



A STUDY ON CONFLICT MANAGEMENT AND CONFLICT RESOLUTION IN HOSPITALITY ORGANIZATIONS

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Conflicts as a natural and inevitable aspect of human interaction may cause functional or dysfunctional consequences according to the management style. Therefore, management of conflict is extremely important for organizational effectiveness and efficiency, and some writers consider it as the most important issue in the management of the organization. This study includes general information on organizational conflict. An extensive definition of conflict is followed by a classification, and a literature review on solutions is discussed. The research population contains personnel working at five-star hotels in Alanya, Turkey. The sample is in the 18-45 age range with 201 employees. Results of the research show that an effective management of the conflict within an organization plays an important role in the efficient operation of in-house systems. At this point, developing good relationships among employees, between the employer, employees and the units, taking precautions against possible conflicts and finding proper solutions strengthen the relationship among the staff and provide the organization with high-quality service.

Keywords: Hospitality organizations, Conflict, Conflict management, Communication, Tourism.

Introduction

The aim of this study is to examine the reasons of conflicts and conflict resolution techniques in hotel managements, to put forth the reactions to conflicts, to share opinions and evaluations on conflicts, and to discuss the kinds of conflict resolution practices from the perspective of employees of leading 5-star hotels in hospitality industry. Another aim hereby is to determine whether female and male employees, who might be different from one another in terms of administrative attitudes, are exposed to conflict or not, to define the conflict experience ratings of employees who work in higher and lower level positions and to find out the effect of educational level in the experience of conflict. On the other hand, another aim is to examine kinds of measures taken by management in order to use conflict as a means to promote efficiency in the organization. Exploring the activities of management to determine the effect of

communication over conflict, putting forth the activities managements organize to train and inform employees, finding out whether managements provide employees with a clear explanation of their position and responsibilities, and discovering the kinds of incentives by managements to thank or congratulate employees are also listed as other aims of this study.

Definition of Conflict

Although it emerges in various environments and levels, conflict in its general meaning could be defined as a difficulty encountered by an individual or a group in the process of choosing an option and disruption in decision making mechanisms as a consequence (Can, 2005, p. 377). In addition to this, although it arises from individual differences in general, conflict may also originate from the issues such as codependency of jobs, differences in definitions of jobs, duties and organizational structure. As regards, conflict may also be defined as a dispute between two or more organization members or groups as a consequence of the need to work in positions that require functional codependency and that differ in status, purpose, value or perception (Stoner and Freedman, 1989, p. 391). When considered as a process, the sub stages that may be drawn from the definitions concerning the concept of conflict are listed as in the following sequence (Baron and Greenberg, 1990, p. 458):

- a. The presence of incompatible or opposite interests between individuals or groups,
- b. Diagnosis of these oppositions by the parties involved,
- c. The belief by both parties that the other is obstructing and disrupting their interests,
- d. Action taken by both parties with the aim of obstructing or disrupting the other's work.

Organizational Conflict: Wherever there is human factor as a social input, arguments and conflicts among individuals are inevitable as a consequence of individual differences especially in today's environment of intense globalization and competition (Sims, 2002, p. 45). Everybody may adopt and defend different feelings, thoughts, beliefs, attitudes, preferences, etc. depending on individual differences. These differences are one of the important factors constituting the source of conflicts (Karataş, 2007, p. 2). Conflict is a phenomenon that could emerge in every part of organizational life, and it may bring heavy loads and costs both for organization and individuals if it is not managed well. (Tjosvold, 1991, p. 3). There are three main approaches on the subject of conflicts emerging in organizations. These may be listed as traditional, behavioral and interactional approaches (Robbins, 1998, p. 146).

Process of Conflict

According to the process model, conflict is a process that emerges when an individual feels forced and perceives blockage from the other and starts to resist it by opposing. The aim of the process model is to determine the stages of the conflict process and to manage it by taking control of conflict. According to the process model, dual conflict consists of interdependent stages. Every stage of dual conflict is formed according to the consequence of the previous stage. Similarly, every stage prepares the basis for the next stage to take form (Robbins, 1998, p. 437).

First Stage "Potential Conflict": This refers to the presence of conditions that create an opportunity for the conflict to arise. These conditions do not necessarily create conflict, but at least one of these conditions must be present for a conflict to arise. Potential conditions that result in conflicts in an organization may be differences in purpose, distribution of limited resources within the lower units of organization, differences in power and methods followed in distribution.

Second Stage "Comprehension and Personalization": In this stage of conflict, individuals and group members become aware of the presence of conflict. However, perception of a conflict does not mean that it is being personalized (Robbins, 1998, p. 440). For example, one may realize that he is in a dispute with

his coworker. Nevertheless, this situation would not necessarily create stress or anger for him. Conflicts may vary depending upon the perspective of the individual with regard to facts and the influence that the conflict has on the individual (Özkalp and Kirel, 1997, p. 208). Conflict in this stage is considered as either perceived conflict or felt conflict.

- a. **Perceived Conflict:** Perceived conflict can be defined as the individual or group awareness of the factors that create the conditions for the conflict to arise. Here, members are aware of the conflict even though they cannot exactly explain the reason for it. Sometimes, there might be a conflict based on differences of perceptions. Then, as incompatibility or opposition is perceived, tension arises among employees.
- b. **Felt Conflict:** When perceived conflict is shared within employees and different opinions are shared, conflict starts to be felt. Obstructions within the organization, loss of motivation and stress are now to be observed along with this kind of conflict. Above all, it is necessary to be aware of the presence of conflict.

Third Stage “Behavior”: This stage expresses the actual behaviors of parties. The conflict may now take the form of arguments, withholding information and data from the other party, or the use of physical force (Şimşek et al, 2001, p. 248). A manifest conflict is in question if a group member displays conscious behaviors that obstruct another member's purposes and create conflict. Manifest conflict includes a wide range of behavioral patterns from covert, indirect and controlled scoldign and taunting to direct, aggressive, violent and uncontrollable disputes. Likewise, behaviors of conflict management start at this stage. When conflict manifests itself, parties develop techniques to manage it. There are five approaches that could be used by parties in terms of conflict management; competition, cooperation, avoidance, adaptation and reconciliation (Ateş, 2000).

Fourth Stage “Consequence”: The interaction of manifest conflicts and conflict management techniques bring about some consequences. If the conflict results in an improvement to the group performance, then the consequence is considered functional. If, on the contrary, group performance is inhibited, then the conflict is not considered functional (Ateş, 2000).

Conflict Management

The term conflict management is more extensive than the term conflict resolution. In other words, conflict resolution expresses reconciliation of conflict while conflict management includes both reconciliation of conflict and directing destructive conflicts towards constructive results. Conflict management may be expressed as a process that involves stages of diagnosing the conflict, determining its intensity, defining appropriate intervention methods through an evaluation of this intensity with regard to its effects and monitoring its results (Alp, 1997, p. 102). The success of organization in conflict management is indicative of an organizational structure that enables constructive interaction between individuals and groups. In such organizations, majority of employees consist of individuals who are adequately knowledgeable, experienced and ready to accept different standards of judgment. Individuals show a genuine, honest and determined attitude in an attempt to find a solution for the conflict by virtue of trust between the members of organization, by loyalty to the work group and organization, and motivation for cooperation. There is a prominent inclination to find a constructive solution rather than carrying on the conflict. The solutions found are often quite creative and are better than the resolution proposed by the conflicting parties (Bayrak, 1996, p. 21).

Managerial Approaches to Organizational Conflict

Many managerial approaches with regard to organizational conflicts are observed to be in use when related studies are examined. These approaches, although differing in their understanding of conflict, are analyzed below.

Traditional Approach: Traditional approach deals with destructive and disruptive aspects of conflict, which have to be avoided in terms of organization, and does not take into account the creative, productive, changing and improving aspects of it. In this approach, conflict is seen as something that is undesirable and that must be avoided. The duty of manager is to clear the undesirable conflict right away. According to the traditional approach, conflict corrupts the functioning of organizational processes and causes a decrease or drop in the organizational performance. This view corresponds to the attitudes dominant in the perception of group behavior in the 1930s and the 1940s. The results of a study conducted by Elton Mayo and others between 1927 and 1932 at the Western Electric's factory in Hawthorne lead to the conclusion that conflict has nonfunctional consequences such as poor communication, lack of clarity and trust between individuals, lack of sensitivity by managers towards the needs and requests of the workers.

Behavioral Approach: In contrast with the traditional approach, behavioral approach, which considers individuals in the organization as social human beings and which deals with human behaviors and relations, accepts conflict as a part of organizational life. According to this, conflict is natural and inevitable in organizations, and it is sometimes even useful to the performance of organization. This view has been influential from the 1940s to the middle of the 1970s.

Interactional Approach: Interactional approach, which belongs to the modern understanding of management and organization, accepts that conflict is inevitable in organizations. Differing from behavioral approach, not only does it accept conflict but also it suggests that an extremely compatible, peaceful and cooperative group would be indifferent to changes and innovations, and argues that conflict should be encouraged deliberately. Organizations which do not experience conflicts are condemned to immobility, lifelessness and destruction (Regnet, 1999, p.12).

Short-Term Coping Methods for Conflict Resolution

Avoidance: The most natural way to resolve conflict is avoidance. The party who uses avoidance method willfully does not act in any way and tries to stay out of the conflict situation (McKenna, 1995, p.23). If a conflict inevitably arises, they would either leave this setting in which they find themselves or carry on doing with their usual activities without showing interest to anything else as if they are busy and have a very important thing to do. Actually, when contacted with the parties, it is observed that they keep their silence as if dispute does not exist or they deny the conflict (Cüceloğlu, 1987, p.189).

Mollification: This management method is appropriate when a short term goal is desired. On the other hand, one of its undesirable aspects is the risk of high cost as a result of suppressing the conflict. If the conflict is really important for the parties, the disregard of feelings would not clear the conflict, but suppression can be suggested as a more effective technique. However, these feelings of suppression may cause much more trouble for the organization in the long run (Kılınç, 1986, p.155-156). Most subordinates may use this style of conflict management with senior management to save the day. Especially in Turkey, where there is a huge discrepancy between higher and lower levels of management, subordinates are likely to surrender to the needs and interests of people who are at higher ranks in case of conflicts (Karip, 1999, p.63).

Reconciliation: Reconciliation is unification of the conflicting parties in accordance with common benefits while giving up their own interests (Robbins, 2003, p.169). Both parties agree to sacrifice and give and take in order to find a common ground that would be mutually acceptable. Therefore, not any certain winner or loser is addressed in this technique (Rahim et al. 2000, p.12).

Negotiation: In this method of resolving conflict by agreement, one of the parties could meet the other somewhere in between by compromising with their own purposes. In this case, the compromising party usually has less power than the other. We may say that this method is also a temporary solution for the

resolution of conflict. Compromising (negotiation) technique is used especially in employer-employee relations and also in collective labor bargains (Eren, 2001, p.558).

Intervention of a Third Party: If the parties cannot agree on a solution for the conflict themselves, and the manager is not able to convince them in any way, an expert and objective person is consulted as a third party (Can, 2005, p.385).

Voting: Sometimes, in order to resolve a conflict, the vote of majority may be consulted. This technique would be most suitable for the conflicts between big groups of people. But if some people in one party attempt to inhibit free voting of other members and try to win over the majority, the solution may present itself as oppression and domination rather than democracy (Şimşek, 2005, p.305).

Leaving the Decision to Higher Management: It is a frequently encountered event for the parties in conflict to leave the solution to the decision of a higher manager who is in a supervising position for both parties in hierarchic organizations where a pecking order is established. The most important aspect of this method that differentiates it from intervention of third party is that the decision to resolve the matter would be binding. The decision may not always end in agreement since parties involved would be obligated to comply with it even if they do not agree. Therefore, the decision of higher management is an effective method in mitigation of conflicts. However, this method brings about only a result instead of an in-depth analysis of the conflict (Kılınç, 1986, p.158).

Drawing Lots: In cases where manager grants all of the parties their rights and still considers reconciliation as necessary, he/she may propose the approach to accept the inevitable for the sake of resolving the issue. In this case, the party which loses in drawing lots would either accept the inevitable but continue to stay in the organization with decreased motivation, or leave the organization after experiencing the drop in his/her prestige and value. Therefore, the technique of drawing lots might lead to some important losses while resolving the conflict (Eren, 2001, p. 556).

Long-Term Coping Methods for Conflict Resolution

Solving the Problem: The style of solving the problem includes processes of defining the conflicting parties, reviewing the reasons of dispute, presenting different options and bringing them together in order to choose an appropriate course of action on which both parties can agree (Baysal and Tekarslan, 1996, p. 331). A solution which could be completely agreed on by both conflicting parties is searched and therefore none of the parties would be forced to compromise. Since employees in conflict come together to find the best solution for their problems, the reasons of conflict is discussed mutually and with the help of manager, and a detailed examination and discussion take place in this approach. In the light of the results found in this way, conflict may be acknowledged and other ways of resolving the issue could be proposed (Şimşek, 1999, p. 289).

Setting Superior Purposes: This method enables determining more important, effective and extensive purposes than those of conflicting parties and provides unification of parties in the direction of more important and extensive purposes, leaving behind the differences between parties (Peker and Aytürk, 2002, s.250). This method can be in use following the realization by conflicting parties that they will not be able to reach the determined purposes without the help of the other party. As a result, this will lead to interdependence and solidarity between conflicting parties and may contribute to conflict mitigation (Akkirman, 1998, p. 6).

Increasing the Resources: This method consists of finding solutions to increase the resources if the conflict arises from the scarcity of material and human resources in the organization. Therefore, employees with more financial resources, departments with more staff, and personnel with better

equipment and materials will then cease to be in conflict and get along with each other (Eren, 2001, p.559).

Political Approach: In political approach, which is another effective means of conflict resolution, the management explains that if one party or all parties decide to make some compromises, this might be advantageous for them in some different aspects in the future. For instance, giving promises of new positions to employees who object to a new kind of technology due to their concern about their positions would be an example of political approach (Eren, 2001, p.557).

Changing Behaviors: This method is aimed at changing the behaviors of conflicting parties, so the reasons of conflict and attitudes and conducts of parties concerning the conflict are emphasized. With this method which was introduced by Blake and Mouton for the first time, conflicting parties are trained under a program by the manager and they are told that the purpose is to analyze mutual perceptions and relations. Then parties are asked to express their perceptions and attitudes regarding themselves and the other parties. This method, being a kind of laboratory training, enables parties to come together in special meetings to think and analyze their perceptions during their communications with the other parties. Perceptual distortions are attempted to be fixed in this way (Can, 2002, p.331).

Strategies Used in Organizations for Conflict Resolution

Strategies for conflict resolution can be categorized in three groups: “Lose-Lose,” “Win-Lose” and “Win-Win.” However, these strategies can be best implemented in the light of some factors or techniques. These are, namely, using time effectively, feeling empathy with members of the organization, contributing to the mission of organizational membership, restricting negative symbolic politics, focusing on certain issues and having the will to solve the problems, and monitoring development of current issues and politics (Yates, 1987, p. 45-155).

Lose – Lose Strategy: In this strategy all the parties in the conflict lose. When a conflict arises, parties are convinced to withdraw from the conflict and no party gets what they desired, or the party which caused the conflict is discharged from duty by paying compensation. When this strategy is implemented, none of the parties would be acknowledged to be right but the party which lost has also gained a little due to the payment of compensation. Another way is to make the parties consult the management in order to solve the conflict within the frame of rules and regulations of the organization. Similarly, parties would not get what they want in this case, either. As a result, all the parties are considered to have lost in this strategy (Luthans, 1981, p. 379).

Win – Lose Strategy: In this strategy, parties of a conflict tend not to see the other party’s position while they increase their authority and interests. If a group perceives itself to be more powerful than its opponent, this could be the right approach. The effect of this strategy in long term is indefinable. Similarly, if both parties of the conflict implement this strategy and two equally powerful bullies enter in a fight, the result may be a lose-lose situation (Ertürk, 2000, p. 231).

Win – Win Strategy: This strategy refers to the problem solving approach to a large extent. Mutual integration of conflicting needs is in question with this strategy (Gannon, 1979, p. 266). The main purpose of this strategy is, for all of the conflicting parties, to be successful in resolving the disputed issue and therefore to win.

Method

The population of this study consists of individuals who lived in Alanya and worked in 5-star hotels here in 2010. The sample consists of 201 persons belonging to the age range of 18-45. Many hotels were visited in order to conduct the survey, but only a few of them ended in positive feedback. The majority of

participation in the survey consists of working personnel in these hotels. The survey started with a pilot scheme. A pilot work was carried out before the questions in the survey were implemented in the field of study. Then, statements were revised and organized according to the answers gathered. Evaluations in analyses were carried out according to type I error rate of 0.05.

Findings

Validity and Reliability of the Scale

For 20 statements used in implementation, calculated reliability coefficient proved to be $\alpha = 0.962$. Since this coefficient is above 0.70, the survey may be considered fairly appropriate.

Table 1. Cronbach Alpha (α) Coefficient of the Survey

	Number of items	Reliability coefficient
Original Survey Used in Implementation	20	0,962

Demographic Properties

In this section, frequency and percentage of rank of duty, department of work, term of employment, gender, age and educational level of people who participated in the survey have been given in scope of their demographic properties.

Table 2. Classification of Employees According to Their Demographic Properties

		Frequency	Percentage
Rank of duty	Manager	35	17,4
	Employee	50	24,9
	Shift leader	20	10,0
	Middle level manager	25	12,4
	Tour operator	20	10,0
	Worker	50	24,9
Department of work	Front Desk/Reception	35	17,4
	Restaurant	50	24,9
	Bar	30	14,9
	Guest Relations	20	10,0
	Operation	18	9,0
	Accounting	15	7,5
	Management	22	10,9
	Room Services	10	5,0
Term of employment	1-5	57	28,4
	6-10	55	27,4
	11-20	88	43,8

Gender	Male	117	58,2
	Female	83	41,3
Age	18-30	143	71,1
	31-42	53	26,4
	43+	4	2,0
Education level	Primary school	25	12,4
	Secondary (high school)	94	46,8
	Higher education	81	40,3

24.9% of participants were workers and employees, 17.4% were managers, 12.4% were middle level managers, 10% were tour operators and shift leaders. 24.9% of participants worked at restaurant, 17.4% at front desk, 14.9% at bar, 10.9% at management, 10% at guest relations, 7.5% at accounting, 5% at room services. 43.8% of participants had been working in that organization for 11-20 years, 28.4% for 1-5 years, and 27.4% for 6-10 years. Almost half of the employees had been working within the range of 11 and 20 years. 58.2% of the participants were male, 41.3% were female. 71.1% of participants were within the age range of 18-30, 26.4% within the age range of 31-42 and 2% were 43 and above. More than half of survey participants were observed to be young adults as a result of the study. 46.8% of participants had high school education, 40.3% had higher education, and 12.4% had primary school education.

Correlation of Demographic Properties and Conflict Tendency Scale

In this section, correlation of demographic properties of survey participants and conflict tendency has been examined.

Table 3. Correlation of Rank of Duty and Conflict Tendency

	N	Average	Standard Deviation	Standard Error	Minimum	Maximum	P
Manager	35	2,3571	,38561	,06518	1,80	2,85	,994
Employee	50	2,3810	,38991	,05514	1,80	2,85	
Shift leader	20	2,3575	,38875	,08693	1,80	2,85	
Middle level manager	25	2,3940	,37620	,07524	1,80	2,85	
Tour operator	20	2,4200	,40924	,09151	1,80	2,85	
Worker	50	2,3750	,38243	,05408	1,80	2,85	
Total	200	2,3785	,38298	,02708	1,80	2,85	

Values concerning tendencies to experience conflict have been given with regard to rank of duty of participant employees. The lowest average belongs to managers while highest average belongs to tour operators. However, it is also observed that the difference between averages is very small. There is no significant difference between ranks of duty in terms of experiencing conflicts according to Anova analysis ($F=.088$, $p=.994>0.05$). The conclusion to be drawn from this result is that rank of duty is not a significant factor in experiencing conflicts.

Table 4. Correlation of Department of Work and Conflict Tendencies

	N	Average	Standard Deviation	Standard Error	Minimum	Maximum	p
Front Desk/Reception	35	2,3300	,36121	,06106	1,80	2,85	,971
Restaurant	50	2,4000	,37918	,05362	1,80	2,85	
Bar	30	2,3800	,39296	,07174	1,80	2,85	
Guest Relations	20	2,3825	,39546	,08843	1,80	2,85	
Operation	18	2,4167	,41267	,09727	1,80	2,85	
Accounting	15	2,4500	,40796	,10533	1,80	2,85	
Management	22	2,3500	,41433	,08833	1,80	2,85	
Room Services	10	2,3150	,35905	,11354	1,80	2,85	
Total	200	2,3785	,38298	,02708	1,80	2,85	

The table above shows the correlations between department of work of participant employees and the tendency to experience conflict. The lowest average belongs to management employees while highest average belongs to accounting employees. Nevertheless, it is also observed that the difference between averages is very small. There is no significant difference between departments of work in terms of experiencing conflicts according to Anova table results ($F= .253$, $p=.971>0.05$). The conclusion to be drawn from this result is that department of work is not a significant factor in experiencing conflicts.

Table 5. Correlation of Term of Employment (Years) and Conflict Tendencies

	N	Average	Standard Deviation	Standard Error	Minimum	Maximum	p
1-5	57	2,3632	,40117	,05314	1,80	2,85	,833
6-10	55	2,4045	,37197	,05016	1,80	2,85	
11-20	88	2,3722	,38131	,04065	1,80	2,85	
Total	200	2,3785	,38298	,02708	1,80	2,85	

Anova analysis results of the correlation between terms of employment of survey participants and conflict tendencies have been given in the table. The lowest average belongs to term of employment range of 1-5 years, while the highest average belongs to the range of 6-10 years. Nonetheless, it is also observed that the difference between averages is very small. There is no significant difference between term of employment and conflict tendencies according to Anova analysis ($F=.183$, $p=.833>0.05$). The changes between score averages taken from conflict tendencies scale according to term of employment do not have a meaning in terms of statistics. The differences are contingent. The conclusion to be drawn from this is that an employee with the experience of 3 years or another employee with the experience of 20 years may score low or high in the conflict tendencies scale. Term of employment is not an important factor in experiencing conflict.

Table 6. Correlation of Age and Conflict Tendency

	N	Average	Standard Deviation	Standard Error	Minimum	Maximum	p
18-30	143	2,3864	,38278	,03201	1,80	2,85	,900
31-42	53	2,3585	,39159	,05379	1,80	2,85	
43+	4	2,3625	,35444	,17722	2,00	2,85	
Total	200	2,3785	,38298	,02708	1,80	2,85	

In the table, average scores taken from conflict tendencies scale according to the age of survey participants have been given. The lowest average belongs to the age range of 31-41, while the highest average belongs to the age range of 18-30. However, it is also observed that the difference between averages is very small. There is no difference between employees' ages and the tendencies to experience conflict according to the results of Anova table ($F=.105$, $p=.900>0.05$). The changes between score averages taken from conflict tendencies scale according to ages of employees do not have a meaning in terms of statistics. The differences are contingent. According to these results, the conclusion to be drawn would be that both an 18-year-old employee and a 48-year-old employee may experience conflict. Age is not an important factor in experiencing conflict. Young or old, everybody could experience conflicts.

Table 7. Correlation of Education Level and Conflict Tendencies

	N	Average	Standard Deviation	Standard Error	Minimum	Maximum	p
Primary school	25	2,4260	,39689	,07938	1,80	2,85	,775
Secondary (high school)	94	2,3644	,37320	,03849	1,80	2,85	
Higher education	81	2,3802	,39336	,04371	1,80	2,85	
Total	200	2,3785	,38298	,02708	1,80	2,85	

In the table, average scores taken from conflict tendencies scale according to the education level of survey participants have been given. The lowest average belongs to secondary school (high school) graduates, while the highest average belongs to primary school graduates. It is also observed that the difference between averages is very small. There is no significant difference between education level and experiencing conflict according to the results of Anova table ($F=.255$, $p=.775>0.05$). The changes between score averages taken from conflict tendencies scale according to education levels of employees do not have a meaning in terms of statistics. The differences are contingent. According to the conclusion to be drawn here, being a primary school graduate or a higher education graduate is not significant in experiencing conflict. Education level is not an important factor in experiencing conflict.

Conclusion

According to the results of the study, rank of duty has no significance in experiencing conflict. The conclusion to be drawn from here is that being in a position of manager does not have a significant influence on experiencing conflict. Therefore, in organizations, conflicts may be experienced as both horizontal conflicts (between employees) and vertical conflicts (between manager and managed employee). When analyzed with regard to the department of work, another important result has been revealed. That is, the department of work does not have an important effect on experiencing conflict. Any employee, regardless of their department of work, can experience conflicts. These conflict might emerge within the department as well as between different departments. Another important result is that term of employment does not have any effect on the condition of conflicts of the staff. Any staff with any term of employment can experience the same conflict tendency. The study has also shown that gender does not have any effect on conflict tendency. Whether female or male, all employees may experience the same level or different levels of conflicts. The comparison of age as another demographic property and conflict tendency has also shown no difference between conflict tendency averages. Young, middle aged or old personnel could experience conflict. Another important result is that education level also does not have any effect on conflict tendency when the difference between education level and conflict tendency has been analyzed. According to the results of the study, organizational conflict should be more

of a center of attention since it has been found that demographic properties do not have effect on the employees' experience of conflict.

When these organizations have been analyzed, it is observed that all personnel from any rank experience conflicts since these are organizations which depend on human as resources. The employees who experience conflict are observed to be in conflicts due to their coworkers. This indicates the need to increase communication between the employer and employees in the workplace. It can be suggested that managers should motivate their workers towards specific purposes and try hard to minimize conflicts. When the correlation between organizational conflict and motivation is considered, factors such as interpersonal communication, motivational resources for employees and management style can be included among the important factors to minimize conflicts and increase motivation. As a result of restriction or blockage of the individual in the process of realizing the organizational purpose, or the distribution of scarce resources result in disputes and discordances, and conflicts are likely to arise.

The results of this study may serve as a way of contribution to the hospitality organizations in the region of Alanya and in other similar destinations where conflicts arise among employees or between employees and the management. The idea is that the survey analyses and interpretation of the conditions and the results may contribute to tourism sector, which has a very high turnover rate, in terms of finding out the reasons for the employees to quit their jobs, learning the sources of the problems they experience within themselves, and removing all the negative conditions or offering alternative solutions.

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