomings or inadequacies of the collective agreements (Fashoyin, 1999). These issues are central to the substantive rules of collective bargaining; hence, the severity of conflicts arising from them can be monumental.

In his contribution, Ojo (1998) outlines the following as causes of labour conflicts: wages and related issues; conditions of service; discipline, interpretation or violation of agreement; non-recognition of union and anti-union activities; and other issues that could be outside the traditional confines of collective bargaining, such as union's demand for the removal of management staff that are perceived to be against the union, and demand for release of union leaders arrested by police or detained by government or its security agencies. Jones and George (2006) identify "different evaluation or reward system" as being weighty enough to cause employee dissatisfaction and ultimately generate conflict. It is logical that when the criteria and methods of evaluating task (appraisal methods) are not objective, they are influenced by selective perception, the corresponding reward system becomes faulty and it is a recipe for disharmony in work relations. Porter, Bingham and Simmonds (2008) posit that communication failures can be a cause of conflict in employer-emloyee relations.

Duke (1999) observes that conflicts could arise between individuals or groups in an organisation if the goals are not specified or when the management shifts blame on all or a unit(s) involved in the work process. However, not all conflicts are bad and not all conflicts are good. People tend to view conflict as a negative force operating against successful completion of group or common goals. Conflict can create negative impact on a group but may also lead to positive effects, depending on the nature of the conflict. As identified by Rahim (2002), conflict can arise when a party is required to engage in an activity that is incongruent with his or her needs or interests; when behavioural preferences, and the satisfaction of which is incompatible with another person's implementation of his or her preferences; and when a party wants some mutually desirable resource that is in short supply, such that the wants of all parties involved may not be satisfied fully. The fourth instance is, when a party possesses attitudes, values, skills, and goals that are salient in

directing his or her behaviour but are perceived to be exclusive of the attitudes, values, skills, and goals held by the other(s). Other causes of conflict include trying to negotiate before the timing is right or before needed information is available (Hoban, 1992) conflicting values or actions, insufficient alignment or amount of resources, poor communications and leadership problems (McNamara, 2013).

There are also some causes which are best categorised as predisposing factors or ingredients that fuel conflict; they are not problems on their own but can trigger the real causes of conflict in an organisation. As pointed out by Hoban (1992), they are the following:

1. **Needs:** Individuals or groups in an organisation have things that are essential to their well-being and, when these needs are ignored, conflict ensues.

2. **Values:** Values are beliefs or principles we consider to be very important (Hoban, 1992). Values of individuals, party or between organisation management and staff need to be made clear and incompatible values resolved; when this is lacking conflicts results.

3. **Perceptions:** Interpretations given to situations or issues around us differ and this can cause conflicts. Hoban (1992) points out that misperceptions or differing perceptions may originate from self-perceptions, others' perceptions, differing perceptions of situations and perceptions of threat.

4. **Power:** The ability or right (capacity) to control people or things, perform or act effectively can be subjected to various tests. This is not far from the view of Hoban (1992), that the way people define and use power is an important influence on the number and types of conflicts that occur, especially when that power is used to make others change their actions or to gain an unfair advantage.

5. **Feelings and emotions:** Many people let their feelings and emotions become a major influence over how they deal with conflict. Conflicts can also occur because people ignore their own or others' feelings and emotions. Other conflicts occur when feelings and emotions differ over a particular issue (Hoban, 1992)

6. **Code of conduct, ethics and principles:** In any organisation, code of conduct, ethics and principles greatly help people refrain from conflicting behaviour but, they are lacking, conflicts arise no matter the other efforts embarked on to make peace.

2.9   The conflict process

The development of conflict and its resolution tend to follow a pattern. This is based on the work of Pondy (2007), who identifies six steps of conflict process:

Antecedent conditions: A number of conditions have been linked with the degree of conflict (Walton, Dutton & Cafferty, 200; Corwin 2009). They are not necessarily causes of conflicts but they seem to be associated with higher rate of conflict and may well precipitate a situation in that direction. These conditions create room for conflicts to emerge. According to Robbins & Judge (2011), the antecedent conditions can be condensed into three categories: communication, structure and personal variables.

Perceived conflict: Another part of the conflict process has to do with how parties perceive the situation of each other. This is an independent group. Parties often engage in conflict because one party perceives that his interests are being opposed or negatively affected by another. The parties also engage in conflict because they perceive a situation as involving limited alternatives.

Felt conflict: In addition to perception, Pondy (2007) posits that feelings and attitudes alter the relationship between objective conditions and potentially result in conflictive outcome. Where parties value cooperation and believe that success in their relationship depends upon the attainment of the needs of both, their behaviour is likely to be different compared to when the parties value competition and believe that one can win only at the other's expense; Robbins & Judge (2011) explain this stage as a level which is characterized by emotions such as anxiety, frustration, tension or hostility.

Manifest behaviour: It is also possible that the parties will perceive a problem to exist and begin problem-solving behaviour at this point, without ever having engaged in conflict. If conflict does occur, the parties will engage in activities which in some way interfere with the goal attainment of each other.

Conflict resolution or suppression: Conflict resolution or suppression activities are those which are directed at reducing or sending such conflict. A variety of methods are used to resolve conflict. Some of these essentially involve the victory of one side and the defeat of the other. Others involve splitting the difference, compromising or use of problem solving. However, Filley (2009) suggests that the prevalence of the former methods of domination

and compromise over problem solving is probably due to the fact that they are so widely parched.

Resolution Aftermath: The resolution of conflict leaves a legacy which will affect the future relations of parties and their attitude about each other. Where one party wins and the other loses, the defeat may lead to antagonistic or self-depreciation feelings on the part of the loser. Burke (1994), is of the view that they when people are given more than they have received, they exhibit feelings of defeat, and manifest a low level of commitment to agreements. Finally, when conflicts are solved, it is likely that trust, commitment and future conflict will be handled effectively rather than when resolution is not the result of problem solving.

Organisations are living systems consisting of interacting units performing a task in a mutually dependent manner within a structure of scarce resources. Ways of managing organisational conflict are as varied as its causes, origins and contexts. The purpose of conflict management, whether undertaken by the parties in conflict or involving the intervention of an outside party, is to affect the entire structure in a conflict situation so as to contain the destructive components in the conflict process (for example hostility and use of violence) and help the parties possessing incompatible goals to find some solution to their conflict. Effective conflict management succeeds in minimizing disruption stemming from the existence of a conflict and providing a solution that is satisfactory and acceptable. Properly managed conflict can improve group outcomes (Alpert, Tjosvaldo & Law, 2000; Kuhn & Poole, 2000; Bodtker & Jameson, 2001; DeChurch & Marks, 2001). Conflict efforts directed towards containing or limiting some aspects of behaviour are strategies of conflict settlement, and efforts directed towards the parties' attitudes, situations as well as behaviour are strategies of conflict resolution. Skilled administrators are aware of these methods and techniques and know how to utilize them effectively.

Conflict management is the process of limiting the negative aspects of conflict while increasing its positive aspects. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organisational setting (Rahim, 2002). Conflict management, according to Adikpo (2006), is designing effective macro-level strategies to minimize the dysfunction of conflict and enhancing the constructive function to improve effectiveness in an organisation. In the same perspective, Obi, (2005)

states that conflict management is the process of reducing the negative and distractive capacity of conflict through a number of measures and working with and through the parties involved in that conflict. Conflict management involves reduction, elimination or termination of all forms or types of industrial conflict, through the use of negotiation, bargaining, mediation or arbitration. According to Stermanan (2010), conflict management is a process through which parties which are in dispute resolve their differences and come to an agreement. Conflict arise in situation where there are differences in opinions regarding some issues or problems.

Best (2005) asserts that conflict management covers the entire area of handling conflict positively at different stages, including conflict limitation, containment and litigation. Conflict management in an organisation entails an approach and practice of being able to identify and handle conflicts rationally, equitably, and competently. Since conflict is inevitable; organisations must find ways of properly managing it in an equitable way. The aggrieved employee or group of employees, usually a union, in seeking redress, will have to follow a procedure without resorting to strike or other forms or industrial action. If the management is able to nip the issues resulting in grievance in the bud, then they can beat their chest and be sure of employees' loyalty the case may be.

Resolving the issue before it aggravates to conflict/dispute is not only time saving but saves cost and man- hours that would have been lost to industrial action. Studies have shown that handling grievances through bilateral negotiation has proved to be the most important method of dispute settlement. Nonetheless, where parties have exhausted internal machinery to no avail, and a deadlock occurs (Fashoyin, 2005), they must seek redress through another form of dispute resolution mechanism. The Minister of Labour and Productivity, having certified that the grievance procedure has been strictly followed is, authorised to assert that a deadlock has been reached. In such a situation, the following process of resolving issues in an organisation shall be considered: negotiation, mediation, board of inquiry, conciliation, arbitration, then National Industrial Court. In fact, the 1999 Constitution Third Alteration Act, 2011 provides for the establishment of an Alternative Dispute Resolution Centre within the Court premises. The centre offers diverse alternative means of disputes resolution on matters whose jurisdiction is conferred on the Court.

Conflict is an apparent struggle between at least two individuals, when one of them feels

that lack of facilities and goal incompatibility hinder their goal or achievement (Susan 2006). It is a phenomenon with positive and negative influences on employee and organisation performance. Functional conflict enhances organisational performance and health, whereas dysfunctional conflict causes performance reduction, struggle and strain in organisation (Rahim, Zhao, Yu, Chan, & Kwok, 2002). Functional use of conflict requires recognition and perception of its nature and antecedents along with acquiring conflict control and management skills, which are among of the most important management skills these days. Functional conflict could increase innovation, creativity and effective change in an organisation and consequently assist mangers to reach their goals (Al and Il and Peace Institute 2002). Some researchers believe that conflict is the third subject, after God and love, that most occupies the human mind (Robbins 2000).

DeChurch (2001) avers that active conflict management allows groups to openly talk about issues and disagreements, helping them to share information and confront a conflict together. Tjosvold (2002) argues that openness makes it possible to contradict arguments and that research has shown that there is a great possibility in open conversation and argument confrontation. The positive effects of conflict management are, according to DeChurch (2001) are a result of the active approach which benefits team effectiveness. Also there are potential innovativeness and development of ideas that will be lost when team members tend to avoid confronting each other. DeChurch (2001) states that, "the use of active conflict management will enhance team performance, and the use of passive conflict management will detract from group performance."

There are trends cooperating to make conflict unavoidable. These include: constant changes, more variety in employee composition, more teamwork (virtual and self-oriented teams), less face- to- face communication, more world economy with inter cultural-transactions. Conflict management is recognition and control of conflict in a rational, fair and effective way. Conflict can be managed by utilizing skills such as effective communication, problem solving and negotiation. In view of the fact that the ability to manage conflict could change its result, first of all it should be recognised and analysed in order to distinguish initiation reasons. The critical point is to select appropriate style. According to Blake &Mouton's (1964) management network, there are two conflict behaviours cooperation (concerned for others) and assertion (concerned for self).

Combining these two types of behaviour results in the following five styles of conflict management:

- **Avoiding (low cooperation and low assertion):** Ignore both parties' profit by withdrawing a conflict or suspending a solution (Voten and Cameron 2001).

- **Compromising (intermediate in assertion and cooperation):** It involves a situation where both parties sacrifice some of their desires to reach a compromise (Medina, Munduate & Dorado 2005).

- **Integrating (high assertion and high cooperation):** seeking mutually advantageous achievements by both parties (Medina, Munduate & Dorado 2005).

- **Obligating (low assertion and high coopeation):** Try to satisfy other party's needs despite sacrificing own desires (Medina, Munduate & Dorado 2005).

- **Dominating (low cooperation and high assertion):** Demonstrate utilization of authoritative and imperious method to control a conflict (Medina, Munduate & Dorado 2005).

Putnam & Wilson (1982) combine these five styles into three, namely problem solving, control and bargaining. Conflict management is one of the most essential issues in the conflict literature. It refers to behaviours which participants use when they are in conflict. Functional conflict results in positive benefits to individuals, the group, or the organisation (Schermerhon, Hunt & Osborn, 2000). It contributes significantly to successful leadership and teamwork, improves product and service quality for customers, builds customer loyalty, reduces costs, and uses financial resources wisely (Tjosvold, Hui & Law, 2001). It can also be valuable to an organisation since it promotes innovative and creative problem solving, develops genuine harmony between individuals and clarifies issues for the benefit of the members and the organization (Schermerhorn, 2000). On the negative side, conflict works to the disadvantage of individuals, groups or organisations. For example, findings indicated that intrapersonal conflict has a direct negative impact on intra-group conflict and work satisfaction.

Intra-group conflict has direct negative effects on work satisfaction and team performance effectiveness (Cox, 2003). Furthermore, destructive conflict diverts energies, hurts group cohesion, promotes interpersonal hostilities, and creates a negative organisational climate

for workers. It can also decrease work productivity and job satisfaction and contribute to absenteeism and job turnover (Schermerhorn, 2000). People react to and cope with conflict in a variety of ways. Morrison (1998), for instance, suggests that people react to a potential conflict in one of four main ways: fight (dealing with it aggressively); flight (being unassertive and fleeing the situation); freeze (doing nothing and, therefore, remaining passive); being assertive (talking through the situation). Rahim & Magner (1995) suggest that people may select from five styles in handling conflicts: avoiding (the person, issue, or situation), accommodating (giving in) compromising (both parties make adjustments), competing (forcing to satisfy one's desires) and collaborating (problem solving).

Skjorshammer (2001) notes that when in conflict, professionals use three major behavioural approaches in handling the situation: avoidance, forcing, and negotiation/ compromise, usually in that order. Gobeli, Koening & Bechinger (1998) classify the conflict management approaches as withdrawal/avoidance, imposing/forcing, compromising/give and take, smoothing/harmonizing, and confrontation/problem solving. Both confronting and give- and- take approaches were found to have beneficial effects on the success of the organisation. Smoothing, withdrawal, and forcing all had negative effect. Generally, the results suggested that management should lessen the frequent use of the dysfunctional management styles withdrawal, smoothing, and forcing and promote the more frequent use of functional management styles give and take and problem solving.

De Dreu, Evers, Beersma, Kluwer, & Nauta's (2001) argue that conflict management is a function of high and low concern for self, combined with high and low concern for others. High concern for self and low concern for others results in a preference for forcing, focused on imposing one's will on others. Forcing involves threats and bluffs, persuasive arguments and positional commitment. Managing conflict in this way can sometimes be an alternative conflict strategy. It involves the use of formal or informal positional power (Skjorshammer, 2001). Low concern for self and high concern for others results in preference for yielding, which is oriented towards accepting and incorporating others' will. It involves unilateral concessions, unconditional promises and offering help. Low concern for self and others results in a preference for avoiding, which involves reducing the importance of the issues and attempts to suppress thinking about the issues. Avoiding conflict simply implies that the conflict does not really exist and hopes that it will go away

(Schermerhorn, 2000). It means not to talk about an issue publicly, attempt to smooth over conflicts and minimize discussions about the issues in dispute (Skjorshammer, 2001; Chen & Tjosvold, 2002,). High concern for self and others produces a preference for problem solving, which is oriented towards an agreement that satisfies both own and others' aspirations as much as possible.

The problem-solving appro.ach was found to be the most effective solution in handling conflic.t. In this pattern, a recognition of disagreement exists, followed by engaging in collaborative problem-solving to re.ach a solution to wh.ich the parties are committed (Gobeli, 1998). Here the problems are confronted and solved by me.ans of a collaborative effort from all concerned (Che.ung & Chu.ah, 1999). Inte.rmedi.ate conce.rn for self, paired with intermediate concern for others results in a prefe.re.nce for compromising. Comprom.ising conflict manag.eme.nt suggests the determination of acceptable solutions in which conflicting parties have some degree of satisfaction with a give-and-take attitude (Cheung & Chuah, 1999). In th.is strategy, parties try to solve the conflict cooperatively (Tjosvold, 2001), and communicate in ways in which they can then use the conflic.t to promote mutual goals and resolve the conflict for mutu.al benefit (Chen & Tjosvold, 2002). If a conflic.t is not prope.rly managed, it can result to bad feelings, low turnover and costly litigation (Hirschman, 2001) but when properly managed, it can result to increased individual participation, innovativeness and increased employee's productivity (Uline, Tschannenmoran & Perez, 2003).

2.10   Effects of industrial conflict

Usually, if employees and bosses cannot find a solution, the results of an economic dispute are not favourable for the economy. Both micro and macro effects are involved. At the microeconomic level, the syndicate workers lose their effective income and, ultimately, their retail bargaining power that contributes to welfare reduction. On the contraries the managers who strike lack the union resources and thus has been unable to follow the demands of the customer; their profits and profit margin are often affected. Only at macroeconomic stage is the goods produced is reduced.

Certain companies which use their items as inputs are harmed by the connecting effects and manufacturing slows down or stops. The society feels the consequences in the long run.

Normally this is obtained by man-days-lost for empirical proof purposes. In general, the effects of industrial crises are much more intense on higher institutions. That was because learners are compelled, when they experience prolonged industrial crises, to study primarily to pass as against the culture of investigating for advancement of knowledge. This influences in-country educational outcomes and education quality. This is why some graduates could not defend other certificate. It might have been one of the purposes why many employers insist on candidates with second-class upper division.

The higher educational institutions in certain cases lose an entire academic year owing to industrial crisis. The strike action, of the Academic Staff Union of Universities (ASUU) of lasts about six months. This affects students and their parents. Another economic and financial impact of an industrial crisis is brain drain. The increased prevalence of industrial crises carries huge threats because it leads to increased development costs. Which will affect the nation's level of economic development.

2.10.1 Effects of industrial conflict on the hospitality industry

Industrial conflict is primarily attributed to efforts by an individual to satisfy an excess of demands resulting from his/her multiple positions. The criteria from one area make it harder to play roles in the other. Analysis in the current literature shows that industrial conflict impairs the job efficiency of staff and have detrimental effects on other outcomes, along with the goals of employee engagement in the hospitality industry (Alejandro & Boles, 2004).

2.10.2 Industrial conflict management skills

Conflict is an inevitable phenomenon that occurs in every part of human daily life, whether within or outside the organisational context. Conflict has enjoyed significant attention from both academic scholars and practitioners, as they found increasing trends of conflict in and among organisations (Morris-Conley & Kern, 2003; Shelton & Darling, 2004; Cronin & Weingart, 2007; Gibson &Callister, 2010; Schotter & Beamish, 2011; Li, Chun, Ashkanasy & Ahlstrom, 2012). Conflict management is the ability to recognize conflict (intra-inter- and organisational) and to respond in ways that alleviate emotional tensions and enhance relationships, such that opportunities for growth, creativity, and productivity are enhanced, and disputes prevented. It also includes the resolution of any dispute that arises, and the containment of power struggles, through appropriate interventions.

Conflict management skills are a fundamental and critical aspect of leadership effectiveness. Leaders who are perceived to manage conflicts in a more appropriate and effective manner are also perceived to be more competent (Kurabik, Baril & Watson, 1993; Gross and Gurerro, 2000). Lack of a proficiency in conflict management style tends to have a persistent detrimental impact on productivity (Mayer, 2009). Kurabik, Baril & Watson (2010) asserts that conflict management skills are a fundamental aspect of leadership effectiveness. The likeability of supervisors has become of greater importance. If an individual is perceived to manage conflict in an appropriate and effective manner that individual is also perceived to be more competent in general (Gross & Gurerro, 2011).

Conflict in workplaces is a reality and the employment relationship can be seen to be offering incentives for both cooperation and conflict between employer and employee. In organisations, people often avoid conflict without knowing it, and organisations, work teams or work groups are likely to develop a conflict culture or climate over time (De Dreu, 2001, Lewin 2001, Teague, Roche & Hann 2012). Thomas & Kilmann (1974) developed a model for handling conflict that utilizes five styles, which are competing, collaborating, avoiding, accommodating, and compromising. Conflict management styles of the principals show how they interact with their employees (Pirkhaefi, 2009). Each principal manages conflict in a way that might have differences with other principals. These consistent types of conflict style that principals apply with others at work are called conflict management styles (Farahani, 2010). When communicating and working with the follower, the leaders' communication is a mixture of attributes, skills and behaviours collectively called conflict management style (Kannz, 2010).

Poor conflict management skills cause conflict escalation and negative results. Managing conflict in a way to reduce its destructive effects while capitalizing on and enhancing its productive effects is critical to organisations. Researchers have studied a many mechanisms to manage conflict productively in business environment (Rahim, 1983; Ruble & Thomas, 1976; Simons & Peterson, 2000; Stewart & Barrick, 2000; Montoya-Weiss, 2001). Johnson, Johnson, & Tjosvold (2000) aver that the open-minded discussion of conflicting perspectives for mutual benefit, labelled constructive controversy, is an effective way to manage conflict effectively in order to capitalise on the potential positive outcomes of conflict (Tetlock, Armor & Peterson, 1994; De Dreu & Gelf, 2008). Thomas Kilman

(2021) introduced five conflict management styles based on his extensive research on conflicts. Research has shown that principals' conflict management style is related to effectiveness, efficiency and productivity of educational institutions. Efficiency involves doing things correctly in the organisation, that is, decisions are made to reduce costs, increase production and improve product quality (Taheri, 2009). Typically people respond to conflict by using one of these five modes: competing; avoiding; accommodating; compromising; and collaborating. Each of these modes can be characterized by two scales: assertiveness and cooperation

The relational approaches used to settle the issue are conflict management skills. If the conflict is treated, dictating the magnitude and severity of potential confrontation is achieved. Successful conflict management promotes passion, stimulates honesty and motivates citizens. However, inadequate crisis management causes more tension and impacts the whole company irrationally. The use of a variety of models, based on the context of conflict, requires successful conflict management (Sportsman & Hamilton, 2007).

For the efficient operation of organizations and for the economic, cultural and social advancement of human beings, conflict management is highly necessary. The way the conflict is handled usually creates more friction than the conflict itself. Anyone committed to empowering others and the organisation to improve adverse conflicts should strive to resolve conflicts creatively and constructively. Thomas and Kilman (1974) Mode Instrument identified five modes (skills) to manage industrial conflict. They are competing, collaborating, compromising, avoiding, and accommodating.

2.10.3 Competing

The competitive approach for conflict management is seen when people seek their own interests and priorities at the expense of others. Individuals using a competitive tactic attempt to build up cooperation together. A collaborative approach is positively related to relationship quality and the skills and confidence of the partners. The collaborative style within the Kraybill Conflict Style is associated with the collaborating style. This form of conflict management focuses top priority as well as the interaction with some other side. This type of dispute resolution style usually works where the persons involved in the dispute circumstance have established respect and trust. When using the cooperative

model, both parties are satisfied when all of their expectations have been fulfilled. This form of conflict management will take up a considerable amount of space for the entities to take away other essential things (Kraybill, 2005).

The competing conflict management strategy is seen when individuals follow their own needs and goals to the exclusion of others. Individuals who use a competing strategy try to increase authority or influence by the use of open hostility. When dealing with this type of strategy, frustration, irritation, or argument may be used; and conflicting parties may be fully removed from the situation by the use of authority. The competing conflict mode is high assertiveness and low cooperation. Times when the competing mode is appropriate are when quick action needs to be taken, when unpopular decisions need to be made, when vital issues must be handled, or when one is protecting self-interests.

Competing skills

- Arguing or debating
- Using rank or influence
- Asserting your opinions and feelings
- Standing your ground
  Stating your position clearly

2.10.4 Compromising

Reich, Wagner-Westbrook, & Kresse (2007) revealed a positive association of academic quality with such a compromise model and a negative correlation with an accommodating style. In their report, the administrators selected reconciliation as the most influential method for conflict resolution. Kresse (2007) stresses the need focus on goal and the interaction with the other parties that are involved in the conflict (Sportsman &Hamilton, 2007). If people employ this particular style in conflict management, individuals will be able to maintain a sense of justice and realism. While this method of conflict management can sound like the "right" method, it may also create issues (Reich, Wagner-Westbrook & Kresse, 2007).

A compromising conflict management strategy involves trying to find a "common ground" that partly satisfies both parties. The compromising mode is in moderate assertiveness and moderate in cooperation. Some people define compromise as "giving up more than you want," while others see compromise as both parties winning. Times when the

compromising mode is appropriate are when you are dealing with issues of moderate importance, when you have equal power status, or when you have a strong commitment for resolution. The compromising mode can also be used as a temporary solution when there are time constraints.

Compromising skills

- Negotiating
- Finding a middle ground
- Assessing value
- Making concessions

2.10.5 Avoiding

One such technique is used where the frustration of all sides is neglected by not tackling the issue (Kunaviktikul, Nuntasupawat, & Srisuphan, 2000). The approach of prevention is defined by recognising that any attempt to address or challenge another person's actions is futile and useless (Cavanagh, 1991). All those who employ a deflective technique seem to have little regard for their own needs; it is not uncommon to see these individuals intentionally withdrawing themselves from circumstances that could lead to potential discord. Such people do not tend to struggle to seek help from other colleagues and are reluctant to take a firm stance on opposing topics. Many people who use the conflict management technique may prefer not to answer.

Many people who use an evasive conflict management approach can prefer not to respond or create a state of unconsciousness. Very frequently, the graduates of radiological sciences from the Sportsman & Hamilton (2021) sample preferred the approach of conflict management prevention. Many people who use an avoidance conflict management approach can prefer not to respond or create a state of ignorance. Very frequently, the graduates of radiological sciences from the Sportsman and Hamilton sample preferred the approach of conflict management avoidance. Several studies have shown that nurses prefer to choose the conflict management approach to stop. Avoidance may be a preferred tactic for conflict mediation where the dispute-instigating problems are of low importance (Cavanagh, 1991).

One research defined two styles of methods for conflict management: agreeable and disagreeable. Individuals who use friendly conflict resolution are most able to manage each other's suggestions by collaboration, and aim to satisfy everyone's standards. This method of conflict management, throughout time, makes the job less confusing. The uncomfortable type of conflict management circumvents conflict all together, or focuses on addressing only the thoughts and requirements of the clients. This style of conflict handling contributes in such a work atmosphere which is aggressive and stressful. A research showed nurses employed in high-confrontation teams were more likely to handle conflict in a hostile manner (Almost, Doran, Hall & Laschinger, 2010).

Under the framework of Kraybill the avoidance of conflict action has a low emphasis on goal and partnership. The individual is not worried with what the conflict or another individual involved in the case is really about. This approach is preferred for the passive, non-violent category of people, or by people who feel like they are actually "very perfect" to be associated with the entire process. When using the avoiding style for an amount of time it can contribute to administrative retrenchment. People are going to be less interested and will be less responsible for certain acts. The avoiding strategy, may be the proper type to use in minor disputes with personalities whose engagement is controversial.

This strategy is used when both parties' distresses are ignored, by not addressing the problem. The avoiding strategy is characterised by the acceptance of the fact that any effort to either discuss or contest the conduct of another person is desperate and pointless. Those who use an avoiding approach have very little concern for their own desires; it is not unusual to find these people purposely removing themselves from situations that could lead to possible disagreements. The avoiding mode is low assertiveness and low cooperation. Many times, people will avoid conflicts out of fear of engaging in a conflict or because they do not have confidence in their conflict management skills. Times when the avoiding mode is appropriate are when you have issues of low importance, to reduce tensions, to buy some time, or when you are in a position of lower power.

Avoiding skills
- Ability to withdraw
- Ability to side-step issues

- Ability to leave things unresolved
- Sense of timing

2.10.6 Accommodating

An accommodating form of dispute handling means neglecting one's own interests to address other people's issues. This approach is characterized as a recognition of the fact that the maintenance of friendly interpersonal relations is more important than creating disputes between coworkers. Entities that adopt a conflictive design management has a strong demand for praise and other support. The agreeable personality is more likely to be taking a "middle of a road" approach whenever an inevitable disagreement occurs. People who embrace this approach prefer to use apologies or satire, or communicate their wishes implicitly, instead of straight forwardly to that of the issue. According to Kraybill (2005), accommodating is coordinated reaction to a conflict. With this approach, there is low purpose priority, and a strong interaction priority. Individuals use this theme frequently because they easily blend together with the other person. If this approach is overused, the persons will ultimately get frustrated because they still give the other group what they want and forget what is valuable to them as individual. In other words, the individual using this approach deploys the selfless technique as the most appropriate skill for management of industrial conflicts.

The accommodating mode is low in assertiveness and high in cooperation. Times when the accommodating mode is appropriate are when there is the need to show reasonableness, develop performance, create goodwill, or keep peace. Some people use the accommodating mode when the issue or outcome is of low importance to them. The accommodating mode can be problematic when one uses the mode to "keep a tally" or to be a martyr. An example is, if you keep a list of the number of times you have accommodated someone and then you expect that person to realize, without your communicating to the person, that she/he should now accommodate you.

Accommodating skills
- Forgetting your desires
- Selflessness
- Ability to yield
- Obeying orders

2.10.7 Collaborating

Collaborating involves finding a solution to the conflicting situation that satisfies both parties. An effort has to be made to actively pursue effective problem-solving actions in order that all parties can accomplish equally satisfying results (win-win). In this strategy, individuals seem to be just as concerned with the wants of others as their own; however, they are not willing to give up their own positions to merely soothe the wants of other individuals.

The collaborating mode is high in assertiveness and high in cooperation. Collaboration has been described as "putting an idea on top of an idea on top of an idea...in order to achieve the best solution to a conflict." The best solution is defined as a creative solution to the conflict that would not have been generated by a single individual. With such a positive outcome for collaboration, some people will profess that the collaboration mode is always the best conflict mode to use. However, collaborating takes a great deal of time and energy. Therefore, the collaborating mode should be used when the conflict warrants the time and energy. Times when the collaborative mode is appropriate are when the conflict is important to the people who are constructing an integrative solution, when the issues are too important to compromise, when merging perspectives, when gaining commitment, when improving relationships, and when learning.

Collaboration skills

- Active listening
- Non-threatening confrontation
- Identifying concerns
- Analysing input

However, effective organisational leaders' conflict management skills inspire and create an atmosphere for employees to work towards achieving goals (McShane & Von-Glinow, 2000). In fact, an effective leaders' conflict management skills in organisation must assist group of people or the subordinates to define their goals and ways of attaining such goals (Miller, Ket de vries & Toulouse, 1997). These conflict management skills can be achieved

by trade union leaders in the hospitality industry by improving in conflict management competency through making use of conflict resolution therapy as an intervention.

2.10.8 Situational issues

In Sadri's opinion (2012), when choosing the appropriate conflict management approach, there are four primary factors to take into account: the significance of the problem that the conflict coincides with, the nature of the interaction with the other person, the influence one has in coping mostly with problem, and the length of time during which the situation would have to be addressed. If the engagement is a continuous one, then the value is great; where the agreement is a one-time conflict situation or there are options to the party, the interaction is of low significance. The focus is the party that is affected. Therefore, the question of power in the conflict is ascertained by who is affected by the issue, which can span from higher to a lower authority. An instance is that of conflict between equal parties and one between a boss and an employee. The one between two equal parties is termed equal power but the latter is referred to as a low power.

2.11 Conflict management and industrial harmony

Yusuf-Habeeb & Kazeem (2017) assert that conflict management is a policy to ensure peace in the workplace peace. Pearce & Robinson (2009) note that a company needs to maintain good relations with management staff; so no company can succeed under any sort of conflict-induced chaos. One approach to building and maintaining such a cooperative partnership that improves success is to strive to curtail the advancement of destructive conflict behaviours as often as possible by implementing constructive conflict management techniques, as conflict is indispensable in every human activity.

This opinion is in line with Snell (2002), who argue that there is no clear approach for conflict management to address all industrial problems. So the implementation of any approach may vary depending on the situation in question. It is especially important to select the correct approach because of how the problem is addressed will either convince or demotivate total commitment to common interests. Hence, attempts must be made to make sure volatile issues are resolved without upsetting either parties.

Conflict resolution is conceptualised by Miller (2003) as "a variety of approaches aimed at terminating conflicts through the constructive solving of problems, distinct from management transformation of conflict." Miall (1999) notes that, through conflict resolution, it is expected that the deep-rooted sources of conflict are addressed and resolved, and behaviour is no longer violent, nor are attitudes hostile any longer, while the structure of the conflict has been changed. This development implies that peace is secured. Conflict transformation entails the coming into being of new situations involving conflict issues, perceptions, relationships and communication patterns. Lack of communication or poor communication often aggravates already strained relationships between the two parties in conflict situations. Communication is very vital to resolving conflict matters. Resolution is the act of handling or controlling crises to avoid disaster. It is a skill for treatment of the system or an organisational conflict. Okoro & Obi (2005) defines resolution as the process of combining and utilizing or of allocating organisational inputs (man, materials and money) so that organisational objectives are accomplished.

Conflict resolution is the ability to cope with everyday situations that have to do with personal interaction involving differences in interest, perception, performance and opinion. Okoro & Obi (2001) assert that conflict resolution requires skills that reflect self-esteem, flexibility and openness of different ways of thinking and acting. Ibe (2001), cited in Greenhalgh (2002), views conflict resolution as the process of removing cognitive barrier to agreement. Conflict resolution in an organisation is the ability to understand the workers, co - operate, appreciate, offer judicious rewards, integrate the workers, and allow industrial democracy to prevail in the organisation.

According to Ude & Ibe (2004), the term conflict resolution refers to any situation where a conflict continues but its worst excesses are avoided or mitigated. Conflict resolution would, in particular, seek to avoid or terminate violence between parties. The techniques often focus on changing structure and changing process or both, depending on the situation (Dennis in Mhehe, 2007). Conflict resolution techniques refer to programmes that teach individuals concept and skills for preventing, managing and peacefully resolving conflicts. Conflict resolution also include the efforts made to enthrone or foster industrial democracy; that is the recognition of the right of workers through their unions to participate in decision-making on matters that affect their working condition and their

total well-being in the organisation as (Imhabekhai & Oyitso 2001). Leaders are increasingly recognizing the importance of implementing programmes that use conflict resolution techniques to handle conflict situation and process. These are also giving rise to improved mediation programmes designed to resolve conflict among unions and their members.

Tjosvold (2000) in Evans & Newham (2001), opines that conflict resolution has been pursued largely through four approaches, depending on whether or not violence has influenced its intensity, pattern and consequences. These approaches are conflict prevention, conflict avoidance, conflict settlement and conflict resolution. Conflict prevention involves measures which contribute to prevention of desirable conflict once some situations involving goals incompatibility have arisen. Conflict can also be prevented when those who occupy management positions or perform management functions and supervision maintain good human relations in handling matters that affect their subordinates. Conflict avoidance refers to efforts to avoid the development of contentious issues and the incompatibility of goals within actions. Conflict settlement has been described as a means for ending or terminating of conflict. Conflict resolution encompasses the various processes of turning the opposed positions in a conflict situation into a single mutually accepted outcome (Evans & Newham, 1992). Conflict resolution is very important in an organisation because, if conflict is not well resolved in an organisation it disrupts well-ordered efforts towards coordinating activities that lead towards goal achievement. Therefore, conflict resolution confronts conflict situation and uses it as a creative force for positive change.

2.12   Conflict resolution therapy

While many programmes aimed at reducing aggressive and disruptive behaviours feature conflict resolution strategies, Garrand & Lipsey (2007) indicate that conflict resolution education programmes per se are designed to specifically facilitate constructive resolution of interpersonal conflicts. Conflict resolution is conceptualised as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. Committed group members attempt to resolve group conflicts by actively communicating information about their conflicting motives or ideologies to the rest of the group (for examples, intentions, reasons for holding certain beliefs) and by engaging in

collective negotiation. Dimensions for resolution typically parallel the dimensions for conflict in the way the conflict is processed. Cognitive resolution is the way disputants understand and view the conflict, with beliefs, perspectives, understanding and attitudes. Emotional resolution is in the way disputants feel about a conflict, the emotional energy (Lundgren, 2016). Behavioural resolution is reflective of how the disputants act, that is their behaviour.

A wide range of methods and procedures for addressing conflict exist, including negotiation, mediation, mediation-arbitration, diplomacy, and creative peace building. The term conflict resolution may also be used interchangeably with dispute resolution, where arbitration and litigation processes are critically involved. The concept of conflict resolution encompasses the use of nonviolent resistance measures by conflicted parties in an attempt to promote effective resolution.

Conflict resolution is an integral part of social justice and social transformation which aims to tackle the human crisis and division through a peaceful means and avoid conflicts among nation states. It is the best weapon through which the entire humanity and posterity can be protected from the scourge of war and violence. Its mechanism is the protector, guardian and custodian of peace, harmony, social justice, world brotherhood and equity across the globe. Conflict is a condition of opposition or antagonism. Group conflict is the social process in which individuals or groups seek to achieve their ends by directly challenging the antagonistic party or group due to emotion on account of opposed or contradictory impulses; contradiction is generally induced by recourse to violence or by administering threat of violence. Conflict resolution programmes emerged from a variety of intervention programmes begun during the 1960s, when peace advocates and community mediation groups introduced alternative dispute methods. According to Garrard & Lipsey (2007), conflict resolution programmes—distinct from other anti-bullying, character education, social skills training, or violence- or aggression-prevention programmes are delivered in three different formats: direct skills instruction, peer mediation, or embedded curricula. Heitler (2006) submits that the therapy methods is useful for helping distraught individuals, couples, and/or families.

The primary job of a therapist is to guide clients to a healthy win-win resolution of their upsetting conflicts, that is the issues, problems and differences that have provoked

negative feelings. A win-win resolution results in the removal of depression, anxiety, anger and other negative emotions. In addition to facilitating resolution of existing conflict, conflict resolution treatment teaches the skills that will enable clients to address future upsetting circumstances more effectively on their own. A conflict resolution therapist thus wears three hats:

Guide: A conflict resolution therapist offers skilled mediation guidance, leading clients through to win-win resolution of both their conflicts.

Coach: A conflict resolution therapist teaches the repertoire of techniques of conflict resolution, which enables people to sustain personal well-being and smooth-flowing relationships. These techniques include communication skills, emotional self-regulation, ample expression of positive feelings, and collaborative problem-solving.

Healer: Conflict resolution interventions heal troubled relationships, and relieve individuals' distressed feelings, such as anxiety, depression, anger, and generalised upset.

2.12.1 Techniques of Conflict Resolution Therapy

The aim of conflict resolution is not the elimination of conflicts, which is both impossible and undesirable. Rather the aim and primary objective of conflict resolution is to transform actual or potentially violent situation into peaceful process. For social transformation and political change, there are various methods, but it is not an easy task to mention all of them. Only some distinguished methods would be discussed here:

Negotiation: This is a discussion of two or more people with the goal of reaching an agreement. The first strategy that people can use during conflict resolution is negotiation, which is an integral part of every human activity. The term negotiation could be taken to mean all the interactions, strategies and face to face efforts to argue with and modify the position of an adversary.

Mediation: This is a method of handling conflict and it is becoming an increasingly popular term in the discussion of conflict resolution. Fulberg &Taylor (2012) define mediation as the process by which participants come together with the assistance of a neutral person or persons to systematically isolate the disputed issues in order to develop options, consider alternatives and reach consensual settlement that will accommodate their needs.

Arbitration: This is another method often mentioned in the process of handling conflict. Goldberg describes arbitration as often voluntary, final and binding. Arbitration, in other words, means, settlement of dispute by the award of a tribunal which gives effect to existing laws and which binds the parties.

Adjudication: This is the process most people are familiar with. Many litigants use the courts in an effort to resolve disputes and conflicts between conflicting parties.

Persuasion: This is viewed as "altering the person's perception of any object of his attitude". Persuasion is the right means of effecting change. Gandhi maintains that, "no man can claim that he is absolutely right and the other is wrong''. Everybody has the free will and right to decide his own. However, one can motivate and guide the wrongdoer to understand the matter in a better way.

Communication: A cooperative process is characterised by an open and honest communication of relevant information between participants. Each should be interested in informing and being informed by the other. Misleading communication gives rise to mistrust, suspicion, espionage and, finally, leads to conflict. Therefore, communication should have precise, clear, simple, unequivocal, etc.

Re-conciliation: It is that type of conflict situation in which the value system of the images of the parties so change that they now have common preferences in their joint fields. They both want the same state of affairs or positions in the joint field so conflict is eliminated.

Cooperation: It is one of the essential methods of conflict resolution process. Burton argues that all social conflicts emerge from the scarcity of resources. Resources are of two types: material resources and non-material resources. He terms the cooperation one as social goods, meaning status, dignity, recognition, reverence and all human rights. People have differential access to material goods. So, scarcity is a reality in relation to this. Social goods potentially are never in short supply. Since humans are social beings out to live together, which is possible only through willing consideration of others as equals, the problem of sharing scarce resources can be rectified only by the means of cooperation.

Encapsulation: This is curbing the range of expression of conflict. It is "a procedure in which conflicting parties agree on certain rules and parameters and avoid certain of the more extreme forms of conflict." The cause of violence and conflict is an asymmetrical

distribution of power. In such a case, empowerment of the weaker section would bring a natural remedy. Empowerment can be material, intellectual, psychological and physical. There are other techniques which can be used to prevent conflicts, such as drawing the boundary; it prevents conflict proliferation and missing of the tracks, Task orientation could be used as a measure for collaborative effort among disputed parties. Fractioning conflict can also be used as a method to break conflicts into smallest components, and deal with them one at a time; it reduces the risk of an all-out conflicts. Positive attitude is also one of the techniques to create an atmosphere of friendship, benevolence, harmony and willingness. Ethical values of truth and honesty and sincerity are valid for all times.

2.13   Trade union and industrial conflict management

Collins (2013) claim that the trade union is an organisation of employees consisting of members operating between the employees and employers to prevent the employees from being treated unfairly by the employers, and to ensure their employees' willingness to operate in a way that contributes to high morale and organizational efficiency, in general. It also applies to structured employee associations negotiating with employees on diverse topics associated with their members' conditions of work. A solid, unified, well-known syndication through unionism is a precondition for any country's industrial peace and speed of growth. Today, the importance and appreciation of the right of people to openly identify themselves with organisations or alliances are strong and growing. This freedom is often known as a free choice of workers to form associations and participate in unions and partake in cooperative agreements with employers. The whole privilege has also been given to ensure sustainable industrial peace and national economic growth among different nations in various other directions (Obiekwe & Obibhunun, 2019). The creation of the trade union comes from the response to the use of its decision-making authority by the administration in forms which are clearly anti-friendly or unacceptable mostly to employees (Obiekwe & Obibhunun, 2019).

In the aftermath of recent industrial reformations, business owners act exactly as kings who have the sole authority on everything that concerns the employees. They are so strong that they will determine the destiny of employees, who are helpless and vulnerable to contest the employers' unjustified attitude. Staff come together in the understanding of these and

strive to implement their requirements and provisions of workplace as group concerns. They focus on bargaining for improved wages and terms of employment.

Okojie (2011) points out that, in Nigeria, labour union developed at a stage when there was no functional parliamentary representation. There were systematic advances by the British colonial government labor relations domain in the 1930s following the 1938 trade union resolution. Trade unions are also a collective organsation of wage-earners, employers and union officials. Peter (2000) states that "improved working conditions, fairness and dignity for employees are the main priorities of the unions". However, the fulfilment of this goal and other goals as a union depends on the solidarity and clear power which the union can muster and how workers in the working community view it. The value of the union is primarily that it is seen as a political voice to negotiate with workers and strive through the collective bargaining process to change the circumstances under which they work.

 Trade union may be described as a workers' association established to defend its members' rights and responsibilities. It could also be described as a workers' association founded to strengthen its members' priorities with regard to wages, incentives, and terms of employment. Essentially a labour or trade union is an association of workers that have worked together through collective action to accomplish mutual interests, such as maintaining the dignity of their business, securing fair wages and benefits as well as improved working conditions (Academic Staff Unions of Universities, 2009). Conflict management is really about unionisation. As previously mentioned, collective action is a mechanism for dialogue and consultation, formally or informally, between employers and employees, with the goal of achieving bilateral agreement or resolution.

This presupposes that stakeholder meetings are quite important in the conflict management process. Such policy became strongly implemented by the government also during ASUU and many other labour protests in Nigeria. Several meetings took place at different times to reach a resolution. This means that crisis resolution, dialogue and/or arbitration are the main approach to implement. Peace talks would be best done in an organized consultation where officials of the government or employers and employees (labour union) can sit down to participate in discussions.

Some other efficient method included in Nigeria's conflict management is the engagement of different entities / or groups. Persons like previous Heads of State / Presidents, the Vice-

President, are often consulted on numerous occasions in the ASUU crisis with the Federal Government, asking leaders of the union to reconsider suspending the strike action in the interest of the nation. Perhaps. Such people may also have private conversations with the union representatives. Other organisations, including traditional rulers and non-governmental organisations seem to have some influence on conflict management in Nigeria.

The issuance of an ultimatum to union representatives and displaced workers for resumption has been used by authorities in conflict management. Such procedure is commonly utilised by government following lengthy negotiations in which all available options have been exhausted. This mechanism, while not the safest, is commonly seen as a last effort by the government. For example, in the last ASUU strike, the government was forced to apply the approach when it felt that it had drained all the alternatives to end the strike. It directed university lecturers to go back to class or get sacked. This threat was rebuffed as the university teachers continued the strike for weeks thereafter (Asogwa, 2015).

The positions labor unions play is affected as much by their own personalities as by their circumstances. Trade unions play a significant role in Nigeria's economy. These roles enhance working environments, jobs and salaries for employees, and contribute to high performance amongst employees.

The successful enforcement of collective bargaining is an essential task for trade unions. Almost all Nigerian labour unions consider this an important aspect. Labor unions utilize unified negotiation arrangements to achieve sensible pay and entitlements, decent work conditions, and reasonable wage increase standards Labour unions implement mutual bargaining on contracts and improved practices required for increased wages. Labor unions often utilize the platform to avoid workers being dismissed without a clear reason and other unfair and unequal acts of managements towards employees. The trade Union saves management a lot of effort in the collective agreement, which he should have expended on private talks with the employees. These saved hours will be used by the management to resolve other issues affecting the company or to strategise to obtain comparative advantage over rivals. The labour union is viewed in this position as an employers' spokesman.

Trade unions foster and preserve unity and stability in the work environment. This is because any mutually negotiated position between staff and management is required to maintain loyalty. Muya & Simotwo (2015) point out that the trade union will serve as an intervening medium to create a peaceful working climate. The trade union maintains a healthy and good work environment among employees and employers, which contributes to a peaceable and pleasurable workplace atmosphere. It is such atmosphere that results in higher efficiency for the organisation and for the employee. This position helps to safeguard the continuity, development and empowerment of organisations.

Otobo & Omole (1987) discuss to the role played by unions in contributing to their members' welfare, workplace peacemaking, industrial relations stability and competitiveness. Singh (2008) states that trade union functions have been to defend jobs and their members' actual wages, to achieve decent working and housing conditions and to tackle inequality and arbitrariness and ensure equality and justice in the workplace. This indicates that the resolution makes the employees quite hopeful in accomplishing organisatoinal efficiency. The trade union has a significant role to play in the settlement of disputes between workers and administrators. Employees became quite optimistic when labour-management issues are settled and are more committed to organizational efficiency (Obiekwe & Obihunun, 2019).

Fisher (2000) notes that there are different approaches to dealing with the incompatibilities that exist in the workplace. Conflict can result in destructive outcomes or creative ones depending on the approach that is taken. If union and management handle conflict creatively, they can often find new solutions that are mutually satisfactory to both parties. Sometimes, this will involve distribution of resources or power in more equitable ways or creating a larger pool of resources or forms of influence better than before. Creative outcomes are more probable when the parties are interdependent, that is, each having some degree of independence and autonomy from which to influence the other, rather than one party being primarily dependent on the other. Three general strategies have been identified that the parties may take toward dealing with their conflict: win-lose, lose-lose, and win-win (Blake, Shepard & Mouton, 1964).

The win-lose approach is all too common. People learn the behaviours of destructive conflict early in life – competition, dominance, aggression and defence permeate many

social relationships, from the family to the school playground. The "fixed pie" assumption is made, often incorrectly, that what one party gains, the other loses. The strategy is thus to force the other side to capitulate. Sometimes, this is done through socially acceptable mechanisms, such as majority vote, the authority of the leader, or the determination of a judge. Sometimes, it involves secret strategies, threat, innuendo – whatever works is acceptable, that is, the ends justify the means (Alzavehreh, & Khasawneh, 2011). There is often a strong we-they distinction accompanied by the classic symptoms of intergroup conflict. The valued outcome is to have a victor who is superior, and a vanquished who withdraws in shame, but who prepares very carefully for the next round. In the long run, everyone loses.

The lose-lose strategy is exemplified by smoothing over conflict or by reaching the simplest of compromises. In neither case is the creative potential of productive conflict resolution realized or explored. Disagreement is seen as inevitable, therefore, why not split the difference or smooth over difficulties in as painless a way as possible? Sometimes, this is indeed the reality of the situation, and the costs are less than in the win-lose approach, at least for the loser. Each party gets some of what it wants, and resigns itself to partial satisfaction. Neither side is aware that by confronting the conflict fully and jointly they might have created a more satisfying solution (Arnold, Palmatier, Grewal & Sharma, 2009). Or the parties may realistically use this approach to divide limited resources or to forestall a win-lose escalation and outcome.

The win-win approach is a conscious and systematic attempt to maximize the goals of both parties through collaborative problem solving. The conflict is seen as a problem to be solved rather than a war to be won. The important distinction is we (both parties) versus the problem, rather than we (one party) versus them (the other party). This method focuses on the needs and constraints of both parties rather than emphasizing strategies designed to conquer. Full problem definition and analysis and development of alternatives precede consensus decisions on mutually agreeable solutions. The parties work toward common and superordinate goals, that is ones that can only be attained by both parties pulling together. There an emphasis on the quality of the long term relationships between the parties, rather than short-term accommodating. Communication is open and direct rather than secretive and calculating. Threat and coercion are proscribed. The Integrative

agreements are possible given the full range of resources existing in the relationship (Alon, & Higgins, 2005). Attitudes and behaviours are directed towards an increased level of trust and acceptance rather than an escalation of suspicion and hostility. The win-win approach requires a very high degree of patience and skill in human relations and problem solving.

2.13.1 Gender of union leaders and conflict management

In all sectors, the lack of trade union protection is intensified through patriarchal attitudes and excluding behaviour by traditional [overwhelmingly male] trade unionists, which, in turn, reflects societal cultural attitudes and behaviour. This is in spite of an extensive constitutional and legal measures to improve the representation and role of women in trade unions, and considerable work by women trade unionists themselves. In many countries, the women's desk in the apex union body does considerable work with the informal sector. Guinand & Lemessa, (2000) define gender as a socially constructed definition of women and men. It is not the same as sex (biological characteristics of women and men). Gender is determined by the conception of tasks, functions and roles attributed to women and men in society and in the public and private lives. Wijk & Francis (1999) opined that the gender- related issue is distinct in that it focuses on women and men and not on women in isolation. I highlights following:

- the differences between women's and men's interest even within the same household and how these interact and are expressed;
- the conventions and hierarchies which determine women is and men is position in the family, community and society at large, whereby women are usually dominated by men;
- the differences among women and among men, based on age, wealth, ethnic background and other factors; and
- the way gender roles and relations change, often quite rapidly, as a result of social, economic and technological trends.

Gender is one of the personal variables that have been related to differences found in motivational functioning and academic achievement. Research has demonstrated the existence of different attribution patterns in boys and girls. It has been argued that, while girls tend to give more emphasis to effort when explaining their performance (Lightbody, Siann, Stocks, & Walsh, 1996; Georgiou, 1999), boys appeal more to ability and luck as

causes of their academic achievement (Burgner & Hewstone, 1993). Girls usually make external attributions for success and failures; when they make internal attributions, these refer not so much to effort, but to ability (Postigo, Perez & Sanz, 1999). However, boys usually attribute success to stable internal causes, like effort, thus showing an attributional pattern which enables them to enhance their own image of themselves (Smith, Sinclair & Chapman, 2002).

Research of gender differences in cognitive processes, intellectual abilities, area of interest, stereotypical perceptions of everyday behaviour and the ability to perform various tasks has not been conducted. Two theories explaining personality differences between men and women have been proposed. The first suggests that the male is the prototypical human, and females should be understood in relation to men. The second opines that men represent the cognitive domain, which is positively valued in Euro-American culture, and women represent the less-valued affective realm (Hall & Lucas, 1976; cited in Klein, 2004). The differences in the scholastic achievements of boys and girls are generally attributed to biological causes and/or to cultural and stereotypes (Klein, 2004).

Currently, both the scientific literature and mass media are discussing the discrepancy in school achievement between boys and girls, going so far as to call boys the new losers of the educational system (Spiewak, 2010). Several studies have found significant gender differences in school achievement favouring girls over boys (Cole, 1997; Duckworth & Seligman, 2006). More girls achieve the general qualification for university entrance, whereas more boys complete the certificate of lower secondary school (Statistisches & Bundesamt, 2011).

The reasons for these gender difference in school achievement have not been clarified yet. Past research has shown that, besides cognitive abilities (for example, intelligence; Deary et al., 2007; Spinath et al., 2010), the motivation and ability to self-regulate are positively associated with school achievement (Duckworth & Seligman, 2005; Suchodoletz et al., 2009). Previous studies have also indicated that specific components of self-regulation—behavioural regulation or self-regulated learning—could contribute to gender differences in school achievement (Duckworth & Seligman, 2006; Kuhl & Hannover, 2012). However, by only investigating behaviour regulation, these previous studies neglected the wider conceptualization of self-regulation. The concept of self-

regulation includes both behaviour regulation and emotion regulation, and both aspects of self-regulation may be related to children's school achievement (Blair, 2002; Calkins, 2007; McClelland et al., 2007). Therefore, it is important to understand the contribution of behaviour and emotion regulation to gender differences in school achievement.

In Nigeria, trade union leadership and administration are male dominated (Yinusa, 1985; Milkman, 1990). Yinusa (1990) notes that people, report low turnout at trade union meetings. Since appearance at meetings is another indicator of trade union engagement, it was not remarkable for women to engage in union events. While the gender gap demography is not prominent in attendance, recruiting, and collective finance, it is a concern in public relations administration.

There is a decreased level of involvement of women to union activities, which significantly affect women authorities and job roles at state and national levels. An analysis by the Department of Science reported that, in 1993, women did not participate in decision-making bodies of any of the ten biggest unions. Dung (2007) claims that involvement of women in such union systems was imperative because the decisions of the associations which affect their members were made at that stage when the opinion of females was important. Representatives are often included in the decision-making process at this stage. Membership is also activated to address urgent trading challenges, in order to increase the degree of labour union system for stakeholders in institutional transition.

Women's involvement has traditionally been limited to the task of helping other women affected by conflict or other matters relating to humanitarian concerns. This imposes considerable limitation when a woman leader of trade union is to handle conflict management. Authors have affirmed that women are socially influenced to be more cooperative, pacifist and less aggressive than men. Because of the intermediate involvement of women at home they have well-developed leadership capabilities that could and should be applied to dispute resolution and national and international treaties. Women's participation in peace support operations is changing the world in decision-making. In terms of substance, goals, management style, corporate philosophy and social interactions, these variations are most prominent. Leadership by women would definitely involve less military / forceful activity. In addition, as women have established large numbers of institutions or decision-making bodies, they usually produce a more inclusive

environment marked by shared interest and have often pursued consent, rather than agreement. This has made a distinctive role for women as union leaders in the conflict management system.

Justifications for further women's participation in conflict prevention are generally based on the belief that women are often more geared towards harmony than men (Beilstein 1995). YukI (1998) opines that the ultimate goal of conflict management is the establishment and maintenance of effective collaboration among all actors. Taylor & Miller (1994) note that sexuality influences conflicts and disagreements, some mechanisms of conflict management. To connect people, one another, stakeholders need to incorporate policies that symbolically create loyalty to the practice and behavioural patterns required (Alkire, 1995). The way leaders make engagement is influenced by organisational success and contributes to gender roles and conflict management (Rahim, 1992).

When the word conflict management is used, it means mechanism rather than an occurrence. Conflict resolution, peace-making, peace-keeping and peace-building are key aspects of conflict resolution. Conflict management is an environment where women might make a difference by voicing their opinions about disputes in countries and regions with stable democratic societies.

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The role of women groups in crisis situations could not be in doubt. What's missing is adequate reporting and reference – women's efforts are the least reported of all protective measures by civilized society. Women are interested in a claim to the role of mother, wife or sister in public relations, often through their own acts – only rarely do they want to be valid performers for any other party. Peacekeeping is typically carried out with the help of ambassadors from global institutions, states and communities.

Church bodies and non-governmental organizations play some roles in conflict mediation. Women's efficiency to engage at this stage should be improved. The value of such involvement is focused on the idea that women may carry such challenges with a gender

viewpoint. There has been little achievement in many of the conflict resolution process that did not involve women as mediators. This is why women should be among trade union leaders that will participate in conflict resolution.

2.13.2 Demographic/Personal characteristics of union leaders and conflict management

Observers in organisational engagement have suggested that older union leaders are more positively prepared to act in conflict management. This is because of their investments in their jobs and their performance over time.

2.13.3 Level of education of union leaders and conflict management

Education plays a major role in the skill sets for acquiring jobs. Lareau (2003) discusses on the idea of concerted cultivation, where middle-class parents play an active role in their children's education and development by using controlled organised activities and fostering a sense of entitlement through encouraged discussion. He argues that families with lower income do not participate in this movement, causing their children to have a sense of constraint. A division in educational attainment is thus borne out of these two differences in child upbringing. Higher levels of education are associated with better economic and psychological outcomes (that is more income, more control and greater social support and networking (Boushey & Weller, 2005). Students with financial problems have to face various hurdles. Their financial problems distract them from their studies and they fail to get high grades and, consequently have to suffer getting a job.

A few studies have shown that there is a link between education and conflict management. In particular, these surveys indicate that increased conflict management and leadership styles are directly associated with increase in level of education. According to Kearney & Gerbert (2008), leaders with higher educational qualification were rated with higher performance than their counterparts with lower educational qualification. This revealed the significance of level of education and how trade union leaders can effectively manage conflict situation. A leader with a good educational background will be able to use different strategies because of some knowledge he may have accumulated over time. Such a leader tend to be more relaxed in the presence of conflicts than those with a lower educational background, who tend to be more aggressive in conflict situations.

A similar study by Xirasagar, Samuels & Curtin (2006) gave the same outcome. The study as the same one above was conducted among leaders with higher educational qualification.

Leaders with higher educational background were rated higher on transformational leadership and conflict management. The study of Mark et al, (2011) related the better conflict management of leaders with increased level of education to increased self-esteem, positive industrial attitude, entrepreneurial success and receiving mentorship. Level of education is also connected to the desire for leadership integrity, charisma, team and performance orientation among leaders with higher educational background.

2.14   Empirical studies

Huseman et al (1977) assert that conflict of interest and dispute of right are the widely recognised kinds of industrial conflicts. Suitable dispute management could contribute to success and performance. Fisher (2000) affirmed conflict management applies to the techniques of dispute mediation being used by relevant parties. Such conflict management techniques may be "win-lose," "lose-lose" and "win-win" techniques.

Hotepo et al., (2010) discuss positive area in the management of conflict. Data were gathered from 96 managers at several airline, road transport and insurance businesses in the Lagos metropolis. It was discovered that scarce resources are the primary cause of conflict and that disputes affected the businesses both negatively and positively, Positive consequences can also be used to promote organisational development and increase teamwork between workers. Conflicts can result to positive or negative effects in an organization, depending on how it is handled.

Kazimoto (2013) stated that the primary reasons for conflict mediation include leadership styles. He added that administrators of different institutions, should ensure that all workers can access the correct documentation at the appropriate period and promote transparent communication protocol. In the field of wages and compensation, conflict management strategy can be collaborative bargaining between trade union and employees (Onyemachi, 2014).

Ziaee (2011) claimed that applying the accommodative style in educational centres had the most efficient and competing style had the least conflict, and applying collaborating and compromising styles in management of training institutes were remarkably efficient. Raad (2011) found that the accommodative management style was dominant among the principals and the staff in his study sample. In a study conducted among on 90 high school principals, Sterman (2010) concluded that the collaborating style, with high level of

educational attainment usually created a better spirit and leads to better product quality. The competing style, usually harms the spirit and performance of people. Adegun (2002) identified communication lapses as a problem to administrative effectiveness in Nigerian institutions of learning. This suggests that communication gap between management and staff might cause conflict and adversely affect administrative effectiveness in universities. Oyebade (2000) & Adeyemi (2010), reported that the dialogue strategy was most commonly used in Nigerian institutions of learning.

Rahim (2002) argued that organisational conflict management, in order to be effective, should take into consideration specific criteria, such as organisational learning and effectiveness, needs of stakeholders, and ethics. Moreover, conflict management strategies should minimize affective conflicts at various levels, attain and maintain a moderate amount of substantive conflict, and select and use appropriate conflict management strategies. This suggests that other strategies need to be explored in the effective management of conflict in order to enhance administrative effectiveness in universities. Everybody can benefit, both personally and professionally, from learning conflict management skills through educational processing. In other words, men and women tend to endorse conflict behaviours that "complement gender role expectations" (Wachter, 1999; 778) wherein styles such as forcing (high in production, low in relationships) or problem-solving (high in production and relationships) are preferred from males according to conflict resolution self-report instruments (Mills & Chusmir, 1988).

In contrast, females for whom relationships are more important and aggressive behaviour less condoned, are more likely to prefer styles such as smoothing (high in relationships, low in production), withdrawing (low in production and relationships), and compromising (medium in production and relationships) (Ting-Toomey, 1986). Rubin & Brown's (1975) findings indicated that females are sensitive to relationship cues while males are goal-oriented. Eagly & Johnson's (1990) meta-analysis found evidence for gender stereotypic behaviour. Gilligan (1993), argue that women can define themselves within the context of relationships and leave behind their goals for the benefits of others. Greeff and de Bruyne (2000), after studying 57 couples, notet that females favour accommodating strategies, unlike men who prefer more competing strategies. Rosenthal and Hautaluoma (1988) studied 115 college students, their results support the findings of Greeff & de Bruyne. The

research of Brewer et al. (2002) among males and females from upper and lower positions of three similar organisations, indicated that competitive or dominating behaviour appears consistent with a masculine gender role, while obliging and avoiding behaviours appear consistent with feminine gender role. However, the study revealed that integrating and compromising behaviours are both stereotypically masculine and feminine. Also, Chan et al. (2006) studied 241 Lampros Spyridon Conflict Management Styles and the junior level accountants. The research found that the females tended to avoid conflict, whereas the males tended to be more dominating.

Duane's (1989) study indicated that female union officials "were less inclined to avoid issues than their male peers". However, males and females did not differ in "collaborative" and "compromising" modes. There is evidence that men are more avoiding than women (Haferkamp, 1991; Mackey & O'Brien, 1998). McKenna & Richardson (1995) surveyed 303 Singaporean managers. The research showed that male managers were more compromising than their female counterparts. Contemporary studies, such as Sutschek (2002), found that women significantly differ only in the use of compromising style. Cetin and Hacifazlioglu (2004) studied a group of 150 academics who worked at public and foundation universities. They found that male academics use accommodation style more than their females' peers. similarly, Holts & DeVore's (2005) meta-analysis found that females might be more likely to use "compromise" style, but there were no differences between males and females in reported use of smoothing and withdrawing.

Hanshaw, Williams-Black, Boyd, Jones, Love, & Thompson (2010) found that student teachers and their clinical instructors both preferred the accommodating conflict management style, followed by the avoiding conflict management styles. However, both studies are limited in their generalizability. Hanshaw, Williams-Black, Boyd, Jones, Love, & Thompson (2010) only explored the conflict management styles of female student teachers and mostly female clinical instructors, while Jenkins et al. (2008) only looked at early child educators. There is evidences that male managers tend to use more aggressive competitive, confronting, assertive, pro-task and coercive strategies more often and faster than female managers (Akintayo, 2004; Ajaja, 2004; Adeyemo, (2005). Babajide (2000) notes that the authoritarian style is prevalent among female managers while the democratic style is common by male managers. Sorenson and Hawkins (1995) & Omole

(2004) claimed that male managers assume competitive conflict resolution strategy more than female managers, while female managers assume compromising conflict resolution strategy more often in conflict resolution than their male counterparts.

Reflecting the on the effectiveness of conflict management, Faniran (2002) & Adekunle (2004) reported that experienced managers were found to be more effective in managing conflict situations than less experienced managers. Work experience rather than gender of the managers were found to significantly influence conflict management effectiveness. Also, experienced male and female managers were found to be equally effective in managing conflict though their attitude might be quite different. Okedara (1999), Omole (2004), Akintayo, (2004), Korabic, Baril & Watson (1993) & Monroe, Disalvo, Lewis & Berzi (1991) asserted that the collective bargaining strategy has been found to be very effective in resolving industrial conflict. Communication structures during collective bargaining often facilitate freedom of expression and participation of workers in the decision-making process. This implies that industrial conflict tends to be amicably resolved without resorting to strike action in work organisation, when the deliberation and negotiation process on issues relating to employment relations are democratised.

Although theoretically, individuals with sound educational attainment can handle conflicts by selecting suitable conflict management strategies irrespective of their gender status (Goleman, 2002). Conflict is a fact that humans have long been familiar with, but owing to lack of proper management, most internal conflicts lead to enmity in the organisation. If conflict is used for organisational purposes rather than exploiting talents, it will be useful and functional (Mogimi,2006). The compromising style of managing conflict in organisations involves give-and-take to attain a mutually acceptable agreement. Research has indicated that transactional leaders identify and clarify for subordinates their job tasks and communicate to them how successful execution of those tasks will lead to receipt of desirable job rewards (Bass & Avolio, 1994). Davies (2010) aversed that any analysis of the educational system is more likely to highlight a range of aversed where some parts of the system may be fuelling conflict in a highly politicized way, whilst there may be other aspects of the system that are trying to bring about change and contribute towards peace building.

Bush & Saltarelli (2000) are of the opinion that educational attainment is one of the ways in which dominant groups seek to maintain their privileged position within diverse societies. Lim Jin-Huan (2012) investigated on conflict management stylees in the workplaces in order to find ways to resolve conflict among male and female workers. He argues that managers need to learn how to solve conflicts within the organisation as much as possible, because the conflict could have adverse effects on employee loyalty. Rahim (2010) note that there is a significant positive relationship among educational status, self-efficacy, empathy, social skills and conflict management skill.

Emotional intelligence abilities can increase problem solving success of managers within an o organisation (Bruce,2012). Adeyemi (2009) investigated conflict management in secondary schools while, Awosusi (2005) examined the relationship between work alienation and industrial conflicts among academic staff of universities; their findings showed that the occurrence of conflict in Nigerian institutions of learning was at a frequent level. The findings, however, disagreed with by Olapeju (2003), who found that the commonest type of conflict in Nigerian universities was the one between the academic staff and government. Blake & Mouton (1964) & Rahim (1992) measured the strategies which individuals typically deploy to deal with conflicts. Some studies treated conflict styles as individual disposition, stable over time and across situations. The literature has shown that leadership styles or behaviours remain stable over time and are expected to be significantly related to conflict management styles (Hendel, 2005).

2.15   Theoretical framework
2.15.1 Pluralist Theory
Pluralist theory provides a relatively practical theory that claims that conflicts occur in societies and in organisations, It also notes that a scientific structure is required to explain conflicts and not simply label problems as absurd, as the Unitary Theory proves. The conflict theory is, therefore, practical in nature. There is the need for proper understanding rather than simply assuming that conflict is illogical and baseless (Giles, 1989). Pluralist theory is a new philosophy of disputes. The philosophy of pluralism sees the company as consisting of strong and opposing categories administration and labour union. The pluralist philosophy claims that the workplace is a collection of views, principles, behaviours and attitudes between Government, Employers,Employee and International labour organization.
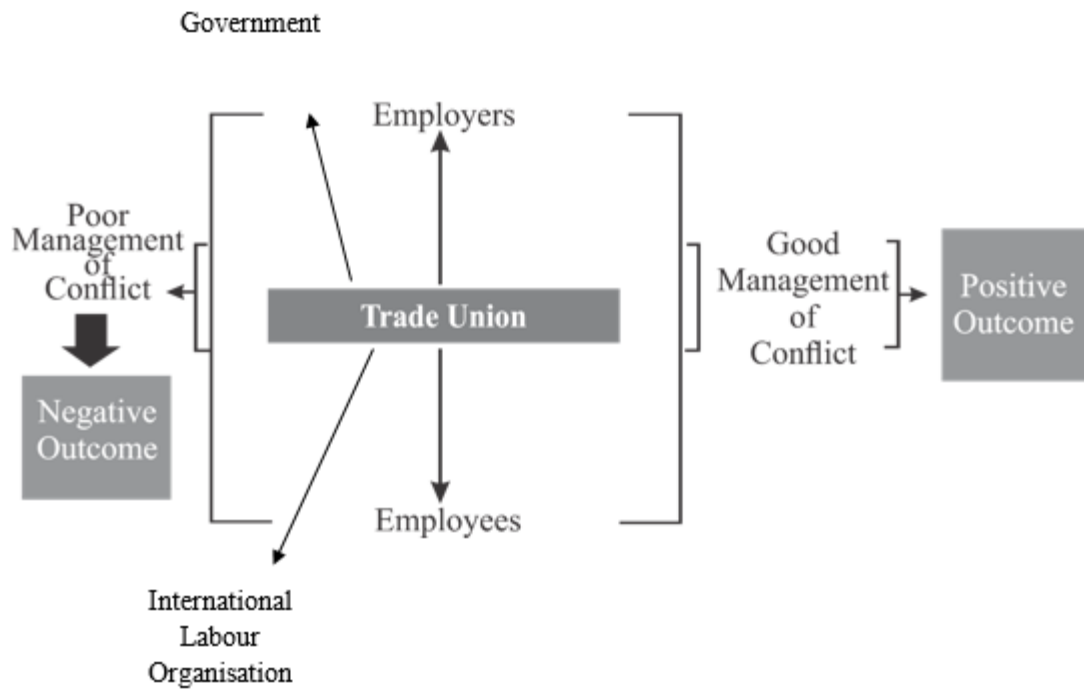
Fig 2.2.   **Pluralist Theory**

Source: Researcher, 2022

Figure 2.2 illustrated the interrelationship existing between the employers and employees
and influence of trade union merged by employees as an association in tackling problems
employess facing from employers that lead to conflict in the organisation. This may result
to positive or negative as mentioned by pluralist theory model

According to Dabsheck (1989), the disparity in priorities has contributed to the creation in trade unions in capitalist systems, as disputes are imminent owing to the underlying differing ideologies. A collaborative agreement would settle conflict that should be channelled for social progress if properly handled. Trade unions are official labour advocates, and are regarded favourably because they help employers demonstrate their decision trying to make authority (Leat, 2001). Conflict viewpoint happens in many organisations therefore, there is need for conflict resolution in managing existing conflict in any standard organisation. Because an organisational setting consists of individuals with diverse opinions, conflict management is imperative to organisations, particularly for the purpose of benefiting from its consequences

2.15.2 Role Conflict Theory

Role Conflict Theory examines propositions regard to emergence of role, acquisition of roles and the expectations that maintain role conflict behaviour within a particular context. The theory is identified with people's collective actions as members of a group or organisation with a set of functions performed by such persons for the group. A person's role is defined by expectations that specify how he/she should perform. This helps to manage conflict in a well-structured organisation in which each of the workers knows his/her roles and expectation of duties, and in doing so, the level of conflict will be minimal. An individual usually carries out his/her roles and in accordance with the prevailing norms; that is people try to meet expectations held by others. The anticipation that others will apply sanctions ensure performance as expected (Lamater &; Myers 2004). A number of problems may emerge as a result of the individual assuming responsibility for additional roles that may result in inter- and intra- personal conflict. Some roles may be very difficult to perform, requiring years of practice or innate ability not possessed by the individual. It is also possible that the role may require behaviours that contradict the individual's personal values or basic needs (Biddles, 1979). Another kind of problem develops when the demands of one or more role exceeds the time and energy available to the individual attempting to meet the role's requirement. This is referred to as role overload (Biddles, 1979; Lamaterand Myers, 2004). Role conflict can ensue when elements within a role require that an individual engages in contradictory behaviours or attitudes to perform his/her role (Biddles, 1979; Tinto, 1987). Role conflict theory is credited with discussion of

human behaviour. For instance, it is used in social psychology and is identified with the proposition that people spend most of their life participating as members of a group or communities and, within these groups, people occupy distinct positions. Each of these positions entail a role which is identified by expectations that specify how a person should perform. The anticipation that sanction will be applied for failure to perform one's role effectively often brings about such expected performance.

2.15.3 Conceptual Model

OUTPUT

INPUT   PROCESS

Industrial Conflict: Causes
Poor pay
Poor working conditions
Unfavourable company's policy
High inflationary rate
Obnoxious government economic and labour policies
High cost of living
Long hours of work
Unfavourable income policies
Non-implementation of collective agreement
High rate of industrial accidents
Low per capita income
Excessive demand for increase in salaries and other benefits, and a

Conflict Resolution Therapy:

Guide

Coaching

Healing

Competing

Accommodating

Avoiding

Collaborating

Compromising

Conflict Management Skills

Problem solving skills

Assertiveness skills

Communication skills

Interpersonal skills

Decision making Skills

Negotiation skills

Dis-functional consequences

Industrial Upheavals
Low morale of employees
Job dissatisfaction
Low productivity level
Poor wages and salaries
Lack of motivation
Job insecurity
Low profit margin
Low quality product and services

Functional consequences

Industrial peace and harmony
High productivity level
High profit margin
Enhanced wages and salaries
Improved working conditions
Job satisfaction
High morale of employees
Organisation

Fig 2.3: Conceptual Model – Conflict Management

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2.16   Appraisal of the Literature Reviewed

The literature has been reviewed on the variables used in the study. Researchers are of the opinion that a Conflict Resolution Therapy will help management on how to manage conflicts of any form in their establishment. The literature has also shown that the management of the hospitality industry is facing many challenges, most especially on interpersonal relationship with subordinates making it difficult for them to handle conflict internally. There are some gaps in knowledge which this study filled by making use of another strategy provided for managing conflict in the hospitality industry, that is conflict resolution therapy. Conflict Resolution Therapy is a new philosophy in organisational life (Lynch, 2001), where underlying sources of discontent as well as the effectiveness and the durability of the solution to be achieved can be addressed. Inherent in Conflict Resolution Therapy is rapport building such as listening, empathy, identifying creative means to resolve disputes; and decision- making such as; leadership, communications, clarifying, summarising, integrating skills that are necessary for effective conflict resolution (Lewicki & Wiethoff, 2000).

According to Garrar & Lipsey (2007), conflict resolution programmes—distinct from other anti-bullying, character education, social skills training, or violence- or aggression-prevention programmes are delivered in three different formats: direct skills instruction, peer mediation, or embedded curricula. Heitler (2006) submits that the therapy methods is useful for helping distraught individuals, couples, and/or families. This therapy has been used to modify attitudes and behaviours of people in some other sectors, like health, and has yielded positive results. It is therefore, assumed that it will be successful in the hospitality industry. Since, this therapy has been used to modify some behaviours such as schizophrenia, delusion, hallucination, mental health well-being, emotional infidelity and mental illness, among others, and the present study manipulated the strategy to fill the gap in the literature.

The literature review also focused on the intervening variables as predictors of the conflict management skills but the utilization of these variables in the present study was quite different; the hospitality industry executive were in a schedule programme rather than filling questionnaire. Gender was determined by the conception of tasks, functions and roles attributed to women and men in society and in public and private life. Wijk & Francis (1999)

opine that the gender related issue is distinct in that it focuses on women and men and not on women in isolation. Lareau (2003) discusses on the idea of concerted cultivation, where middle- class parents take an active role in their children's education and development by using controlled organised activities and fostering a sense of entitlement through encouraged discussion.The relationship between gender difference and educational level would have certain percentage of variance in the mean scores as accounted for by the participants in the experimental and the control groups; This is different from what was found in the literature that just looked into merely relationship between the two factors on the dependent variables when other variables were held constant or adjusted.

CHAPTER THREE
METHODOLOGY

3.1 Research design

The study adopted the mixed methods of descriptive survey design and pretest- posttest and control group quasi-experimental design of 2x2x3 factorial matrix. The survey design was adopted to collect information on the conflict management skills possessed by the leaders prior to the intervention as well as the strategies adopted for resolution of conflicts. This quasi experimental design enabled the researcher to explore the effects of conflict resolution therapy alongside the moderating effects of gender and level of education with the conflict management skills of trade union leaders in the hospitality industry. In essence, the matrix was made up of two interventions, treatment and control, which were made up of conflict resolution therapy and a control group tagged A1 and A2. The row was crossed with gender varied at two levels (male and female) and level of educational attainment varied at three levels (low, medium and high). This is represented in Table 3.1.

Table 3.1: Table of 2x2x3 Factorial Matrix in Enhancing Conflict Management Skills

Treatments	GENDER						Group Total
	MALE (B$_1$)			FEMALE (B$_2$)			
	LEVEL OF EDUCATION						
	High LE (C$_1$)	Medium LE (C$_2$)	Low LE (C$_3$)	High LE (C$_1$)	Medium LE (C$_2$)	Low LE (C$_3$)	
Conflict Resolution Therapy(A$_1$)	5	3	3	2	4	1	**18**
Control Group (A$_2$)	6	2	2	4	3	1	**18**
Total	**11**	**5**	**5**	**5**	**5**	**5**	**36**

Key:

A$_1$: Conflict Resolution Therapy

A$_2$: Control Group

B$_1$: Male

B$_2$: Female

C$_1$: Low Level of Education (Primary School Certificate)

C$_2$: Medium Level of Education (Secondary School Certificate)

C$_3$: High Level of Education (Degree and Postgraduate Certificates)

This design is schematically represented as

$$O_1 \quad XA_1 \quad O_3$$
$$O_2 \qquad\quad O_{4,}$$

where:

    O_1 and O_2 are pre-tests

    O_3 and O_4 are post-tests

    XA_1 = Experimental treatment of Conflict Resolution Therapy

    No treatment was given to the control group

3.2   Population

The population for this study comprised all trade union trade leaders in the hospitality industry in Ibadan and Ikeja,, Nigeria.

3.3   Sample size and sampling technique

Two vibrant hotel unions (branches) of the National Union of Hotel and Personal Services Workers were purposively selected into the treatment (CRT) and control groups. The intact group of the executive members (immediate and present) in each hotel union was assigned to CRT (Premier Hotel) and control group (Sheraton Hotel). Eighteen executive members (immediate and present) of Premier Hotel were selected for the study, and eighteen executive members of Sheraton Hotel were also selected for the study. In all, thirty-six executive members (immediate and present) of the selected hotel union leaders were used in the study, as illustrated in Table 3.2.

Table 3.2: Summary of Trade Union Leaders of Hospitality Industry

Name	No. of Participant		Total
Premier Hotel	9 (Immediate Past)	9 (Present)	18
Sheraton Hotel	9 (Immediate Past)	9 (Present)	18
Total	**18**	**18**	**36**

3.4 Inclusion criteria

The inclusion criteria for the study were:

i.   they must be employees in the hospitality industry;

ii.   they must be an active members of hotel union

iii. they must be financial and executive members of the hotel unions;

iv.   they must have been involved in conflict resolution at one time or another in the organisation; and

v.   they must be willing to voluntarily partake in the study.

3.5 Instrumentation

The instruments for data collection were:

i.   Conflict Management Style Inventory

ii.   Conflict Management Skill Questionnaire

iii. Conflict Resolution Therapy Guides.

3.5.1 Conflict Management Style Inventory (for screening)

This instrument was developed by Adkins (2000), with 20 items, it was adopted for the study. Each item gets a score of 5-1 (5= Always Almost, 4= Often, 3= Sometimes, 2= Seldom, 1=Rarely/Never), for the general screening of the participants to determine their level of handling conflict in the organisation.

The validity of the instrument was ascertained through face and content validity.To ascertain the face and content validity of the scale, the instrument was given to experts in the Industrial Relations Unit of the Department of Adult Education and experts in Test and Measurement in the Department of Guidance and Counselling, University of Ibadan. The corrections, criticisms and opinions were carefully studied and incorporated into the final copy before subjecting it to a pilot study.

Also, the reliability of the instrument was determined through the test- retest method within an interval of two weeks. The instrument was tested in a pilot study among 10 union leaders in a hospitality industry in Ogun State which was not part of the study. The result of test and retest was computed, with the value r=.82 obtained using Cronbach Coefficient of Alpha.

3.5.2 Conflicts management skill questionnaire (pre-score and post –score)

This instrument was designed by Reginald (2006) to assess five styles of conflicts management skills. Many researchers and trainers have used these approaches and supported the usage (Greef & Bruyne, 2000; Wilmot & Hocker, 2002). These skills are collaborating/integrating, dominating/aggressive, avoiding, compromising, and obliging. The questionnaire has 15 items on a 4-point Likert rating scale of: Always (4), Often (3), Sometimes (2), and Rarely (1).

The validity of the instrument was ascertained through face and content validity. The instrument was given to experts in the Industrial Relations Unit of the Department of Adult Education and experts in Test and Measurement in the Department of Guidance and Counselling, University of Ibadan. The criticisms and opinions were carefully studied and incorporated into the final copy before subjecting it to a pilot study. The reliability of the instrument was determined as (r=. .89) by Cronbach Alpha method within an interval of two weeks.

3.5.3 Conflict Resolution Therapy Guide (for training the research assistants)

This instrument consisted of the activities adopted for training the research assistants on how to improve their conflict management skills using Conflict Resolution Therapy. The guide focused on skills within the scope of this study namely: competing, accommodating, avoiding, collaborating, compromising skills.

3.5.4 Qualitative Instrument

Focus Group Discussion

The focus group discussion was conducted among union leaders in the hospitality industries. Before starting each Focus Group Discussion, the study was explained to the participants. After confirming their willingness to participate in the discussion.

The location of the FGD was based on privacy and quietness the FGD consist of four sessions conducted in Premier Hotel Ibadan and Sheraton Hotel Ikeja after administration of the questionnaires, each section lasted for about 45 minutes. All the sections were audio recorded, the researcher also took notes to complements the recording. The FGD allowed the researcher to get various views of the participants.

Table 3.3:   Summary of Focus Group Discussion Participants

Name of Hospital Industry	Designation of Participants	Date Conducted	Number of Participants	Number of Sessions
Premier Hotel	Union leader	2/9/2019 9/9/2019	5	2
Sheraton Hotel	Union leader	7/10/2019 21/10/2019	6	2

FGD Sub-themes

i. Existing acquired conflict management skills of the trade union leaders prior to the intervention.

ii. Conflict management skills of the trade union leaders based on gender and level of education.

iii. Various conflict management strategies adopted by the trade union leaders.

iv. Effect of conflict resolution therapy on the conflict management skills of the trade union leaders.

v. Effect of gender and level of education on the conflict management skills of the trade union leaders.

vi. Effect of treatment and the moderating variables on the conflict management skills of the trade union leaders.

3.6   Procedure for treatment

A letter was collected from the Head of Department of Adult Education, University of Ibadan to introduce the researcher to the managers of the two hotels used in the study. Permission to carry out this research was obtained from the managers in each of the hotels. The researcher made preliminary visits to these hotels to get acquainted with the managers and union leaders.

The study was carried out in five stages: recruitment and pre-session activities, pre-test, treatment, post-test and evaluation. At the pre-session, activities included screening, recruitment and assignment of participants to the experimental, treatment and control groups. A preliminary meeting was organised to get acquainted with the participants and to solicit their willingness to participate in the study. At the pre-test stage, Conflict Management Skill Questionnaire and Conflict Management Style Inventory were administered to the participants. Those in the conflict resolution group were exposed to eight sessions of treatment only, while the control group received no treatment throughout the programme. Each session spanned a period of one hour. Although the participants in the control group were not treated, they were exposed to a lecture titled "Impact of Conflict in

the Organisation". The post-test was administered following the conclusion of the programme.

3.7   Ethical considerations

Before embarking on this study, ethical approval was obtained from the Social Science and Humanities Research Ethical Committee University of Ibadan, assigned number: UI/SSHREC2019/0073 . The permission of the selected hotel management was sought. The researcher also obtained Informed consent from the participants, and assured them of confidentiality and their safety.

3.8   Method of data analysis

The data collected were analysed using descriptive statistics of frequency count and simple percentage for the demographic information of the participants and to answer the stated research questions. Inferential statistics of independent t-Test and Analysis of Covariance (ANCOVA) were used to answer research questions 1 & 2 and the hypotheses at 0.05 level of significance. Scheffe Post hoc test was used to see the difference between the treatment and control groups

3.9   Brief description of the sessions

There was one experimental group and one control group. The researcher developed some training packages on conflict management skills which were used for the experimental group based on Conflict Resolution Therapy for group one: The control group was exposed to the modified traditional method of training on the conflict management skills on trade union leaders. The researcher, with the help of three research assistants, who had been trained by the researcher, conducted the training.

Experimental group: Conflict Resolution Therapy

Session 1:   General orientation and administration of the instruments to obtain pre-test scores

Session 2:   General discussion on conflict and conflict management

Session 3:   Importance of conflict management in the industry and emphasis on management skill

Session 4:   Trade union leadership and welfare of members

Session 5:   Introduction of Conflict Resolution Therapy and its relevance

Session 6:   Training on techniques of conflict resolution therapy

Session 7:   Discussion on techniques, which included competing, accommodating, avoiding, collaborating and compromising skills.

Session 8:   Administration of the instrument for post-test scores

Control Group: No treatment

Session 1:   General orientation and administration of the instruments to obtain pre-test scores

Session 2:   Impact of conflict in the organisation

Session 3:   Revision of all activities

Session 4:   Administration of the instrument for post-test scores

CHAPTER FOUR
RESULTS AND DISCUSSION

This chapter presents the findings, interpretation of the results analysed and discussion of the data collected. Thirty-six (36) were used for the quantitative study but at the end of the field work, thirty (30) remained owing to the nature of the research. This, however, does not reduce the usefulness and authenticity of this study, taking into cognizance the fact that the study is experimental in nature. The presentation follows the order of the stated moderating variables and hypotheses.

4.1   Analysis of demographic data of participants

4.1.1   Participant gender
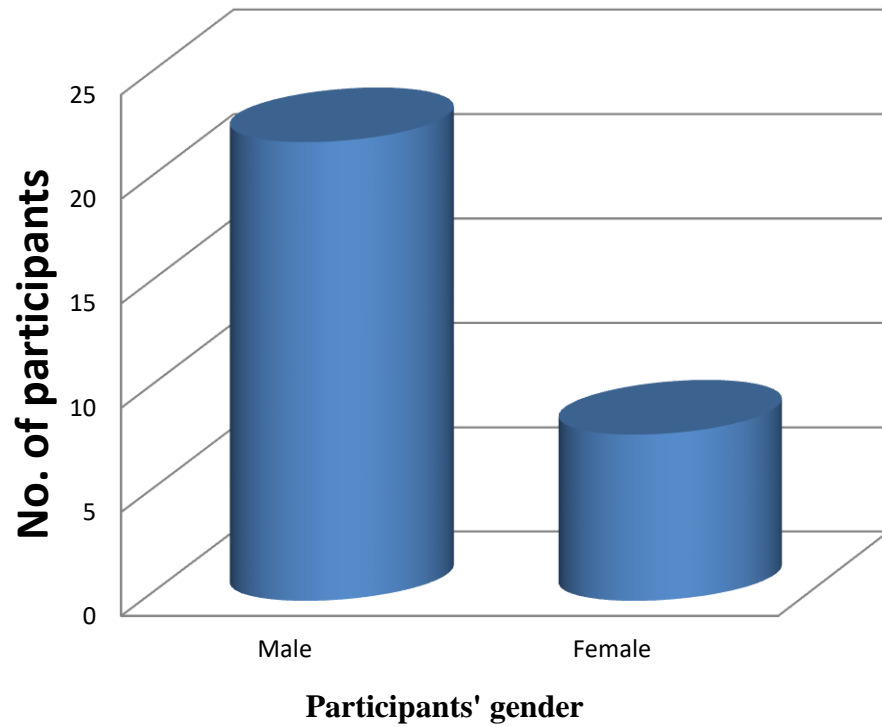
Participants' gender
Figure 4.1.1: Frequency Distribution of the Participants by Gender

The results showed that out of the 30 participants used for the study, 22 (73.3%) were males, while 8 (26.7%) were females. This implies that male participants were more than female participants owing to the nature the work, as indicated in the bar-chart.

4.1.2 Participants' age
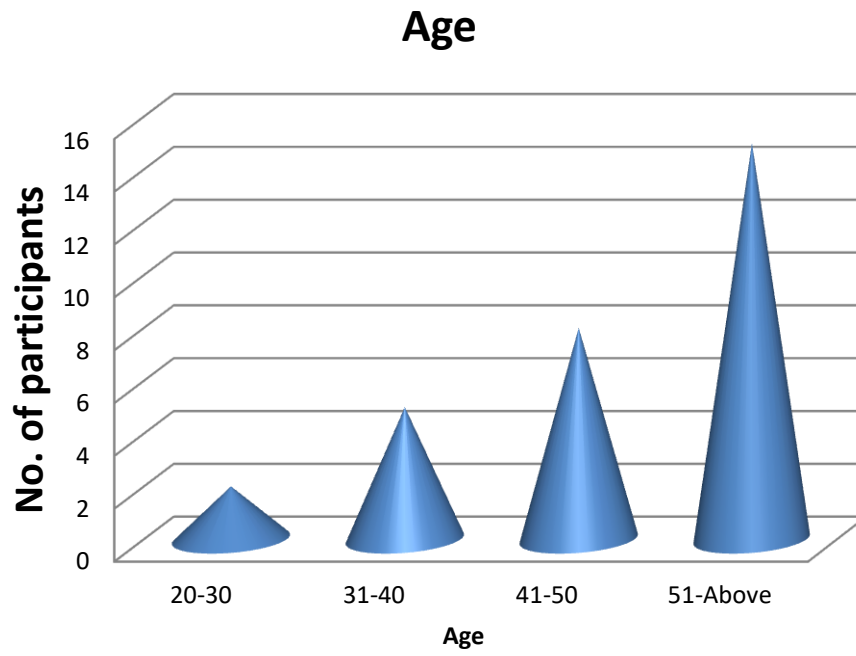
Figure 4.1.2: Frequency Distribution of the Participants by Age

The results revealed that, 2 (6.7%) of the participants were 20-30 years old, 5 (16.7%) were of 31-40 years old, 8 (26.7%) 41-50 years old, while 15 (50.0%) were of age 51years-above. This shows that the participants that were 51 years and above old were in the majority. Fig 4.1.2 captures this analysis.

4.1.3   Participants' Religion
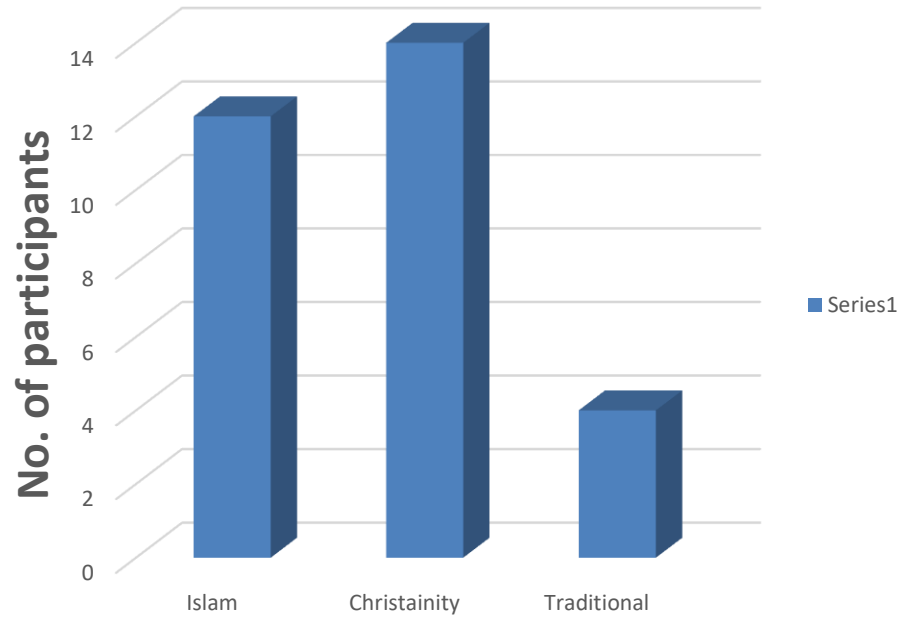
Figure 4.1.3: **Frequency Distribution of the Participants by Religion**

The result revealed that 12 (40.0%) of the participants were practising Islam, 14 (46.7%) were practising Christianity, while 4 (13.3%) were practising traditional Religion. This implies that the Christian participants were more than others, as indicated in the bar-chart.

4.1.4 Participants' Marital Status
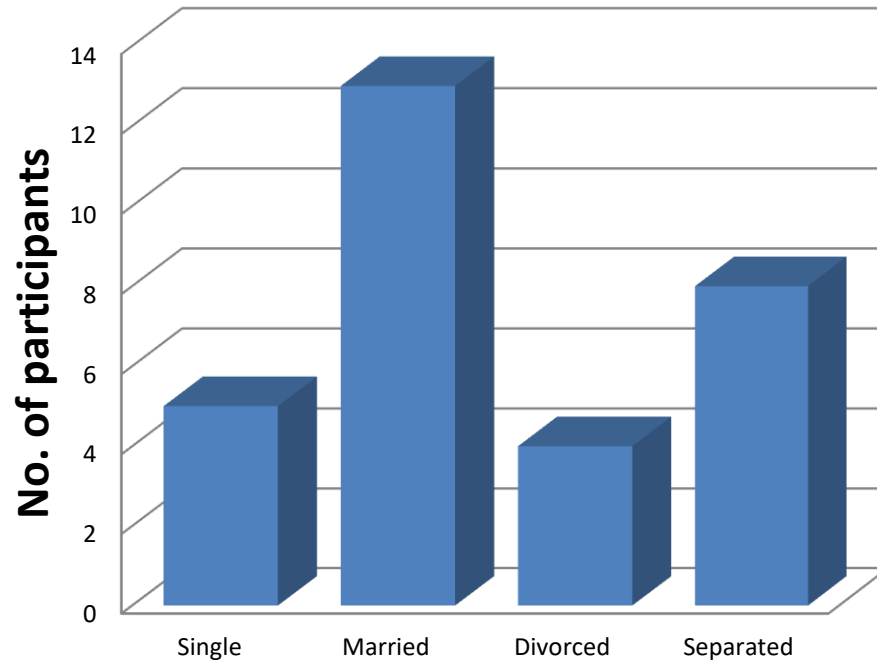
Figure 4.1.4: Frequency Distribution of the Participants by Marital Status

The result revealed that 5 (16.7%) of the participants were single, (13 43.3%) were married, 4 (13.3%) were divorced, while 8 (26.7%) were separated. The marital status is presented in Figure 4.1.4

4.1.5   Participants' Academic Qualification
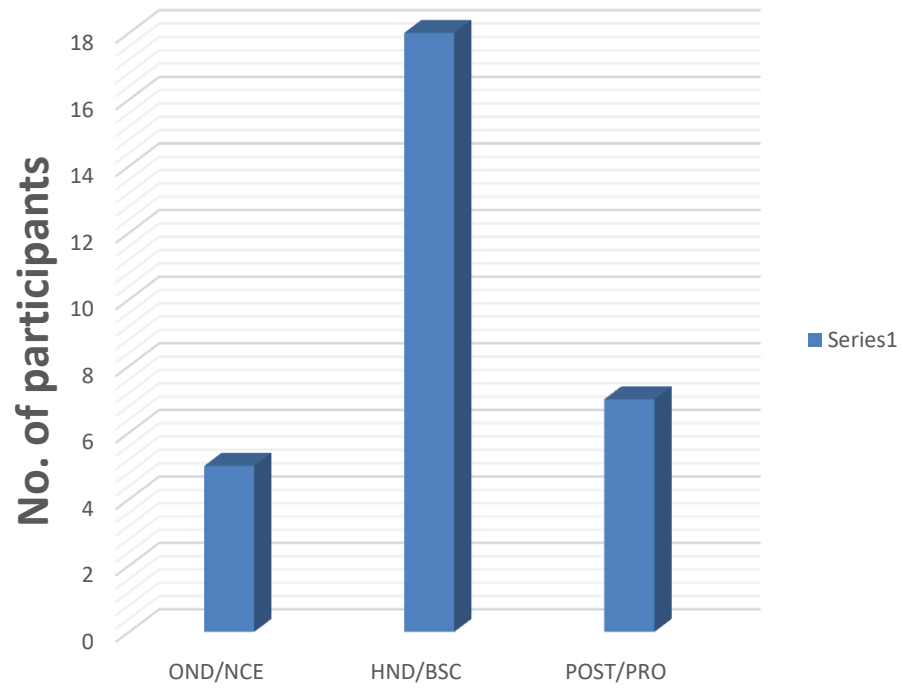
Figure 4.1.5: Frequency Distribution of the Participants' Academic Qualifications

The figures shows the participants' academic qualifications. Out of 30 participants, 5 (16.7%) were OND/NCE certificate holders, 18 (60.0%) were HND/1st Degree certificate holders, while 7 (23.3%) had other professional certificates.

4.2   Answers to Research Questions

Research Question One: Are there differences in the conflict management skills of trade union leaders based on gender?

Table 4.2: **Summary of Independent t-Test of Male and Female Mean Scores on Conflict Management Skills of Trade Union Leaders**

Gender	N	Mean	SD	Df	T	Sig	Remark
Male	22	48.954	2.554				
Female	8	49.625	1.188	28	0.709	0.484	NS

P<0.005

Table 4.2 contains descriptive statistics and independent t-test between the male mean score and the female mean score on conflict management skills of trade union leaders. It is shown that there was no significant difference between the male mean score and the female mean score on conflict management skills of trade union leaders (t = .709, df =28, P>0.05). Therefore, gender had no significant influence on conflict management skills of trade union leaders.

The results of this study indicated that, when compared with their male counterparts, women are more likely to utilize a collaborative conflict resolution style and men are more likely to avoid conflict. As collaboration is generally considered more productive and avoidance more disruptive in the conflict resolution process, the study suggests that women may possess more effective conflict resolution attributes than their male counterparts. No significant statistical differences between the two genders were generated. The integrating dependant showed a minimal effect size of the participants in which none of the others was less than 0.1. Despite the fact that the integrating conflict-handling style had a statistically significant difference, it had a small effect size. The females made use of the integrating style on a more frequent basis than males did in order to manage conflict situations in the business. The mean for females was 1.724 and that for males was 1.900, having the highest and the lowest meaning which is an indication that the integrating handling style is used more frequently by them, compared to their male counterparts in a conflict-situation.

Research question one was further investigated through qualitative approach Focus Group Discussion (FGD) session was conducted with some union leaders, one question was asked on this, thus

Question: Is there difference in conflict management skills of trade union leaders based on gender?

The responses of the union leaders involved in the FGD are stated below:

Participant A

> The participant claimed that there were no much difference in their level of management skills of trade union because female were accord the same respect as their male counterparts. Females take care while their male counterparts take charge, female are transformational inspires their members and care about their personal development and willing to listen to others. **(premierhotel,pastleader,male, 43yrs,2019)**

Participant B

> Female possess more effective conflict resolution attributes than their male counterparts, for their significant strengths that helps that to encourages communication and inspires to achieve more than they thought, but they are not well represented in the leadership positions. **(premier hotel,past leader, female,45yrs,2019)**

Participant C

> Female always use their gender role to resolve conflicts competently by influences and encourages members to work towards the realization of their goals in accomplishing betterment for the union members. **(Sheraton hotel, past leader,female, 48yrs,2019)**

Other Participants

> All other interviewees stated that the conflict management skills of trade union leaders whether male or female is almost the same in the hospitality industry both male and female have the same skills. **(Sheraton hotel, past leaders,male & female, 2019)**

The participants poured out their minds during Focus Group Discussion pertaining their skills in managing conflicts in the industry. They all submitted that female were accorded with same respect as their male counterparts, being the way and style the female are using their influences in resolving conflicts in the industry. They all agreed that both male and female possesses the same skills in handling conflicts.

The results of this study confirm Rahim's (1983) findings, which affirmed that females have a more cooperative (integrating/collaborating) orientation to conflict handling than males. In contrast, Bedell and Sistrunk (1973) maintain that females are more competitive (dominating). However, Brewer, Mitchell, and Weber's (2002) study found that obliging (accommodating) and avoiding styles are more consistent with females. This study, as supported by other studies mentioned above, showed that the dominating (competing) conflict-handling style was applicable to the male respondents. Males adopting a dominating style is noted by Portello and Long (1994). In the present study, the dominating behaviour appears consistent with a masculine gender role, while, within the female gender role, the prevalence of obliging and avoiding conflict-handling styles was noticed. While studies have shown that multicultural teams are inclined to generate more conflict (Pelled, 1996), this may not be the case for mixed- gender teams (Pelled et al., 1999). Rather, in terms of gender, research has centred on gender differences in conflict management style and the

question of whether female managers are capable of handling conflict as competently as male managers (Powell, 1988; Brenner et al., 1989).

However, there is evidence that women are willing to abandon gender role expectations and mould themselves to the prescriptions of the managerial role (Jago and Vroom, 1982; Korabik et al., 1993; Watson and Hoffman, 1996). Female managers may even have an advantage when it comes to handling conflict, as studies have found that people who are more flexible in their gender role orientation are better at resolving conflict than people who are more rigid (Heavy et al.,1993; Portello & Long, 1994; Brewer et al., 2002).

In a recent meta-analysis relating diversity attributes, conflict and performance, De Wit & Greer (2008) found that both informational diversity (for example, tenure, educational background and functional background) and social category diversity (such as race, gender, age and nationality) were positively related to task conflict. However, when analyzing specific characteristics, a negative relation with task conflict was found for educational background and age. Relationship conflict positively associated with tenure, informational and social category diversity. In this study, process conflict was also considered, which positively related to social category diversity, and negatively to informational diversity. According to the authors, those findings should be taken carefully, since correlations were not so high and, even when moderators were considered, the relationships between diversity, conflict, and team outcomes were found to be very varied and complex, probably being better understood in the presence of several moderating factors simultaneously.

Hanashiro &s Queiroz (2006) studied 46 teams from four car companies in Brazil, searching for an association between demographic variables (age, gender, profession tenure, organizational tenure, group tenure, job area, and educational background) and group performance variables (creativity, deadlines accomplishment, investment, and general evaluation).The data were collected from the groups' coordinators and diversity was calculated through Blau's coefficient of variation. Contrary to the expectations of the study, no support was found for most of their hypothesis in the Brazilian sample, confirming a lack of consensus in diversity's study. In fact, only age, educational background and professional tenure had a positive relation with the general performance evaluation. However, the authors suggest that their findings point to a possible mediation effect of other group

processes, such as communication and intragroup conflict, on this relationship between heterogeneity and group performance, and these effects should be more investigated in different work-group contexts.

Borisoff & Victor (1998) regarded women and men as different, and often as opposite. The differing norms and expectations for men and women exemplify this premise. Tannen's (1998) descriptive study found that little boys are more likely to fight and use dominance strategies to get what they want, whereas little girls will play more cooperative games and will use more integrating and compromising strategies to get what they want. Men from all cultures are more likely to be dominant and more likely to be comfortable with fights and violence in order to achieve their goals (Tannen, 1998). Women, however, are more likely to value relationships and their maintenance, and therefore attempt to create consensus (Patterson & Schwartz, 1994). Women are more likely to respond to problems in relationships by enhancing interpersonal intimacy, especially through indirect techniques (Falbo and Peplau, 1980 Baslow & Rubenfeld, 2003).

Research Question Two: What are the differences among levels of education on conflict management skills of trade union leaders prior to the intervention?

Table 4.3: Summary of Analysis of Variance (ANOVA) of Level of Education Mean Scores on Conflict Management Skills of Trade Union Leaders

Source	Sum of Squares	Df	Mean Square	F	Sig.	Remark
Between groups	6.641	2	3.321	0.628	0.002	S
Within groups	142.825	27	5.290			
Total	149.467	29				

P<0.005

Table 4.3 indicates the level of education categories to the determination of conflict management skills of trade union leaders. The significance of the level of education on the dependent variable was tested at α =0.05, while the analysis of variance yielded F-ratio of $F_{(2,27)}$; .628; p<0.05. This implies that the level of education categories in relation to the determinant of conflict management skills of trade union leaders was found significant. Research question two was further investigated through qualitative data, Focus Group Discussion (FGD) was conducted with some union leaders, one question was asked on this as follows:

Question: Are there differences among levels of education on conflict management skills of trade union leaders prior to the intervention

The responses of the union leaders involved in FGD are stated below:

Participant A

> Some management preferred to deal with those with high level of education, believing it will enable them easy conclusion on any issues. In his submission; high level of education enabled to use problem-solving skill which is important for job and cultivating resiliency. **(premier hotel,past leader,male, 48yrs,2019)**

Participant B

> Management do take some steps against the union members without duly informing the union, because of the level of education of the then executive members. This respondent said she believed that only education can provide the skills as well as the social network to help individuals support, because management see these group of leaders did not know how to solve problem non-violently. **(premier hotel,past leader,male, 45yrs,2019**)

Participant C

> Management accord the union leaders some respect because of their level of education, in the industry, because it helps to facilitate goal achievement and also help the 2 parties to express their points without violence. (**Sheraton hotel,past leader,female, 48yrs2019**)

Other Participants

> All other participants acknowledged that conflict is inevitable but it has to be managed effectively to avoid bad consequences, like decreases in productivities and satisfaction. They also agreed that conflicts hinder teamwork and cooperation necessary to get the work done. (**Sheraton hotel,past leader,male & female,2019**)

The above discussion enable the researcher to understand the way management were relating with the Trade Union Leaders in the industry, that those with high level of education were given more respect than those with low level of education. Management considered them ahead of others, believing that, they resolve conflict without escalating and non-violently. However harmony in the industry will facilitate necessary coperation and teamwork for high productivity.

Considering the fact that conflict cannot be avoided, a good approach to be applied in the hospitality industry is to try to utilize the conflict in such a way that it can precisely and effectively achieve desired goals. The executive of trade unions, as the highest leaders in the hospitality industry, must be able to manage conflicts properly to provide positive benefits, and avoid negative consequences. Hospitality industry managers should not avoid conflict, but manage it so that it can encourage union members to be dynamic and ensure that conflict does not hamper the activities in the industry. Wirawan (2010) found that conflict management is based on level of education of the parties involved. Conversely Abi (2010) found no significant difference in the level of education of executive managements in resolving industrial conflict. He notes that conflict management refers to an intervention that is designed to reduce conflict that explodes or to increase conflict in the hope that it can overcome organizational lethargy.

The results of the present study covered five styles of conflict management, namely: neglect, compromise, accommodation, collaboration and competition. Conflict cannot be avoided in organisations, because organisations are a gathering place for people who have different characteristics and unite to achieve a predetermined goal. In such a context, differences in character, traits, and attitudes and differences of opinion will always be found. These differences often trigger conflict. Factors that can cause conflicts in hospitality industry include: inadequate education, staff welfare, personality mismatch (Okotoni & Abosede, 2003), power struggles, scarcity of resources (Broni, 2012), changes in teaching and learning processes, cultural differences and changing environment (Gumuseli & Ozge, 2009). Conflict, if not handled properly, will have a negative impact on the industry such as hindering the industry from achieving their goals, creating suspicion, tension, and stress among the workers and communities (Broni, 2012). Conflict can also

have impact on staff and customers, cooperation and innovation created by managers and staff (Broni, 2012).

Conflict management can be interpreted as the process of devising strategies that will apply to resolve conflicts and control those conflicts to produce the desired expectations of the industry. However, not all hospitality organisations have sufficient insights and abilities regarding conflict management in the industry. Only few managers in the hospitality industry have sufficient ability and insight on conflict management. More and more hospitality industry managers tend to misunderstand the role of conflicts that occur in the industry and assume that conflicts must be avoided and stopped (Msila, 2012). Conflicts cannot be avoided, but the occurrence of conflicts also does not always have negative impacts on the industry. If the conflict can be managed properly with an appropriate and effective approach then the conflict can also have a good impact on the industry, for example, increasing creativity and innovation.

If managed properly, conflict can develop creativity and innovation to develop the parties involved in conflict (Wirawan, 2010). Industry managers must get conflict management guidance and training so that they have sufficient insights and abilities about conflict management, get used to the skills of how to diagnose conflict in the early stages and resolve the conflict constructively. Muindi, Ndunge, Mwania & Metet (2017) argued that most managers who develop conflict management strategies by collaborating with one another to improve performance. Collaborative conflict management styles successfully applied influences workers performance. These skills are not only mandatory for only managers but also for staff (Dady, 2015). Lloyd & Uzhenyu (2017) found that conflicts that can occur in industries are conflicts between customer, workers and management and between customers and workers.

Salim (2017) found that there was a significant positive effect of conflict management on the effectiveness of industrial management. The contribution of conflict management to the effectiveness of industrial management variables was 0.220, which can be interpreted that 22. 0% of the variance of industry management effectiveness can be influenced by conflict management variables. The way to improve industry effectiveness is applying effective and efficient conflict management styles. This will make conflict resolution decisions through

consideration based on various information perspectives. When this has been obtained through procedures and mechanisms that are carried out repeatedly in resolving conflicts, then it will become an organizational culture. Every citizen is required to be able to communicate well and be able to understand a variety of character traits of other members of the industry. Conflict management is quite influential in helping to prevent conflicts that might arise due to differences in the organisation, depending on how a manager processes conflict management.

Johnson and Johnson (2001) conducted a meta-analysis of seventeen evaluation studies examining TSPP effectiveness in eight schools in two countries. Students ranged from kindergarten to grade 9 and were from urban, suburban, and rural schools. The results indicated that the students learned the conflict resolution procedures taught, retained their knowledge throughout the school year, applied the knowledge to actual conflicts, transferred skills to non-classroom and non-school settings, and used the skills in family and school settings.

Research Question Three: What are the various conflict management Strategies adopted by the trade union leaders in the hospitality industry?

Table 4.4: Frequency Distribution and Simple Percentage of Competing Style Method on Conflict Management Skills of Trade Union Leaders in the Hospital Industry

Items	AA	O	S	Se	R/N	$\bar{x}$	SD
I go along with .the other party's wishes rather than my own.	11 36.7%	10 33.3%	5 16.7%	2 6.7%	2 6.7%	2.654	.674
I force my own ideas and preferences on others.	5 16.7%	4 13.3%	9 30.0%	8 26.7%	4 13.3%	3.874	1.052
I try to creatively find the best solution for everyone.	12 40.0%	10 33.3%	1 3.3%	3 10.0%	4 13.3%	2.118	.519
I try to figure out how to satisfy both my interests and the other party's.	13 43.3%	10 33.3%	2 6.7%	2 6.7%	3 10.0%	2.097	.452

The responses to the above Item 1 showed that 70.0% ($\overline{x}$ =2.654) of the participants said they almost always went along with the other party's wishes rather than their own, 16.7% sometimes, while the remaining percentage never. The responses to Items 2 indicated that 30.0% ($\overline{x}$ = 3.874) of the participants almost always pushed their ideas and preferences, 30.0% sometimes, while the remaining percentage never. The responses to Item 3 revealed that 73.3% ($\overline{x}$ = 2.118) of the participants almost always tried to creatively find the best solution for everyone, 3.3% sometimes, while the remaining percentage never. For the Item 4 76.6% ($\overline{x}$ =2.097) of the participants almost always tried to figure out how to satisfy both their interests and the other party's, 6.7% sometimes, while the remaining percentage never.

Hotepo, Asokere, Abdul–Azeez and Ajemunigbohun (2010), in their empirical study of the effect of conflict on organisational performance in Nigeria, discovered different expectation, lack of cooperation, limited resources, communication problem, competition and interdependence as reasons for conflict in the Nigerian service industry. Obasan (2011), identified poor human relations between management and personnel, unacceptable conditions of employment, failure to consult with workers before taking important decisions on issues that concern them, lack of strategies to prevent conflict and management opposition to union's disposition as major factors contribution to organisational conflict.

Table 4.5: Frequency Distribution and Simple Percentage of Compromising Style Method on Conflict Management Skills of Trade Union Leaders in the Hospital Industry

Items	AA	O	S	Se	R/N	$\bar{x}$	SD
I compromise by accepting a middle ground solution.	15 50.0%	9 30.0%	3 10.0%	1 3.3%	2 6.7%	3.101	.730
I work toward a 50–50 compromise.	11 36.7%	11 36.7%	6 20.0%	1 3.3%	1 3.3%	1.965	.913
I try to settle the conflict with a half-way compromise.	14 46.7%	11 36.7%	0 0.0%	3 10.0%	2 6.7%	2.761	.642
I do my best to get what I wanted.	9 30.0%	12 40.0%	4 13.3%	1 3.3%	4 13.3%	1.064	.532

For Item 1, revealed that 80.0% ($\bar{x} = 3.761$) of the participants indicated that they almost always compromised by accepting a middle ground solution, 10.0% sometimes, while the remaining percentage never. For Item 2, 53.4% ($\bar{x} = 1.965$) of the participants almost always worked toward a 50–50 compromise, 20.0% someimes, while the remaining percentage never; Item 3, 83.4% ($\bar{x} = 2.761$) of the participants almost always tried to settle the conflict with a half-way compromise, 0.0% sometimes while the remaining percentage never. For Items 4, 70.0% ($\bar{x} = 1.064$) of the participants almost always did their best to get what they wanted, 13.3% sometimes while the remaining percentage never. Compromising involves give-and-take or sharing, whereby both parties give up something to make a mutually acceptable decision. A compromising person gives up more than a dominating person, but less than an obliging person. Likewise, a compromising person addresses an issue more directly than an avoiding person, but does not explore it in as much depth as an integrating person. For this reason, compromising typically means splitting the difference, or seeking other quick middle-ground positions.

The literature indicates that more cooperative conflict management styles (in which a meaningful amount of concern is shown for the other party)particularly problem-solving styles, like integratingare likely to produce positive individual and organisational outcomes, while less cooperative styles (in which little concern is shown for the other party) frequently result in escalation of conflict and negative outcomes (for Ohbuchi & Kitanaka 1991;, Burke, 1970; Korbanik, Baril & Watson, 1993; Pruitt and Carnevale, 1993). Employees also generally prefer problem-solving conflict management styles (De Dreu, 1997). Justice (or fairness) in organisational decision making has been shown to be a central concern of employees (Sheppard, Lewicki & Minton, 1992).

Bergmann & Volkema (1989) asserted that subordinates often identify justice related issues (e.g., "inequitable administration of rewards," "unfair evaluation") as sources of conflict between them and their supervisors, we are not aware of any study that has directly assessed the relationships between employees' perceptions of organisational justice and the styles they choose for managing existing conflicts with their supervisors. Nevertheless, several studies have indicated that positive perceptions and affect lead to the use of cooperative behaviour. For example, Moorman (1991) found that employees who perceived greater

levels of justice generally engaged in more organisational citizenship behaviour. Similarly, greater frequencies of integrative (win-win) behaviours and concessions have generally been observed when negotiators perceive others to have acted in a trustworthy or fair manner (Pruitt, 1983; Shapiro and Bies, 1994).

According to Rahim (1992), this concern for negative consequences should regulate the way individuals manage conflict. To deal effectively with high-stake conflicts, individuals should use integrating and even compromising. When the relationship is in danger during a conflict, both parties' needs and goals must be taken into consideration. For this to happen, each party must have a high concern for themselves and for the other. The combination of concerns would indicate using an integrating conflict management style. However, if taking both parties' needs into consideration is too difficult or impossible, then a compromise is the next best solution so that no one fares better than the other. Rahim (1992) also suggested that to effectively manage low-stake conflicts, individuals should use obliging, avoiding, or dominating tactics. Depending on the situation, one person's goals can be more important than another's. It is also possible that neither party's goals are important so that concern will be low for both the self and the other. High concern for both the self and the other is, therefore, not relevant in low-stake conflicts.

Table 4.6: Frequency Distribution and Simple Percentage of Avoiding Style on Conflict Management Skills of Trade Union Leaders in the Hospital Industry

Items	AA	O	S	Se	R/N	$\bar{x}$	SD
I avoid differences of opinion as much as possible.	12 40.0%	13 43.3%	3 10.0%	2 6.7%	0 0.0%	2.114	.431
I delay or avoid solving the disagreement.	8 26.7%	12 40.0%	6 20.0%	1 3.3%	3 10.0%	3.427	.872
I avoid communicating with the people with whom I have the conflict.	15 50.0%	12 40.0%	2 6.7%	0 0.0%	1 3.3%	2.981	.672
I fight for my own position.	11 36.7%	10 33.3%	7 23.3%	2 6.7%	0 0.0%	1.873	.247

In the above table, for question: Item 1 83.3% ($\bar{x}$ =2.114) (of the participants indicated almost always that they avoided differences of opinion as much as possible, 10.0% indicated sometimes, while the remaining percentage indicated never. On Items 2, 66.7% ($\bar{x}$ = 3.427) of the participants almost always delayed or avoided solving the disagreement, 20.0% sometimes, while the remaining percentage never. For Item 3, 90.0 % ($\bar{x}$ = 2.981) of the participants almost always avoided communicating with the people with whom they had the conflict, 6.7% sometimes, while there the remaining percentage never. Item 4, 70.0% ($\bar{x}$ =1.873) of the participants indicated almost always that they fought for their own position, 23.7% sometimes, while the remaining percentage never.

Avoiding style involves low concern for self as well as for the other party, is also called inaction, withdrawal, or ignoring style. It has been associated with passing buck, sidestepping, or "see no evil, hear no evil, speak no evil" situations. Avoiding may take the form of postponing an issue until a better time, or simply withdrawing from a threatening situation. An avoiding person satisfies neither his or her own concerns nor the concerns of the other party. This style is often characterized by an unconcerned attitude toward the issues or parties involved in conflict. An avoiding person may refuse to acknowledge in public that there is a conflict that should be dealt with. Rahim (1992) asserts that the dominating style leads to an increase in frustration, thereby leading to more conflict. Often, conflict management experts view "avoidance" to be non- constructive, because this style benefits neither the one avoiding nor the other party involved in interpersonal conflict. Coaching the person who uses the "avoiding style" to become collaborative will make the person to strive to be assertive with his/her own interests and cooperative in assisting the other party to achieve his/hers (Barsky & Wood 2005).

The larger effects of avoidance include isolation, barriers to sharing important information and passive resistance (De Long & Seeman 2000). In a comparison of the conflict management styles of South African entrepreneurs and Nigerian executives, both female South African entrepreneurs and female Nigerian executives were found to prefer using the integrating conflict management style, depicting high levels of cooperation, although the female Nigerian executives tended to be more dominating than the female South African entrepreneurs. Male South African entrepreneurs tended to use the compromising conflict

management style more than to male Nigerian executives, who preferred using the integrating conflict management style. Both groups showed high levels of cooperation and moderate levels of assertion. Therefore, in general, disregarding gender, South African entrepreneurs exhibit a more cooperative approach with less assertion, whereas Nigerian executives demonstrate higher levels of assertion. This could be due to cultural differences or the level of competitiveness in the market.

Mayowa (2015) examined industrial conflict and its management strategies in selected manufacturing companies in Lagos State Nigeria. This study employed co-relational survey method which involved the use of a structured questionnaire and personal observation to extract information from the respondents. The respondents were drawn from employees of three manufacturing companies in Lagos, Nigeria. Multistage sampling technique was employed in selecting the respondents from the three manufacturing companies, namely Glaxosmithkline Nigeria, PZ Industries Plc and Nestle Nig Plc. The data collected were analysed using descriptive statistics including tables, frequency counts, and percentages as well as mean scores. The findings identified the causes of conflict in manufacturing companies in Lagos State, Nigeria to include poor employee compensation, unfavourable economic and organisational policies, poor means of communicating grievances to managers and poor welfare. The study recommended the use of combined strategies, such as collaboration, bargaining and avoidance in managing organisational conflict to enhance productivity.

Abdullah (2015), asserted that the avoidance strategy is detrimental to organisational effectiveness because conflicts are unavoidable and never resolved; that avoiding conflict could intensify the outcome and also create employees' opposition to management's decisions. While Abdullah Avoidance should be recognized as a viable form of conflict management in some cases. When the avoidance strategy is adopted in an organisation, it can enhance team building and organisational effectiveness.

Table 4.7: Frequency Distribution and Simple Percentage of Accommodating Style on Conflict Management Skills of Trade Union Leaders in the Hospital Industry

Items	AA	O	S	Se	R/N	$\bar{x}$	SD
I accommodate the other people's wishes.	14 46.7%	13 43.3%	2 6.7%	0 0.0%	1 3.3%	2.891	.509
I make sure that both sides contribute a little.	8 26.7%	7 23.3%	10 33.3%	4 13.3%	1 3.3%	1.096	.423
I usually hold unto my position.	11 36.7%	13 43.3%	5 16.7%	1 3.3%	0 0.0%	2.596	.753
I let the other side have its way.	12 40.0%	11 36.7%	3 10.0%	3 10.0%	1 3.3%	3.074	1.001

From the above research question Item 1, revealed that 90.0% ($\bar{x} = 2.891$) of the participants indicate almost always that they accommodated the other party's wishes, 6.7% sometimes, while the remaining percentage never. For Items 2, 50.0% ($\bar{x} = 1.096$) of the participants indicated almost always made sure that both sides gave in a little, 33.3% sometimes, while the remaining percentage never. For Item 3, 80.0% ($\bar{x} = 2.596$) of the participants indicated that they almost always held their position, 16.7% sometimes while the remaining percentage never. For Items 4, 76.7% ($\bar{x} = 3.074$) of the participants almost always that they let the other side have its way, 10.0% sometimes, while the remaining percentage never.

Olukayode (2015) examined the impact of workplace conflict management on organisational performance in a Nigerian manufacturing firm. A total of 250 respondents were selected using the stratified random sampling technique. While Data were generated using validated structured questionnaires. Descriptive and inferential statistics were utilized to analyse the data. Through the use of Spearman correlation analysis, the results of the empirical tests revealed a significantly positive relationship between conflict management strategies of accommodation, collective bargaining and compromise with organisational performance. Non-integrative conflict management strategies (domination, competition and avoidance) had a negative statistically significant effect on organisational performance. Also, the result of the regression analysis showed that collective bargaining had the highest significant positive correlation with organisational performance.

The findings of the study showed that conflicts cropped up from several factors of organisational experiences, including economic and goal incompatibility in the workplace. Management and union conflict of interest was discovered to be the most prevalent form of organisational conflict in the workplace. Therefore, the study argues that conflict was an inevitable phenomenon in organisational life and can be functional or dysfunctional to organisational effectiveness based on the conflict management strategies employed in the workplace.

Table 4.8: Frequency Distribution and Simple Percentage of Collaborating Style on Conflict Management Skills of Trade Union Leaders in the Hospital Industry

Items	AA	O	S	Se	R/N	$\overline{x}$	SD
I se.arch fo.r a soluti.on that satisfi.es both parti.es.	13 43.3%	12 40.0%	4 13.3%	0 0.0%	1 3.3%	3.117	.994
I try to find a soluti.on that be.nefi.ts both sid.es.	16 53.3%	12 40.0%	2 6.7%	0 0.0%	0 0.0%	2.897	.785
I try to make dispute les.s significant.	11 36.7%	11 36.7%	5 16.7%	1 3.3%	2 6.7%	2.251	.840
I give the othe.r party what i.t wants.	9 30.0%	10 33.3%	7 23.3%	3 10.0%	1 3.3%	2.099	.835

As shown in Table 4.8, for Item1, 83.3% ($\bar{x}$ =3.117) of the participants indicated almost always that they searched for a solution that satisfies both parties, 13.3% sometimes, while the rem percentage never. For Items 2, 93.3% $\overline{(x}$ = 2.897) of the participants almost always tried to find a solution that benefited both sides, 6.7% sometimes, while the remaining percentage never. Item 3, 73.4% ($\bar{x}$ = 2.251) of the participants almost always tried to make the dispute seem less important, 16.7% sometimes, while the remaining percentage never. Item 4, 63.3% ($\bar{x}$ =2.099) of the participants almost always gave the other party what it wants, 23.3% sometimes, while the remaining percentage never.

This finding has important implications for organisations, as the use of the cooperative styles of managing organisational conflict generally produces more constructive conflict management and, ultimately, enhance organisational effectiveness. However, the results of the current study surprisingly indicated that employees' perceptions of distributive justice positively related to their use of the avoiding style of managing conflict with their supervisors, which is a relatively less cooperative conflict management style.

Perhaps the receipt of fair decision outcomes, while not sufficient to motivate employees to use a relatively cooperative style of handling conflict with the supervisor, will placate them enough so that they ignore existing conflict, or at least do not make a major issue of it. From a practical stand point, the current results suggest that organisational officials at all levels should be concerned with enhancing employees' perceptions of organisational justice so as to foster the use of more cooperative styles of managing organisational conflict. Officials may be somewhat limited, however, in the extent to which they can enhance perceptions of distributive justice. Resources vailability and employee performance levels greatly influence the distribution of rewards and other outcomes and, as such, it is unlikely that all employees will perceive that distributive justice exists. Senior-level officials can likely enhance procedural justice perceptions by establishing formal structural procedures that meet such fairness criteria as providing employees an opportunity to voice their viewpoints and appeal bad decisions.

Perhaps the greatest potential exists for enhancing the interactional justice perceptions of employees. Being kind, showing concern, and other aspects of socially sensitive treatment associated with interactional justice can be implemented at virtually no out-of-pocket cost to supervisors or the organisation.

From the standpoint, the current study identifies a new type of behavioural variable that is affected by justice perceptions—conflict management style. The study also stresses that the manner in which justice variables influence affective and behavioural variables can take many forms—joint effects, independent effects, and interactive effects. This is an important notion, in that much of the recent literature has focused on interactive effects of the forms of organisational justice. For example, Skarlicki & Folger (1997) support a three-way interaction between the forms of justice on retaliatory behaviour. The current study suggests that such an interaction may only occur with regard to certain types of employee reactions.

Within organisations, all five conflict management styles have their uses (Thomas & Kilmann, 1974); but the assertive modes are more highly valued (Rubin & Brown, 1975; Savage et al., 1989; Yukl et al., 1993). Since there is typically less emphasis in modern business on competitive negotiation and more on inter- organisational relationships (Watson & Hoffman, 1996), it is not surprising that the most valued conflict management strategies in business is collaboration that is the win-win style of managing conflict (Blake & Mouton, 1964). Furthermore, upper organisational status is associated with the use of integrating as opposed to the dominating conflict management style (Savage et al., 1989; Yukl et al., 1993; Brown et.al., 2002). In general, the cooperative modes are considered to be more appropriate, efficient, and cost effective (Mckenzie, 2002).

Table 4.9: Average Mean Percentage of Conflict Management Skill of Trade Union Leaders in the Hospital Industry

Conflict management Skill	Average Mean	Percentage	Rank
Competing	2.6857	20.7	1st
Avoiding	2.5987	20.4	2nd
Collaborating	2.5910	20.3	3rd
Accommodating	2.4142	19.8	4th
Compromising	2.2227	18.8	5th

Table 4.9 indicates that completing skill was the most significant in conflict management skill, followed by avoiding skill, collaborating skill, accommodating skill and compromising skill

Research question three was further investigated through qualitative data, Focus Group Discussion (FGD) was conducted on some union leaders, one question was asked on this, as follows:

Question: What are the various conflict management skills adopted by the trade union leaders in the hospitality industry?

The responses of the union leaders involved in FGD are stated below:

Participant A

I preferred avoiding skill because it made me to go with other party wishes rather than my own wish, because it provides short-term solution but it will enable him to avoid unhealthy thinking or feeling. As a union leader a respondent also said he believe in accommodating other people's wishes so as to arrive at amicably decision to enable them to reason along with each other ideas and this will help them to resolve conflict before it escalated. (**Premierhotel, past leader,male, 50yrs, 2019**)

Participant B

I prefer to compromise with other people's decisions to facilitate conflict resolution by give and take idea. If management can shift ground on some issues union would also forgo some of their request or excess, doing this would enable them to reach agreement in no time and it will not affect the organisation activities or services. (**Premier hotel, past leader, male, 48yrs, 2019**)

Participant C

I prefer competing style in setting any conflict to serve both parties to arrive at win-win conclusion to promote better understanding and to enjoy a peaceful atmosphere in the environment. (**Sheraton hotel, past leader, male, 42yrs,2019**)

Participant D

I always find best solution to any conflicts to satisfy everyone, so as to have calm environment, because unresolved misunderstanding could affect the organisation products or services and this will reduce the income and can lead to disengagement of some staff. (**Sheraton hotel, past leader, female, 48yrs,2019**)

Majority of the participants believed in resolving the conflict amicably either by using compromising or avoiding styles, so as to enjoyed a peaceful atmosphere that could not hindererd productivity or services, because unresolved disagreement could lead to disengagement of the workers.

4.3 Test of Hypotheses

Hypothesis One

There is no significant main effect of treatment on conflict management skills of the trade union leaders in the hospitality industry

Table 4.10: Summary of 2x2x3 Analysis of Covariance Post-test Participants' Conflict Management Skills Use by Treatment by Gender by Level of Education

Source	Type lll Sum of squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	1040.938[a]	9	115.660	1.640	.171	.425
Intercept	3663.399	1	3663.399	51.953	.000	.722
Treatments	502.119	1	502.119	7.121	.015**	.263
Prescore	26.005	1	26.005	.369	.550	.018
gender	.617	1	.617	.009	.706	.000
Level of Education	119.596	2	59.798	.848	.012**	.078
Treatments*gender	8.312	1	8.312	.118	.735	.006
Treatments* Level of Education	78.067	1	78.067	1.107	.005**	.052
gender* Level of Education	4.026	1	4.026	.057	.814	.003
Treatments*gender* Level of Education	113.747	1	113.747	1.613	.004**	.075
Error	1410.262	20	70.513			
Total	211118.000	30				
Corrected Total	2451.200	29				

a. R Squared = .425 (Adjusted R Squared = .166) **Significant at <.05

Table 4.10 reveals that there was significant main effect of treatment on conflict management skills of the trade union leaders in the hospitality industry among (F $_{(1;29)}$ = 7.121, p<0.05, η^2= 0.263). Therefore, H01 was rejected. According to Abdullahi (2017) conflict involves the steps undertaken to prevent conflict at the right time and also helps to resolve in an effective and smooth manner. The purpose of conflict management is to arrest the expansion and escalation of conflicts and create a structure and conditions which would be conducive to realizing beneficial consequences. The study stated that the stategy for resolution can be internally and externally resolved. Internal mechanism are collectively negotiated within an organisation while external are statutory and established by the state.

The outcome of this result affirms the submission of John (2015) that conflict management strategies include collective bargaining with sound negotiation skills. While National University of Lesotho (2021) added that widespread of communication among members with constant consultation, joint decision making, work to rule and negotiations were preferred solution. Bankole and Lawal, 2012 stated that communication skill as the most competent skill to help build good relationship in the workplace. The study identified five styles in conflict resolution as dominating, accommodating, avoiding, collaborating and compromising. Also, Omene (2021) confirmed conflicting skills for effective organizational performance. The treatment group's participants performed better on the post-test demonstrated the effectiveness (2) of the treatment programme and the way the participants made use of what they learnt. The control group scored low because treatment was not given to the members. This helped to develop better conflict resolution skills in enhancing better work relations.

Table 4.11: Significant difference in the Treatment Group

Treatment	N	Subset for alpha = 0.05	
		1	**2**
Conflict Resolution Therapy	16	62.92	
Control	14		44.69
Sig.		1.000	1.000

The following observations were made on Table 4.11: there was statistical significant difference between the post-hoc test mean scores in enhancing conflict management skills of thetrade union leaders in the hospitality industry in CRT and Control groups. The participants in the CRT ($\overline{x}$ = 62.92) benefited better than those in the control ($\overline{x}$= 44.69). There was significant difference in the post-hoc test mean scores in enhancing conflict management skills of the trade union leaders in the hospitality industry exposed to CRT and control group. Therefore, it was concluded that CRT had the greatest potency in enhancing conflict management skills of trade union leaders in the hospitality industry.

Conflict management has been associated with general quality of interpersonal relationships among workers and their leaders in the hospitality industry. Conflict management is a process that starts when individuals or groups have differences regarding interests, beliefs, values, or practices. An avoidance attachment tends to use deactivating strategies that are aimed at inhibiting the quest for support and try to handle stress alone, like Conflict Resolution Therapy. Avoidance persons tend to distance themselves from the conflict and avoid engaging with others, and they often tend to end the conflict. Cultures that are more individualistic prefer conflict styles of problem solving, compromising, and forcing. Such conflict handling styles involve strong verbal communication, less internal communication, and are less concerned with the needs of others. Therefore, the present study adopted Conflict Resolution Therapy in fostering conflict management skills among trade union leaders in the hospitality industry and the result showed that of there was significant main effect treatment on the conflict management skills of the trade union leaders. Hence, CRT showed a positive influence in fostering conflict management skills among trade union leaders in the promotion of the welfare of co-workers and enhance their level of productive and interpersonal relationship.

This is in line with other scholars such as (Borisoff, & Victor, 1989; Kuhn, Poole, 2000; Mathis & Jackson, 2010; Arnold & Randall, 2011) who noted that conflict resolution strategies have effective understanding. They further assert that Conflict Resolution Therapy is the most proper strategy in reducing conflict exhibition in an organisation. In Palmer & Roessler's (2000), study of self-advocacy and conflict resolution of an organisation established significant findings in managerial skills of the leaders in handling

conflict using Conflict Resolution training. The leaders who went through the training were able to properly request and implement the needed industrial accommodating from their respective workers without fear or intimidation. Also, the leaders acquired the skills to communicate their needs, and those that were directly involved with the workers were well prepared to meet the accommodating requirements in running the industry. This gave the service personnel time to plan and implement accommodating as learning progressed. Finally, the leaders who participated in the programme (conflict resolution training) were more likely to request job accommodating as an essential right as they joined the labour markets at their respective workplaces (Palmer & Roessler, 2000).

Conflict management has continued to receive significant attention in college courses, in management training sessions, and in academia using Conflict Resolution Therapy (Rahim, 2000). The growth in organisational interdependence, shift to collaborative team-based structures, increased diversity, and environmental uncertainty are all factors that can lead to higher degrees of organisational conflict (Callanan & Perri, 2006). Conflict Resolution Therapy was found to help in calling attention to search for solutions and improvement that can cause fundamental changes for the welfare of the organisation or the parties involved as part of conflict management skill (Pondy, 2002). It has been noted that individuals can have preferences for particular conflict handling styles depending on the nature and the context of the disagreement (Callanan & Perri, 2002). The collaborating or integrating style was found to be a better method for responding to conflict, and individuals should be trained to strive for collaboration when confronted by conflict resolution (Weingart and Jehn, 2000).

There is also evidence that violence is largely learned and subsequently can be prevented through teaching alternatives to violence. Factors contributing to violence are varied, and no one factor is the sole cause of violence (Eron, Gentry, and Schlegel, 1994). The core skill essential to conflict resolution is acknowledging that conflict is inevitable and destructive only when it is handled inappropriately. The goal of conflict resolution strategies is to obtain a solution to the conflict whereby both parties (leaders and co-workers) involved in the conflict get what they want and avoid violence in the process (Breulin, Bryant-Edwards, and Hetherington, 2002). Breulin, et al. (2002) found a significant main effect of conflict resolution skills-training programme that offered an

alternative to out-of-school students involved in physical violence in the school. A statistically significant difference was observed between pre- and post-intervention.

Cheung and Chuah (1999) examined the use of different conflict resolutions in 63 actual case studies from Hong Kong industries. Contrary to common perception and previous findings, "confrontation", as a mode of conflict resolution, was found to be more commonly used in handling conflict. Almost all of the case incidents which used the "confrontation" approach were said to have achieved positive consequences. Poitras & Tareau (2008) a study related to dispute resolution pattern and organisational dispute.

Hypothesis Two

There is no significant main effect of gender on the conflict management skills of trade union leaders in the hospitality industry;

Table 4.10 shows that there was no significant main effect of gender on conflict management skills of the trade union leaders in the hospitality industry among ($F_{(1;29)} = .009$, $P>0.05$, $\eta^2 = 0.000$). Therefore, H02 was accepted.

The finding of the present study found that there was no significant main effect of gender on the conflict management skills of the trade union leaders in hospitality industry. This shows that the gender of the trade union leaders had no significant main effect in prediction of management skills in resolving industry conflict. This is supported by other scholars (such as Jacquelin & Bonita, 1994) who found a link between gender role and conflict handling style: They noted that conflict management skills of males were more likely to indicate that they would use a dominating conflict conflict resolution strategy, and the androgynous conflcit management skill of females (high-expressive and high-instrumental traits) were more likely to indicate that they would use an integrating style in resolving conflict in the organisation. The nature of the conflict did not moderate gender role orientation and conflict handling style relationship.

Moreover Stephen, Kyle, Manda, Deepa, & Alfred, (2011) found that the analysis of the demographic variables' predictive influence revealed that age and sex were significant predictors for all five conflict styles for both Muslims and Hindus.The Hindus preferred the integrating and dominating styles, whilst showing the least inclination towards the avoiding and obliging styles. In contrast, the male managers tended to use aggressive, competitive, confronting, assertive, pro-task and coercive strategies more often and faster than female managers (Ajaja, 2004; Akintayo, 2004; Adeyemo, 2005). Babajide (2000) notes that authoritarian style is prevalent among female managers and a democratic style is manifested by male managers. Sorenson and Hawkins (1995) and Omole (2004) reported that male managers assume competitive conflict resolution strategy more than female managers; and female managers assume compromising conflict resolution strategy more often in conflict than their male counterparts.

Hypothesis Three

There is no significant main effect of level of education on conflict management skills of the trade union leaders in the hospitality industry;

Table 4.10 shows that there was significant main effect of level of education on conflict management skills of the trade union leaders in the hospitality industry ($F_{(2;29)}$ = .848, $p<0.05$, η^2 = 0.078). Therefore, $H0_3$ was hereby rejected.

The result of the present study found that there was significant main effect of level of education on conflict management skills of the trade union leaders in the hospitality industry. This indicates that the level of education in conflict management skill was significantly categorised in managing conflict in the hospitality industry. That is, the higher the educational background the higher the skills in resolving inter- and intra-personal conflicts in the industry, which may yield low level of conflict and increase high level of productivity and customer relationship and satisfaction in the organisation. This is corroborated as Faniran (2002) and Adekunle (2004), who reported that experienced managers with higher education were found to be more effective in managing conflict situations than those less experienced and with lower education.

Stephen, Kyle, Manda, Deepa, and Alfred, (2011) found that educational level of managers in managing conflict in the organisation had a mixed predictive influence on conflict management styles among Hindus and Muslims. Bokkasam, Jaba, Saad, and Rashid (2012) conducted an exploratory study of interpersonal conflicts in various organisations in India and Saudi Arabia. The findings revealed that Hindus preferred the integrating and dominating styles, and showed the least inclination towards avoiding and obliging styles. Analysis of the demographic variables' predictive influence revealed that age, level of education and sex were significant predictors for all the five conflict styles for both Muslims and Hindus. Education had a mixed predictive influence on conflict among Hindus and Muslims.

Table 4.12   Pairwise Comparison between Male and Female Participants' Conflict Management Skills

(CRT)	(CG)	Mean Difference (CRT-CG)	Std. Error	Sig	95% Confidence Interval for Difference	
					Lower Bound	Upper Bound
Male	Female	-0.860	4.549	0.852	-10.350	8.630
Female	Male	-0.860*	4.549	0.852	-8.630	10.350

Table 4.12 shows the mean difference 0.860 between male and female participants' conflict management skills of the trade union leaders at significant level of 0.05.

Table 4.13: Estimated Marginal Means of the Treatment, Gender, and Level of Education on the Participants' Conflict Management Skills

Treatment group	Gender	Level of Education	Mean	Std. Error
Conflict Resolution Therapy	Male	Low	79.757	3.757
		Medium	75.045	4.888
		High	78.988	3.772
	Female	Low	10.905	1.120
		Medium	67.271	10.403
		High	84.771	6.072
Control Group	Male	Low	29.103	2.140
		Medium	83.732	8.409
		High	89.951	3.186
	Female	Low	12.001	2.140
		Medium	89.948	7.274
		High	87.517	4.922

Table 4.13 shows the mean and standard error of estimate of the treatment, gender, and level of education.

Hypothesis Four

There is no significant two-way interaction effect of treatment and gender on conflict management skill of the trade union leaders in the hospitality industry;

Table 4.10 shown that there was no significant interaction effect of treatment and gender on conflict management skills of the trade union leaders in the hospitality industry ($F_{(1;29)}$ = .735, p>0.05, η^2= 0.006). Therefore, $H0_4$ was accepted.

The study found that there was no significant interaction effect of treatment and gender on conflict management skills the of trade union leaders. Irrespective of the gender of the trade union leaders, same managerial skills are required in running the organisation and resolving conflict with the workers in the organisation. This is in tandem with previous studies, like Robert, Suzanne, Richard, Frei, Laurie, Hauver, Melisa, & Shack, (1990) who investigated the impact of Conflict Resolution Therapy on organisation conflict in two studies. In study I, male and female subjects were provoked or not provoked, and then exposed to one of several treatments designed to induce positive affect among the participants. The results indicated that many of these procedures (for example mild flattery, a small gift, self-deprecating remarks by an opponent) increased subjects' preference for resolving conflict through collaboration, but reduced their preference for resolving conflict through competition. In addition, self-deprecating remarks by an opponent (actually an accomplice) increased subjects' willingness to make concessions during negotiations.

In study 2, male and female subjects were exposed to two treatments designed to induce positive affect (humorous remarks and mild flattery). These were presented before, during, or after negotiations with another person (an accomplice). Both treatments reduced subjects' preferences for resolving conflict through avoidance and increased their preferences for resolving conflict through collaboration, but only when delivered during or immediately after negotiations. Catherine & Jeanne (2002), aver that managers have norms (standards of appropriate behaviour) for resolving conflict, that these norms are culturally based, and that

they explain cultural differences in conflict management outcomes.American managers were found to be more likely than Hong Kong Chinese managers, to resolve a greater number of issues and reach more integrative outcomes, while Hong Kong Chinese managers were more likely to involve higher management in conflict resolution. Culture had a significant effect on whether parties selected an integrative outcome rather than an outcome that involved distribution, compromise, higher management, or no resolution at all.

Armstrong (2002) and Cleaner (2004) found that male and female managers preferred the utilization of collective bargaining as a strategy for effective conflict management in work organisation. This findinsg disagreed with the present finding, as the female managers tended to use interpersonal, compromising, co-operative, collaborative, avoiding, pro-social, and communicative approaches in the course of managing industrial conflict. Male managers often utilise aggressive, competitive, confronting, assertive, pro-task and coercive approaches more often than female managers, even when collective bargaining strategy and conflict resolution strategy are being adopted (Ajaja, 2004;Akintayo, 2004; Adeyemo, 2005).

Hypothesis Five

There is no significant two-way interaction effect of treatment and level of education on conflict management skills of the trade union leaders in the hospitality industry;

Table 4.10 indicate that there was significant interaction effect of treatment and level of education on conflict management skills of the trade union leaders (F $_{(1, 29)}$ = 1.107, p<0.05, η^2= 0.052). Therefore, Ho5 is was rejected.

The result showed that there was significant two-way interaction effect of treatment and level of education on conflict management skills of the trade union leaders. There was positive effect of treatment on the trade union leaders with their level of education on management skills in solving conflict in the industry. This shows that conflict management in the industry requires high level of education and Hyun & Randall (1991), in a study, based on the collectivism-individualism structure, compared organisational conflict management behaviours between Korea (a collectivistic culture) and the U.S. (an

individualistic culture). Koreans were found to be extensive users of the conflict resolution strategies, while Americans preferred to use either non-confrontation or control strategies in dealing with organisational conflicts in line with their level of education (higher or lower). Moreover, Koreans were more sensitive in exercising power when facing conflicts with subordinates. Conversely, the effect of relational distance (in group vs. Out-group) in determining one's choice of organisational conflict management styles was found to be minimal with high level of education.

Hypothesis Six

There is no significant two-way interaction effect of gender and level of education on conflict management skills of the trade union leaders in the hospitality industry;

Table 4.10 shows that there was no significant interaction effect of gender and level of education on conflict management skill of trade union leaders in hospitality industry among participants (F $_{(1;29)}$ = .057, p>0.05, η^2= 0.003). Therefore, H0$_6$a was hereby accepted.

The results indicated that there was no significant two-way interaction effect of gender and level of education on conflict   management skills the of trade union leaders. The present study found that gender difference had no effect on level of education needed in resolving conflict. The present result aligned with Michel (2003), Samadi et al.(2006),Mirdeh et al,(2007), Hashemi Taredi (2009), Heidari et al,(2010), Jahromi et al,(2010), Arina (2011) and Zahedi, (2011), who found that gender and level of education had no positive influence on conflict management skills of workers in industrial organisations. A manager who has necessary and sufficient conflict management skills, conceptual skills (discipline, innovation and future forecasting), human skills (such as morality, relations and organisation) and technical skills (knowledge and experience) has an appropriate and effective role in creating organisational environment irrespective of gender and level of education (Afshari, 2010). In contrast to the present finding, average scores of organisational environment of women were more than those men. These had positive significant impact on the industry productivity and effectiveness of the co-workers. However on the basis of general categorization, the participants of this study aligned with some of the results of Marateb (1990), Adin (2000), Moghaddasi (2000), Talebpour (2002),

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Mehralizadeh (2005), Gholamian (2007) and Hosseini (2009). Organisations tend to benefit from managers that have the ability of proper use of human relations. In investing in educating their managers, they emphasize education of their mangers, nurturing leadership capabilities, interaction ability and increasing knowledge and preparedness.

Hypothesis Seven

There is no significant three-way interaction effect of treatment, gender and level of education on conflict management skills of the trade union leaders in the hospitality industry.

Table 4.10 shows that there was significant three-way interaction effect of treatment, gender and level of education on conflict management skill of trade union leaders ($F_{(1;29)} = 1.613$, $p < 0.05$, $\eta^2 = 0.075$). Therefore, $H0_7a$ was hereby rejected.

The result indicated that there was significant three-way interaction effect of treatment, gender and level of education on conflict management skills of the trade union leaders. This pointed to the impact of treatment and level of education on conflict management skill. Conflict resolution shows significant effect in line with level of education of the participants. This corroborates earlier research such as De Dreu, Carsten, Weingart, Laurie, (2003), that found relationships between conflict, task conflict, team performance, and team members' satisfaction. Olukemi (2004) note that the frequent eruption of industrial conflicts between employers and employees in Nigeria, can be effectively managed through collective negotiation and consultation with workers representatives. Michelle (2001) argues that task conflict can improve group outcomes. The study examined the influence of group conflict management skill on group conflict resolution strategies as well as the moderating role of group conflict management on task conflict group outcome relationships. The results of a field survey of 96 business school project groups indicated that the use of agreeable conflict management skill in response to task conflict was correlatedted with greater group satisfaction. The results on group conflict management skill as a moderator showed that the relationship between task conflict and group performance was positive when conflict was actively managed and negative when it was passively managed. The difference in location may account for the disparity in the findings.

Based on the discussion of the findings, it is justified that the pluralistic theory criterion matched the findings of this study in which the adopted conplict resulotion therapy was found effective in enhancing conflict magamgment skills of trade union leaders in the hospitality industry.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study offers a critical study on Conflict Resolution Therapy for trade union leaders in the hospitality industry in south-west Nigeria. The study is made up of five chapters. Chapter one, the general introduction, includes background to the study, statement of the problem, objectives of the study, significance of the study, scope of the study and operational definition of terms to aid understanding of the study.   Also there were hypotheses, raised to elicit responses from the participants.

The study did a comprehensive review of relevant literature. The literature reviewed assisted the researcher to fully discuss the various concepts utilised in the study. Conflict management skill, Conflict Resolution Therapy, gender and level of education were some of the areas reviewed. The theoretical framework was also discussed.

The quasi-experimental research design with 2x2x3 factorial matrix was used with a sample size of thirty-six representing two hotels in south-west, Nigeria. The research instruments used were; Conflict Management Skills Scale and Conflict Handling Inventory (screening tool). The validity and reliability of the instruments were stated and discussed. The data collected from the study were analysed using descriptive statistics of simple frequency counts and simple percentages, and inferential statistics of Analysis of Covariance (ANCOVA).

The findings of the study are summarised below:

1. There was significant main effect of treatment on conflict management skills of the trade union leaders in the hospitality industry.

2. There was no significant main effect of gender on conflict management skills of the trade union leaders in the hospitality industry.

3. There was significant main effect of level of education on conflict management skills of the trade union leaders in the hospitality industry.

4. There was no significant interaction effect of treatment and gender on conflict management skills of the trade union leaders in the hospitality industry.
5. There was significant interaction effect of treatment and level of education on conflict management skills of the trade union leaders in the hospitality industry.
6. There was no significance interaction effect of gender and level of education on conflict management skills of the trade union leaders in the hospitality industry.
7. There was a significant three-way interaction effect of treatment, gender and level of education on conflict management skills of the trade union leaders the in hospitality industry.

5.2   Conclusion

Managing conflicts in a constructive manner is one of the most important competencies that the hospitality industry managers need. Conflict management skills will continue to receive significant attention in the hospitality industry, in management training sessions, based on the level of education of the trade union leaders. Such skills will minimise the occurrence and destructive effects of interpersonal conflict among workers in the hospitality industry. A change in attitude can take place through consultative meetings, problem-solving workshops, conflict resolution training at communal levels and the development of dispute resolution systems that are applicable when considering the cultures and norms of the parties involved.

Therefore, Conflict Resolution Therapy is an effective therapy to foster conflict management skills of trade union leaders of the hospitality industry. Moreover, the moderating variables used in the study showed the significant influence in fostering management skills with the treatment package. Based on the findings of this study, it is concluded that, for trade union leaders to be effective and productive, Conflict Resolution Therapy should be included in the method of handling conflict in the hospitality industry during workshops, seminar and conferences, among others.

5.3 Policy implications

The findings of this study have several implications. The present study has proven that Conflict Resolution Therapy is effective in aiding conflict management skilsl of trade union leaders of the hospitality industry. This study demonstrated the importance of

increasing application of conflict management skills in handling existing conflicts in organisations. The outcomes of this work are important for the management, co-workers, law enforcement agents, Nigerian citizens, educational psychologists and other stakeholders.

Fostering conflict management skills of trade union leaders at all levels is germane and may enable the hospitality industry to gain recognition across the world. The study improved the relationship between the trade union leaders and the workers; the trade union leaders become proactive in the process of giving official duties to the coworkers and improve the productivity of the industry

Some of the major problems faced with trade union leaders in managing conflicts in the hospitality industry are expressed in the literature, dailies and by scholars. These problems include ineffectiveness, enmity between the trade union leaders and the workers, poor performance and socio-psychological factors. The effects of the problem listed include low productivity, loss of lives and property, job burnout, occupational stress, insecurity and other job-related problems. This study has established the fact that psychotherapeutic intervention, like Conflict Resolution   Therapy is effective in fostering conflict management skills. Therefore, it is essential for stakeholders of the hospitality industry and educational psychologists to adopt ways of introducing therapies that are behaviourally inclined into the procurement of personnel into the industry.

The same intervention could be used in other sectors of the hospitality industry thus extending the scheme to other hospitality industry workers. The study has also provided an avenue in which trade union leaders could acquire a skill that will enhance their conflict management skills while carrying out their official duties. psychologists who are interested in working in the industry can be confident in utilising any of the Educational Psychological interventions who are intrestedin working in the industry can be confident I utilising any of the psychological interventions. The study has far-reaching implications for the government, lawmakers, and stakeholders in the Ministry of Tourism in assisting the trade union leaders in the industry to undergo refresher courses that will strengthen the psychological frame of persons involved in conflict resolution. This study sheds light on psychotherapeutic intervention in boosting conflict management skill on trade union

leaders in the hospitality industry in Nigeria. The outcome of the study have also laid the basis for concrete techniques for human resources officers in the organisation at the point of recruitment of staff into the hospitality industry.

5.4   Limitations to the study

All projects have limitations. The limitations encountered in the course of this work are examined in the section. Thirty-six (36) were used for the quantitative study but at the end of the field work, thirty (30) remained owing to the nature of the research. This, however, does not reduce the usefulness and authenticity of this study, taking into cognizance the fact that the study is experimental in nature. The study emphasised only the use of Conflict Resolution Therapy on conflict management skills leaving out other therapies, such as Rational Emotional Behavioural Therapy (REBT), Emotion Regulation Therapy (ERT), and Affect Regulation Therapy (ART).

Gender and level of education were the moderating variables used in this study, thus excluding other factors, such as motivation (intrinsic), age, years of experience, family structure, career self-efficacy and emotional intelligence, which could also possibly affect the outcome of the treatment. Also, this study was restricted to the hospitality industry from two states in south-western, Nigeria. These limitations do not, however, render the findings of this study invalid.

5.5   Recommendations

The following recommendations are made based on the findings of this study:

1. Trade union leaders should improve on attitudinal dispositions towards the workers' inter- and intra-personal conflicts because the workers are the major stakeholders in the hospitality industry and are needed to achieve high level of productivity. The training sessions and the intervention improved knowledge about conflict management skills, good attitude and positive behaviour are necessary to help gain public recognition and acceptance in the hospitality industry.

2. Adequate seminars and workshop in line with psychological intervention should be put in place for the trade union leaders in training them on how to handle conflicts in the industry.

3. Trade union leaders should endeavour to acquire high level of education most especially in the area of conflict handling in the organisation, so as to manaage the welfare of the co-workers and help their well-being to enhance a high level of productivity.

4. Trade union leaders working towards a better hospitality industry should also give other workers in the hospitality industry support and provide adequate training that will boost their morale.

5. Stakeholders in the Nigerian hospitality industry should review monitoring activities such that the trade union leaders will take care of behavioural and social skills education that will make workers behave and reason in a pro-social manner.

5.6   Contributions to knowledge

The findings of this study have contributed to knowledge in the following ways:

1. This study has been able to validate the effectiveness of Conflict Resolution Therapy in promoting conflict management skills of trade union leaders in the hospitality industry. The study has broadened the knowledge of trade union leaders and counselling psychologists on the managerial skills needed in solving conflicts in an organisation.

2. This study has further proven that Conflict Resolution Therapy is effective in fostering conflict management skills in the hospitality industry.

3. This study has filled a research gap which sought the need to adopt some psychological interventions to improve the conflict management skills of trade union leaders in the hospitality industry, having discovered that management skills are crucial for the prospect of trade union leaders.

4. This study has identified areas of conflict resolution in which trade union leaders can have a better understanding of conflict management skills and a better relationship with co-workers.

5. The results of this research explain the relationship that exists among gender, level of education and conflict management skill.

5.7   Suggestions for further studies

1. This study investigated the effectiveness of Conflict Resolution Therapy on conflict management skills of trade union leaders in the hospitality industry in south-western, Nigeria. This study can be replicated in other geo-political zones.

2. The use of Conflict Resolution Therapy can also be adopted in other states to further determine its effectiveness on conflict management skills in other sectors.

3. Other studies can give attention to ethical behaviour variables as determinants of conflict management skills in health tourism.

4. Other demographic and psychological factors, other than gender and level of education, can be examined as moderating variables.

5. This will help to identify other variables that could influence the effectiveness of Conflict Resolution Therapy on management skills of trade union leaders in the hospitality industry.

6. Also, researchers can concentrate on other psychological interventions that could be effective in conflict management skills of trade union leaders in the hospitality industry.

7. The findings of this study can also be validated by reconducting the same research using the same target population after a period of time.

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APPENDIX I

TREATMENT PACKAGE

EXPERIMENTAL GROUP 1

(CONFLICT RESOLUTION THERAPY)

Session 1: Introduction and administration of instrument for Pre-test Scores

The objective of this session is to administer Conflict Management Skills Scale while Conflict Management Skill Inventory is used to determine the level of conflict management skill of the participant in the training.

Activity

- The researcher warmly welcomed the participants into the programme. Participants were informed that they would have eight (8) sessions of 45 minute each for a period of eight weeks;

- The researcher explained the reason for the programme and the benefit attached to it;

- The researcher also explained the rules guiding the conduct of the programme and what was expected of the participants;

- The researcher administered the pre-test instruments to the participants, and

- The participants were asked to identify different factors that contribute to poor management in an organisation and provide necessary solutions in solving the problems in the hospitality industry.

The research gave the participants an insight on the concept of conflict management skills. This was done to avoid confusion.

Conflict may be defined as a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals. Conflict is inevitable in a team and the results cannot be predetermined. While conflict might escalate and lead to non-productive results, it can also be resolved and lead to improvement on all sides. It is negative when it leads to violence, undermines the communication relationship between the parties involved in the conflict, stimulates people to become uncooperative, or prevents the parties from addressing real issues or problems. However, conflict is positive when it increases communication, releases stored feelings, leads to the solution of problems, results in the growth of the relationship

between parties in conflict, or improves performance. Therefore, learning to manage conflict is integral to a high-performance team.

Conflict results because of miscommunication between people with regard to their needs ideas, beliefs, goals, or values. Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of non-productive escalation. The exhibition of high level of conflict management skills among trade union leaders is very essential for the hospitality industry to take its rightful place in the development of the nation's economy. Conflict management skills are critical and essential to all trade union leaders in the hospitality industry. These leaders must have the ability to map out, strategise and understand the sources of conflict existing within the organisations, recognise conflict early and manage such constructively and effectively such that the unity of the members would still be intact.

Closing remarks:

- The participants were commended for their cooperation and encouraged to do the work given to them.

- They were also reminded of the time and venue for another session.

Session 2: The concept of conflict resolution therapy

Objective: At the end of the session, the participants should be able to:

- know the meaning of conflict resolution therapy;

- trace the process involved in conflict resolution therapy; and

- identify the major techniques of conflict existing in conflict resolution of the hospitality industry

Activity

- The participants were welcomed warmly.

- The researcher reviewed the homework with the participants and created group discussion.

- The researcher explained the meaning of Conflict Resolution Therapy to the participants thus:

The term conflict resolution refers to any situation where the side effect of a conflict are avoided or mitigated. Conflict resolution seek to avoid or terminate violence between

parties. Conflict resolution techniques often focus on changing structure, changing process or both, depending on the situation. Leaders are increasingly recognising the importance of implementing programmes that use conflict resolution techniques to handle conflict situation and process. These are also giving rise to improved mediation programmes designed to resolve conflict between unions and their members.

Obi in Evans and Newham (2001), equally opined that conflict resolution has been pursued largely through four approaches, depending on whether or not violence has erupted. These approaches are conflict prevention, conflict avoidance, conflict settlement and conflict resolution. Conflict prevention involves measures which contribute to prevention of desirable conflict once some situations involving goals incompatibility arise. Conflict can also be prevented when those who occupy management positions or perform management functions and supervision maintain good human relations in handling matters that affect their subordinates. Conflict avoidance refers to efforts made to avoid the development of contentious issues and the incompatibility of goals, while conflict settlement is described as a means for ending or terminating of conflict. Conflict resolution is conceptualised as the methods and processes involved in facilitating the peaceful ending of a conflict. Cognitive resolution is the manner in which disputants understand and view the conflict, with beliefs, perspectives, understandings and attitudes.

The development of conflict and its resolution tend to follow a pattern. This is based on the work of Pondy (2007), where he identifies six steps of conflict process;

Antecedent conditions: A number of conditions have been linked to the degree of conflict (Walton et al., 2009; Corwin 2009). Although they are not necessarily causes of conflicts, they seem to be associated with a higher rate of conflict and may predispose a situation in that direction. These conditions create room for conflicts to arise. According to Robbins and Judge (2011), the conditions can be condensed into three: communication, structure and personal variables.

Perceived conflict: Another part of the conflict process has to do with how parties perceive the situation. Parties often engage in conflict because one party perceives that its interests are being opposed by another. Parties also engage in conflict because they perceive a situation as involving limited alternatives.

Felt Conflict: In addition to perception, Pondy (2007), posits that feelings and attitudes alter the relationship between objective conditions and potentially result in conflicting outcomes. Where parties value cooperation and believe that success in their relationship depends upon the attainment of the needs of both, their behaviour is likely to be different from when the parties value competition and believe that one can win only at the other's expense. Robbins and Judge (2011) describe this stage as one which is characterised by emotions, such as anxiety, frustration, tension or hostility.

Manifest behaviour: Eventually something happens. The game begins, the fight breaks out, the argument starts and the negotiation begins. It is also possible that the parties will perceive a problem and begin to exhibit problem- solving behaviour at this point. If conflict is noticed, the parties must have engaged in activities which in a way interfere with the goal attainment of the other.

Conflict resolution or suppression: Conflict resolution or suppression activities are those which are directed at reducing a conflict. Several methods are used to resolve conflict. Some of these essentially involve the victory of one side and the defeat of the other. Others involve splitting the difference, compromising or the use of problem-solving skills.

Resolution aftermath: The resolution of conflict leaves a legacy which influences the future relations of parties and their attitude about each other.

Negotiation: This is a discussion of two or more people with the goal of reaching an agreement. The first strategy that people use during conflict is negotiation. Negotiation is an integral part of every human activity. It is also very good to help reduce the effect of conflict. The term negotiation could be taken to mean all the interactions, strategies and face-to-face efforts to argue with and modify the position of an adversary.

Mediation: This a method of handling conflict and is becoming a popular term in the discussion of conflict resolution. Fulberg and Taylor define mediation as the process by which participants come together with the assistance of a neutral person or persons, systematically isolate disputed issues in order to develop options, consider alternatives and reach consensual settlement that will accommodate their needs.

Arbitration: This is another method often mentioned in handling conflict. Goldberg describes arbitration as a process that is often voluntary, final and binding. Arbitration is

settlement of dispute by the award of a tribunal, which gives power to existing laws that are binding the parties.

Adjudication: A legal process of resolving a dispute or deciding a case. It's the process which most people are familiar with. Many litigants use the courts in an effort to resolve disputes and conflicts between conflicting parties.

Persuasion: This is the process of altering a person's perception or attitude on a subject. Persuasion is the right means of effecting change. Gandhi maintained that, "No man can claim that he is absolutely right and the other in wrong". Everybody has the free will and right to decide his own. However one can motivate and guide the wrongdoer to understand the matter in a better way.

Communication: It is a cooperative process which is characterised by open and honest sharing of relevant pieces of information by participants. Each one should be interested in informing as well as being informed by the other. Misleading communication gives rise to mistrust, suspicion, espionage and ultimately conflict. Therefore, communication has to be precise, clear, simple and unequivocal.

Reconciliation: Here, the value systems of the parties so change that they have common preferences in their fields.

Cooperation: This is one of the essential methods of conflict resolution process. Burton argues that all social conflicts emerge from scarcity of resources. According to him, resources are of two types: material resources and non-material resources. He tags cooperation one as social goods (which are status, dignity, recognition, reverence and all human rights). Some people cannot access material goods at the same levels, scarcity is also a reality in relation to this.

Encapsulation: This is curbing the range of expression of conflict. It is "a procedure in which conflict parties agree on certain rules and parameters and avoid certain of the more extreme forms of conflict."

 Assignment

Participants were asked to write out what they understood by Cognitive Restructuring Therapy and its types.

Closing remarks:

- The researcher commended the participants for their cooperation.
- The participants were reminded to do their homework
- They were told of the time and venue for another session.

Session 3: Major types of conflict

Objective: At the end of the session, the participants should be able to:

- explain classroom learning adaptation

Activity

- The participants were welcomed warmly
- The researcher reviewed the assignment with the participants.
- She also explained to the participants the meaning of classroom adaptation and presented likely examples as thus:

Types of conflicts

i. **Hierarchical conflict:** There may be conflict between the various levels of an organisation. The Board of Director may be in conflict with top management, middle management may be in conflict with supervisory personnel, or there may be general conflict between management and workers.

ii. **Functional conflict:** Conflict may arise among the various functional departments of an organisation.

iii. **Line- staff conflict:** There may be conflict between line and staff. It often results from situation in which staff personnel do not formerly possess authority over line personnel.

iv. **Formal-Informal conflict:** This is the type of conflict between formal and informal organisations, for example the norms of performance for informal organizations may be incompatible with those of formal organisations norms for performance.

Conflict can be broken into first stages, which are; latent, perceived, felt, manifest and conflict resolution stages.

v. **Latent:** In this stage, the basic conditions for potential conflict are resources, role conflict, drivers for autonomy, divergence of individual goal and many others. These

conditions are suppressed for reasons not quite known to members or belong to the opposition on every issue.

vi. **Perceived:** At this stage, focused anxieties are created between the parties.

Each party begins to develop negative feelings towards the other. As the parties argue and battle for the point of view, the cause of the conflict would have become blown out of proportion.

vii. **Manifest:** This is the stage of open conflict, a stage when conflict behaviour is exhibited. An example of such is sabotage.

viii. **Resolution and Aftermath:** This stage represents the condition that exists after the resolution or suppression of the conflict. If the conflicts has been genuinely resolved, it can lead to an improved relationship and effective cooperation in the organisation. But if it is not resolved adequately, it may lead to a new and more severe conflict.

Assignment

   Participants were asked to write out what they understood by the term classroom learning adaptation and adjustment.

Closing remarks:

- The researcher commended the participants for their time and cooperation.
- The participants were reminded to do their homework.
- Time and venue for another session were announced.

Session 4: Causes of organisation conflict

Objective: At the end of the session, the participants should be able to:

- understand organisation conflict.
- identify and define causes of organisation conflict

Activity

- The participants were welcomed warmly.
- The researcher reviewed the assignment with the participants

The researcher explained **Causes of Organization Conflict**

According to Aggyris (1994), organisation conflict refers to the type that arises from the structural and designed features in an organisation. Factors that influence the design and

structure of an organisation include the nature of its environment, it sizes and characteristics of its technology-Conflicts in an organisation is usually based on the structural characteristics rather than personal disputes. Aggyris (1994) highlights the different types of conflicts.

Work interdependence: Features of an organisation are division of labour and committed task specialisation. Division of labour is the process of dividing jobs into homogenous smaller tasks. This often creates a situation whereby two or more different units depend on one another to complete their respective task. This leads to interdependence among the groups, which is also a potential cause of conflict.

Difference in unit orientation and goals: Division of labour and task specialisation make units to formulate their goals or objectives and to develop a narrower orientation towards the goals and problems of the organisation. The more the conflict between the two groups and orientation of two units, the more the conflict between the two groups is.

Difference in performance criteria and reward system: Conflict amongst units can arise if work activities are evenly distributed, but the reward are not. Evaluation and reward management emphasise a separate grading for each department.

Mutual dependence on limited resources: Resources like personal ones, materials, equipment, operating funds and space are limited. The management decides how to allocate these scarce resources among the various departments in order to effectively attain the organisational goal and objectives. In allocation, some sub-units may be given priority and receive more resources .The limited nature of resources is a potential source of conflict among units in an organisation.

Differences in status: Division of labour and task specialisation often lead to a situation where some units are seen as more important than others. This results in issues bordering on power and hierarchy.

Closing remarks:

- The researcher commended the participants for their cooperation.
- The participants were reminded to do their homework.
- They were reminded of the time and venue for another session.

Assignment

- The participants were asked to identify their personal growth and enumerate their potential in learning Economics as a subject in social science.

Session 5 :Expression of staff well-being (urge, drive and motives)

Objectives: The following objectives were expected to be achieved at the end of this session:

- The participants should be able to explain the meaning of staff well-being.
- They should be able to evaluate developed urge and motives.

Activity

- The participants were warmly welcomed and the researcher reviewed the work of the previous session with them.

- The researcher explained that staff well-being is an individual committed, focus, determined to discharge assigned duties irrespective of the conditions/situation; able to resolve problems; regulates behaviour from within; and evaluates self by personal acceptance. Motive has received much attention from many researchers with different psychological and philosophical perspectives in different fields of study, especially managerial psychology owing to its significant effect on managerial competence, persistence and job achievement. It has been operationalized from the perspectives of different theoretical approaches over the past decades.

For instance, acceptance implies that good interaction and relationship between the manager and members are important aspects of good performance in the hospitality industry. This approach is not based on confrontation of superiority or inferiority. It is important that the members do not give the impression that conflict procedure is the major means of solving problem in the hospitality industry. They are expected to master the approaches and procedures of discouraging conflict. Conflict Resolution Therapy relies heavily on listening rather than telling/thinking. Empathethic listening and accurate reflection are crucial to facilitating change in conflicting situations. If members feel that they are truly understood and accepted, they will be increasingly open to viewing the management as an interested and a valid stakeholders in their well-being.

Assignment

The participants were asked to explain the meaning of urge, drive and motive and their relevance to learning of Economics as a course of study in a Nigerian university. Furthermore, they were asked to study the importance of Economics to national development

Closing remarks:

- The researcher commended the participants for their cooperation.

- The participants were reminded to do their homework.

- They were informed of the time and venue for another session.

Session 6: Develop discrimination

Objectives: At the end of this session the following should be attained:

- The participants should be able to understand develop discrimination
- They should be able to develop appropriate discrimination strategies

Activity

- The participants were commended for coming and the homework was reviewed by the researcher.

The researcher explained the meaning and strategies of developing, stating clearly that such workers who develop discrimination accepts their good and bad qualities, feel positive about past life and have an improved hospitality industry level. However, motivation for change occurs when people perceive discrimination between where they are and where they want to be. In employing this Conflict Resolution Therapy strategy, the researcher helped the trade union leaders to recognise the distinction between the effects of job failure on their lives now and how they would like their lives to be. Awareness of this distinction may well drive the desire for change. Here, again, the researcher conveyed the same respect and empathy for executive members as described above in line with the implications of managerial skills, pass or failure. The researcher found that many workers did not have expressed goals, especially beyond the immediate future as a result of the failure of the hospitality industry in providing adequate needs for their workers.

Assignment

- The participants were given homework to develop strategies through which discrimination in learning could be achieved.

Closing remarks

- The researcher commended the participants for their cooperation.
- The participants were reminded to do their homework.
- The participants were reminded of the time and venue for another session.

Session 7: Self-efficacy

Objectives: At the end of this session, the following should be attained:

- The participants should be able to define self-efficacy.

- They should be able to state and explain self-efficacy support and how it can affect their Economic performance.
- They should be able to develop strategies through which self-efficacy support could be attained.

Activity

- The participants were welcomed warmly. The researcher reviewed the previous homework with the participants.
- The researcher defined the relationship between Economics and self-efficacy explained self-efficacy support with respect to how it could affect or influence their Economics performance. Cognitive restructuring strategy refers to helping develop and support the client's belief that he/she can achieve change in learning Economics. This is important because people believe that learning Economics in university is so difficult. Moreover, learning of Economics is still unlikely to engender change in participants' performance unless there is hope for success through learning readiness in Economics. Even if the participants acknowledges that failure in Economics is failure, he or she may be disinclined to improve in learning Economics and attitude without the belief that he or she can be successful in making that change to enhance performance in Economics. The researcher's role was to help participants develop and/or strengthen the sense of self-efficacy so that they can improve their performance in Economics. In order to support self-efficacy, the researcher asked the participants about previous successful experiences they have had in the following areas: previous periods of improved Economics, earlier success in Economics achievement and past accomplishment in gaining control over another problematic habit when they were in secondary school and the experience gained from their teachers. Some students may not make the connection between these previous accomplishments and the likelihood that they will be successful in meeting their goal regarding Economics performance.

Closing remarks

- The researcher commended the participants for their cooperation so far.
- The participants were reminded of the time and venue for another session.

Session 8: Overall review, post-experiment test administration and conclusion

Objectives: At the end of the session, the participants should be able to:

- Summarise their experience based on what they have benefited from the various skills taught since the commencement of the programme.
- Respond to the post-test instruments.

Activity:

- The participants were warmly welcomed and the homework was reviewed together with the researcher.
- There was an interactive session between the researcher and the participants to ascertain the effect of the therapeutic programme. Activities of the previous sessions were role-played to be sure that they have attained positive experience through the intervention.
- Post-test instruments were administered, and the researcher then thanked the participants for their co-operation while a token gift was given to each of them in appreciation of their participation in the training programme.

Closing remarks

- The researcher commended the participants for their unrelenting cooperation.
- The participants were encouraged to effectively utilise the skills they have acquired.

Control Group

Session 1

Topic: Administration of pre-test instrument

Objective: To administer pre-test instruments to the participants.

Activity: The researcher established familiarity with the members of the group. The researcher also explained to the participants that the programme was mainly for research purpose only and that their support and co-operation were highly needed. The pre-test instruments were administered to the participants.

Closing remarks

- The researcher commended the participants for their time and effort.
- The participants were reminded of the time and venue of the next session.

Session 2:

Topic: Education and sustainable growth and development for reduction of poor Economics performance

Objectives: The following objectives were expected to be achieved at the end of this session:

- The participants should be able to define what is Economic?
- The participants should be able to define what is sustainable growth and development of poor Economics performance
- They should be able to state how Economics contribute to sustainable growth and development of National economic performance.

Activity

- The participants were warmly welcomed and the researcher gradually introduced the topic Education as a concept
- The researcher defined sustainable growth and development of National economics performance as series of advancement, standard and improvement that could occur in any nation.
- The researcher began with explanation on the nature of sustainable development and proceeds to National Economy of any developed, developing and under-developing

countries. A survey of basic issues that might contribute to sustainable development in any nation was done.

Assignment

- As a take-home assignment, the participants were asked to explain Education in relation to economic performance and sustainable growth and development of Nigerian Economy.

Closing remarks:

- The researcher commended the participants for their cooperation.
- The participants were reminded to do their homework
- They were informed with the time and venue for the next session.

Session 3

Topic – Administration of post-test instrument at the 8th week.

Objective: Administration of post-test instrument.

Activity: The post-test instruments were administered, after which the researcher gave some counselling talk on how economic performance contributes to sustainable growth and development of a nation's economy and encouraged the participants to seek any assistance concerning their learning from the researcher whenever they need such. A token gift was given to each person to show appreciation and thanked them for their co-operation.

Closing remark

- The researcher commended the participants for their time and effort.

UNIVERSITY OF IBADAN

FACULTY OF EDUCATION

DEPARTMENT OF ADULT EDUCATION

This scale was designed to collect information from you on the effects of Conflict Resolution Therapy on conflict management skills of trade union leaders in the hospitality industry in Ibadan Oyo state Ikeja and Lagos state, Nigeria. Kindly provide the responses to the best of your opinion in the items below:

Thanks.

SECTION A: Demographic Characteristics

Sex: Male   ( )   Female   ( )

Age: 20-30yrs (   )   31-40yrs ( ) 41-50yrs (   )   51 and above   ( )

Religion: Islam ( ) Christianity ( ) Traditional (   ) Others (   )

Marital Status: Single (   ) Married   (   ) Divorced   ( ) Separated ( )

 Educational Qualification: NCE/OND   (   ) 1st Degree/HND (   )

   Postgraduate/Professional ( )

Conflict Management Style Inventory (CMSI)

Always (A), Often (O), Sometimes (S), Rarely

Items	A	O	S	R
I explore issues with others so as to find solutions that meet everyone's needs.				
I try to negotiate and adopt a give-and-take approach to problem situations.				
I try to meet the expectations of others.				
I argue my case and insist on the merits of my point of view				
When there is a disagreement, I gather as much pieces of information as I can and keep the lines of communication open.				
When I find myself in an argument, I usually say very little and try to leave as soon as possible.				
I try to see conflicts from both sides. I ask myself: What do I need? What does the other person need? What are the issues involved?				
I prefer to compromise when solving problems or just move on				
I find conflicts challenging and exhilarating; I enjoy the battle of wits that usually follows.				
Disagreement with other people makes me feel uncomfortable and anxious.				
I try to accommodate the wishes of my friends and family.				
I can figure out what needs to be done and I am usually right.				
To avoid deadlock, I meet people halfway.				
I may not get what I want but it is a small price to pay for ensuring there is peace.				
I avoid hard feelings by keeping my disagreements with others to myself.				

Conflict Management Skill Questionnaire

Almost Always (AA), Often (O), Sometimes (S), (Seldom (Se), Rarely/Never (R/N)

Items	AA	O	S	Se	R/N
I g along with the other party's wishes rather than my own.					
I compromised by accepting a middle ground solution.					
I try to creatively find the best solution for everyone.					
I avoid differences of opinion as much as possible.					
I force my own ideas and preferences on others.					
I try to make the dispute less significant.					
I accommodate the other people's wishes.					
I do my best to get what I wanted.					
I try to figure out how to satisfy both my interests and the other party's.					

I make sure that both sides contribute a little.					
I work toward a 50–50 compromise.					
I fight for my own position.					
I searched for solutions that satisfy both parties.					
I delay or avoided solving the disagreement.					
I usually hold my position.					
I let the other side have its way					
I try to settle the conflict with a halfway compromise.					
I try to find a solution that benefited both sides					
I avoid communicating with the people with whom I have the conflict.					
I give the other party what it wants.					

Social Science and Humanities Research Ethics Committee (SSHREC)
University of Ibadan

Chairman   *Email:* sshrecuisoc@gmail.com
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B.Sc., M.Sc.(Ife) MHSc (Toronto), Ph.D. (Ibadan)

NOTICE OF APPROVAL AFTER COMMITTEE REVIEW

Re: CONFLICT RESOLUTION THERAPY AND CONFLICT MANAGEMENT SKILLS FOR TRADE UNION LEADERS IN HOSPITALITY INDUSTRY IN OYO AND LAGOS STATES NIGERIA

UI/Social Sciences Ethics committee assigned number: **UI/SSHREC/2019/0073**
Name of Principal Investigator (Ibadan): **OJEDOKUN FOLUKE**
Address of Principal Investigator: Department of Adult Education, Faculty of Education

Date of receipt of valid application:
Date of meeting when determination on ethical approval was made: **20/12/2020**

This is to inform you that the research described in the submitted protocol, the consent forms, and other participant information materials have been reviewed and given full approval by the SSHREC Committee.

The approval dates from **20/12/2020 to 19/12/2021.** If there is delay in starting the research, please inform the SSHRE Committee so that dates of approval can be adjusted accordingly. Note that no participant accrual or activity related to this research may be conducted outside of these dates. All informed consent forms used in this study must carry the SSHRE Committee assigned number and duration of SSHRE Committee approval of the study. It is expected that you submit your annual request for the project renewal to the SSHRE Committee early in order to obtain renewal of your approval to avoid disruption of your research.

Note: The National code for research ethics requires you to comply with all institutional guidelines, rules and regulations and with the tenets of the Code including ensuring that all adverse events are reported promptly to the SSHREC. No changes are permitted in the research without prior approval by the SSHREC except in circumstances outlined in the Code. The SSHRE reserves the right to conduct compliance visit to your research site without previous notification.

Prof. A. S. Jegede

Premier Hotel I 2019

Premier Hotel II 2019

Sharaton Hotel I 2019

Sharaton Hotel I1 2019