



## THE EFFECTS OF CONFLICTS HANDLING IN TEAMWORK OF HOTEL INDUSTRY LOCATED IN NORTHERN REGION OF MALAYSIA

**Bibi Noraini Bt Mohd Yusuf**

*School of Business Innovation and Technopreneurship, Universiti Malaysia Perlis, Perlis, Malaysia*

**Siti Norsyafawani Bt Shamsul Anuar**

*School of Business Innovation and Technopreneurship, Universiti Malaysia Perlis, Perlis, Malaysia*

### ABSTRACT

*Conflict is part and parcel of people's awareness in all aspects of life. There are few key factors affecting conflict handling in any teamwork, such as leadership effectiveness, employee satisfaction, behavior/ personality, communication and lastly, the role of the gender. The paper's primary contribution in conducting this study are firstly to find out factors that influence conflicts handling in teamwork of hotel industry in northern areas and secondly to examine the parties responsible before, during and after an event of conflict occurring in the teamwork. This research has selected the hotel industry as the subject study and has chosen hotels located in the northern regions of Malaysia for data collection exercise. This study applied the quantitative research methodology, involving random distribution of questionnaires to two-hundred (200) respondents from the subject areas. Five (5) hypotheses have been pre-established and tested by using a multiple regression analysis methodology. The results of the study revealed that two (2) hypotheses, the behavior/personality and the roles of gender, supported and influenced conflicts handling in the teamwork. The remaining three (3) other hypotheses, including leadership effectiveness, employee satisfaction and communications, showed negative correlations to conflicts handling in the teamwork. Findings and frameworks of this study shall be perceived as being useful as well as invaluable to candidates for further academic researches on same topics and helpful to top management, business executives and Human Resource Managers to design and increase their skills in handling of conflicts in order to improve overall teamwork performance. The study also serves as useful guidelines to any organization on how to apply effective strategic teamwork management tools in handling of conflicts in their organization.*

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**Keywords:** Conflict handling, Leadership, Employee satisfaction, Behavior, Personality, Role of gender.

## Contribution/ Originality

The paper's primary contribution is finding that aware of the changes in the leadership effectiveness, employee satisfaction, behavior/personality, the role of gender and communication, when dealing with conflicts in teamwork is very important. The study also serves as useful guidelines to any organization on how to apply effective strategic teamwork management tools in handling of conflicts in their organization.

## 1. INTRODUCTION

In any workplace, employees and employers need to work together in harmony as a team to achieve their organizational objectives. Naturally, teamwork is considered to be one of the most powerful tools in achieving specific goals in any business area, sector or activity [1]. In achieving these objectives, they will inevitably be facing some conflicts and would need close cooperation among them to address these conflicts. An employee/employer conflict in the newer area of “employee rights” is identified by (1) issues that apply more widely than to union settings alone and (2) governmental, rather than private sector, establishment of the grounds and procedures for pursuing grievances.

Describing a sole definition for conflict would be unfair and restrictive [2]. It is a situation which occurs naturally in every organization, where diverse ideas, attitudes, skills and experiences are combined to work together Correia [3]. There are some effects in handling of conflicts in any teamwork, including leadership effectiveness, employee satisfaction, behavior/personality, communication and the role of gender. Thomas [4] had sorted these definitions into several categories: antecedent conditions, emotions, perceptions and behaviors [4].

The following research will study on “what“ and “how“ employers and employees will react in managing and resolving conflicts occurring in their teamwork. Conflict management refers to how team members deal with the conflict situation [5]. Furthermore, in this topic, we will illustrate the positive and negative relationships between conflicts happening in teamwork. This topic is quite interesting to discuss because it can distinguish between conflicts occurring in teamwork and knowing how employers and employees gain valuable experience from the events of conflicts. Eventually, identifying effective conflicts management tools can avoid derailment of the objectives of the organization.

### 1.1. The Research Problem

The research encapsulates on conflicts handling in the hotel industry in Northern Areas, namely in the states of Perlis, Penang, Kedah and Perak. It encompasses studying factors effecting conflicts handling and how team members should manage should conflicts occur in teamwork in the hotel industry. Conflict can be described as a form of disagreement between team members, which if prolonged or unresolved, may lead to negative situations such as people avoiding each other in the organization, inability to work together, verbal assaults or possibly dissatisfaction among them. The problems arising from the conflict situations should be carefully examined and resolved amicably in a way that suits the interest of both parties. Effective conflict management resolutions are both positive and helpful, as opposed to poor conflict management resolutions,

which are negative and unhelpful. Mediation may be an alternative tool to ensure that an effective conflict solution is reached. Moreover, conflicts may come in many forms in the organization, resulting in unavoidable clashes between those having authority and those exerting power, with end results effecting work performances of both the individuals and their groups.

The rationale of the study is to find out the relationships between factors in conflicts and conflicts handling styles. It also includes studying the effects of conflicts handling in teamwork based on factors of conflicts occurring. Moreover, from this study it will show what triggers conflicts in the teamwork and the effects of conflicts handling in the teamwork of the hotel industry. The hotel industry, being service oriented, is chosen as the domain for this study considering the level of pressure and expectation it exhibits, how the conflicts are managed and resolved in their teamwork so as to satisfy both the customers and the employees (team members). Research questions and research objectives guiding the researchers to conduct these studies centered on the following principles:

- i) What are the factors affecting handling of conflicts in teamwork of the hotel industry in the Northern states areas and are they satisfied with that?
- ii) Who, the person or the party, that is responsible for handling of conflicts in the teamwork?

## 1.2. Significance of the Study

The significance of this study are manifold, firstly is to enable the reader to understand how conflicts can occur in teamwork and its spiral effects on the organization's performance. Secondly, this study will be of great use, source of references and guidelines both to the individuals and teams on understanding effective conflicts handling and management of conflicts in teamwork. Lastly, it provides invaluable knowledge to researchers and readers in knowing some aspects of conflicts in the working environment.

The scope of the study entails distributing specific questionnaires to collect data on conflicts occurring in a typical teamwork, in this case being team members of the hotel industry. A total of two-hundred (200) respondents are selected, comprising employees and employers in the hotel industry, located in the northern states of Perlis, Penang, Kedah, and Perak. The respondents of hotel industry are selected for this research, since the industry has strong correlation between being a provider of a service entity and in having to meet customer's satisfaction or standards. As such, conflicts among team members in the hotel industry are bound to happen.

In summary, conflict is part and parcel of people's awareness in all aspects of life. Conflict is a process where the internal and external environments of the parties involved perceive, shape and attempt to handle the interpersonal dynamic. An explanation of how diversity influences these three processes and how it may lead to different perceptions, responses, ideas and solutions will be given [6]. Conflict can be highly constructive, indeed, essential to strengthen teamwork and organizational effectiveness [7]. Actually some conflicts are necessary and good in human life, but most people believe that conflicts bring pressure and bad assumptions in human's daily life. Conflict management influences individual's well-being, group performance and organizational effectiveness [8]. In addition, working in the hotel industry is more focus in terms of "satisfaction" measurement, which includes factors such as service, customer and also employees' satisfaction. In

order to achieve these factors, occurrence of conflicts in the organization should be aptly managed and well-handled so that these issues do not affect the organization's management. Handling conflicts in a positive way can build trust, agreement, honesty and harmony among team members.

## 2. LITERATURE REVIEW

Definition of a conflict is a struggle or challenge between people with opposing needs, ideas, beliefs, values or goals. Conflict management influences individual's well-being, group performance and organizational effectiveness [9]. Conflict arises between two or more parties because of some misunderstanding, miscommunication or dissatisfaction faced by people in the organization. Thomas [4] defines conflict as a "disagreement in opinions between people or group, due to differences in attitudes, beliefs, values or needs. Given the importance of conflict management in organizations, it is vital to have and develop reliable and valid conflict measurement instruments [9].

In a typical workplace, conflict is a simple disagreement between team members and if unresolved, may lead to several negative attributes, such as people avoiding each other in the organization, inability to work together, verbal assaults and dissatisfaction among them. Implementing conflict management tools within a business environment usually involves effective communication, problem resolving abilities and good negotiating skills to restore the focus of the company's overall goals. Poole, et al. [10] asserted the upside potentials for conflict in the group, being reflected in the pre-existing level of consensus among members and the contextual factors, such as task and group size from a manifold to which the group must respond as it moves towards a final decision (other variables such as group composition, group cohesion level and leadership structure may also form part of this manifold). If conflict is managed properly, it can improve the group's overall outcome.

Conflict resolution is an automated or semi-automated process that is used to resolve a previously detected conflict between versions of an object. Although it is true that in most firms the chief executive has the upper most power, it is still interesting to study on management teams, because they are the dominant coalition of the organization and because team members are likely to be influenced by the approaches their colleagues take when handling conflicts [11]. In discussing conflict, people may think that the situation is bad and may affect the organization, such as misunderstanding among teamwork. However, sometimes conflict may provide advantages to the organization because it opens up the minds of managers and employees to face new experience. They will develop new ideas to settle the problem or conflict. Conflict pervades all the functional areas in the organizations and if well-managed, promotes vital organizational outcome [7].

Teamwork is defined as a group of people working together to accomplish a specific goal or to complete a task and it involves every team member performing specific tasks. Ironically, conflict offers a broad understanding of organization and is a way of uniting organizational studies [7]. A good teamwork is a situation whereby people in the group are giving the cooperation, trust and being responsible for each role to ensure that the purpose of team building is achievable. At times, teams must learn to be confrontational; however, proper care is necessary so as not to impede the team building process.

## 2.1. Leadership Effectiveness

In effective conflicts handling, leadership, individuals and teams in any organization have major roles to play, requiring knowledge, qualities and infusion of skills. Some leaders perceive conflict as demonstrating an active teamwork that produces the best ideas. What are the best ways for leaders to address conflict for the best teamwork results? The best way to address conflict to ensure teamwork results is to select individual team members for their positive attitude and for their ability to work on diverse teams in difficult situations. Rather than making tough decisions alone, effective leaders are oriented towards promoting the conditions and relationships for open-minded discussion of opposing views among colleagues and employees [7].

Leaders have to play their roles to manage their employees to avoid conflicts happening in the future. A traditional, still compelling image is that effective leaders make tough decisions and then use their power to enforce compliance [7]. Shared leadership is a concept that has grown from the realization that leadership can be effectively shared or distributed among members of a group or team [12]. This can enable members to feel they are part of a unit where each person jointly participates in helming the team through different situations [12]. Leadership effectiveness in having various skills and tools may help the organization to manage their employees in completing the work successfully. It is important to leader so that he or she may know how their employees work and problems that they are facing. Knowing problems beforehand may enable an effective leader to avoid conflicts or handling conflicts efficiently. In contrast, ineffective handling of conflicts by leadership may lower team energy, disruption of healthy employer-employee relationships and the prevention of job accomplishment. Therefore, leadership effectiveness towards conflicts handling in teamwork can be hypothesized as follows:

*H1: Leadership effectiveness will lead to conflicts handling in teamwork.*

## 2.2. Employee Satisfaction

Strategy is important on how leaders play their roles in managing conflicts in his or her teamwork. In displaying conflicting ideas, team members may not able to resolve their conflicts positively, thus it is necessary for a leader get involved in that conflict situation in order to resolve it. One of the strategies to be applied by the leader is to allow each employee an opportunity to express his or her feelings on a specific issue that they are facing. Apart from that, the organization should also implement a quality management system. Leader, especially the top management, should play their role successfully so that their employees may follow their instructions with sincerity and work with higher productivity. Moreover, business in the hotel industry is considered as being stressful, since it is service oriented industry where “customer satisfaction” is a key measurement index. Leadership effectiveness also involves capacity for both emotional intelligence and effective conflict management in the organization. Emotional intelligence is more essential than relationship in the teamwork in the handling of conflicts.

Conflicts handling also affect employees’ satisfaction. [Chen, et al. \[13\]](#) found that subordinates were more satisfied with their superiors’ supervision when they exercised integrating, compromising and obliging styles. Dissatisfaction among them will trigger some conflicts, in terms of difference in opinion and dissatisfaction among people in the organization. On the other hand,

subordinates who perceived their superiors as primarily utilizing dominating and avoiding styles viewed them as incompetent in supervision and thus lowering their level of job satisfaction [13]. When the employees feel that they are part of a family, they are more committed towards the organization, thereby encouraging a continuous and positive dialogue. Moreover, by opening up channels for feedbacks and assessing employee satisfaction through targeting key areas of concern, management can make informed decisions that will allow for increased productivity, job satisfaction and staff loyalty. In addition, employee satisfaction translates directly into added productivity values in terms of job performance, customer relations and profitability. In the teamwork, different genders working together may cause conflicts. Thus, employee's satisfaction towards conflict handling in teamwork can be hypothesized as:

*H2: Employee satisfaction will lead to conflicts handling in teamwork.*

### **2.3. Behavior/Personality**

A party might make a contributive demand and then alters the competition with an integrative acknowledgement of the other party's position. This mix may also include some avoidance behavior, to further temper the competition and prevent the spiral from getting out of hand [10]. An individual with a superior may use more obliging style than with a subordinate or peer [14]. The effectiveness of individual employee, teams and entire organizations depends on how they manage interpersonal conflict at work [9].

Moreover, by opening up channels for feedbacks and assessing employee satisfaction, management can make informed decisions that will allow for increased productivity, job satisfaction and loyalty. In addition, employee satisfaction translates directly into added value in terms of performance, customer relations and profitability. Barki and Jon [15] wrote that a behavioral conflict is a situation where one must choose whether or not to pursue a particular course of action, or a role conflict, where one must choose between several competing sets of role demands. Researchers have increasingly argued that interpersonal relationships very much affect the outcome of negotiations [16]. In the teamwork, different genders working together may cause events of conflicts. In the teamwork, every employee must be responsible for their behavior and attitude to avoid any conflicts. Good attitudes may make the environment more comfortable to the surrounding people to do work and keep them away from misunderstanding that can have an effect on handling of conflicts. Behavior or personality of individuals in the teamwork will affect managing of conflicts, since by articulating a good behavior, conflict management can be successfully conducted. Thus, behavior/personality towards conflict handling in teamwork can be hypothesized as:

*H3: Behavior/Personality will lead to conflict handling in teamwork.*

### **2.4. Role of Gender**

Team members work in an increasingly diverse working environment: in terms of age (there are older workers), gender (there are more women), race (there are more colored people), language (there are more languages spoken) and nationality (there are more immigrants). There are different working styles between male and female employees. There is evidence that males are more

dominating and less compromising than females in conflict situations [14]. Traditionally, women are taught to define their sense of self within the context of relationships [17]. The gender of one's colleagues may be one of the factors determining whether working conditions are perceived as being hostile, encouraging, stimulating or siting. We shall focus on this potential source of performance deferential between men and women. The use of teams represents an important change in the way we work. Knowledge of organizational behavior principles can help to identify the behavioral patterns of the industry personnel and the industry's general clients. However, clearly the difference between men and women in the group, with regard to the attributes of collaboration, would indicate that women are more likely to be collaborative [15]. Thus, the role of gender towards conflict handling in teamwork can be hypothesized as:

*H4: The role of gender has positive relationship to the conflict handling in teamwork.*

## 2.5. Communication

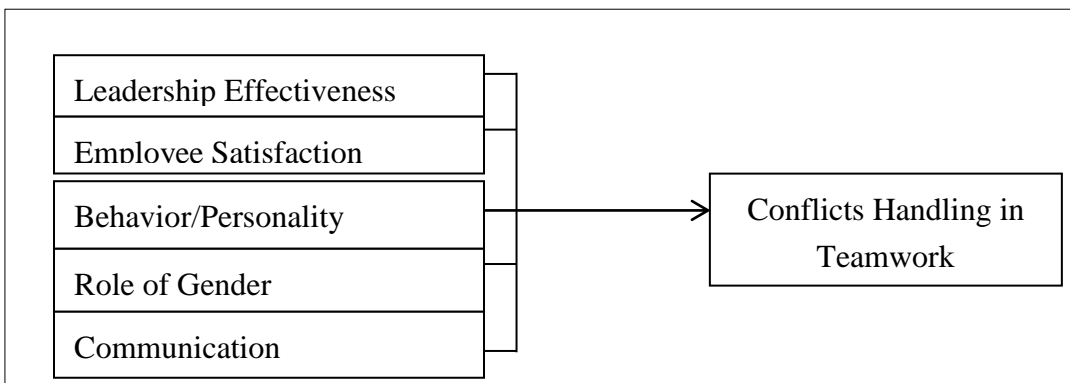
A communication is initiated between two or more individuals when a message is prepared by the sender and ready to be sent, is received and processed by the receiver. Communication may be intentional or unintentional, may involve conventional or unconventional signals, may take linguistic or non-linguistic forms and may occur through spoken or other modes. Communication is also considered to be a means of resolving conflicts [18]. Moreover, communication in the hotel industry is described as being more stressful, depending on how the employee and employer manage their communication skills. This is important because communication skills among employees in the organization, especially in the hotel industry, are essential when interacting with their customers and guests. Miscommunication among employees in the organization may effect and create conflicts, thus affecting their clients as well. Misunderstanding or miscommunication in teamwork will cause dissatisfaction among employees or colleagues, resulting in rivalry or discontent between opposing groups. Communication in good condition is needed so that colleagues in teamwork may feel comfortable to complete the tasks in group and that the business goals will be achieved successfully. Communication towards conflict handling in teamwork can be hypothesized as:

*H5: The communication has positive relationship to the conflict handling in teamwork.*

### Methodology

Based on the above reviews, the theoretical framework of the study can be illustrated in Figure 1 below:-

**Fig-1.** Theoretical framework.



## 2.6. Unit Analysis

Conflict handling in teamwork factor is identified as being a sole dependent variable, while five (5) other factors, leadership effectiveness, employee satisfaction, behavior/personality, role of gender and communication are identified as being independent variables. Fig. 1 above shows the relationships between all the independents variables with that of the sole dependent variable. In testing for the above relationships and completing this research, the respondents chosen are from the northern states of Malaysia including Perlis, Kedah, Penang and Perak. In obtaining a reliable result, the questionnaires method has being used for this research, by distributing to two-hundred (200) respondents, comprising employers and employees of several hotels selected within these areas.

## 2.7. Measurement

Researchers applied the questionnaires method to get the information required. Each questionnaire consists of three (3) sections, namely Section A, B and C. Section A is the question dealing with the demographic profiles of each respondent, entailing basic information on identities, such as age, gender, occupation, state and income. This section is also needed in order for the researchers to study the relationship of demographic profiles on the effect of conflict handling in teamwork. Section B asks questions relating to the independent variables, while Section C asks questions that relate to the sole dependent variable. In both sections, types of rating questions have been used to get the feedbacks or responses from the respondents. Rating questions are used primarily to generate statistical measurement on effects of conflict handling in teamwork of the hotel industry in the chosen localities. The questions offer open statements, that require each respondent to rate the feedback by ticking a number ranging from '1', '2', '3' '4' and '5', representing comments such as 'Strongly Agree', 'Agree', 'Neutral', 'Disagree' or 'Strongly Disagree', respectively. This type of rating measurement is known as the five-point Likert scale.

## 2.8. Data Analysis

A statistical model describes the findings, analysis and interpretation of the data that have been collected. The data were analyzed and interpreted by using the Statistical Package for the Social Sciences (SPSS) version 19.0 software. Statistical tools were used to analyze the data in order to meet the objectives of the study, i.e. the level of leadership effectiveness, employee satisfaction, behavior/personality, role of gender and communication towards conflicts handling in teamwork were computed. Subsequently, correlations between leadership effectiveness, employee satisfaction, behavior/personality, role of gender and communication towards conflict handling in teamwork, or known as the correlation analysis or Pearson, was used to determine if there were significant relationships between the independent variables. Correlation was used to measure the degree of linear relationships between the two quantitative variables and the index of relationship was termed as correlation coefficient. The correlation coefficient could take on any values of between minus 1 (-1) to plus 1 (+1)  $[-1.00 < r < +1.00]$ .



## 2.9. Results

A total of two-hundred (200) questionnaires were randomly distributed amongst the selected respondents. However, only 168 questionnaires were collected back, which accounted for some 84% of the total questionnaires distributed.

Table 1 below shows the sample profiles of the survey.

**Table-1.** Sample Profiles

Items	Numbers
Questionnaires distributed	200
Questionnaires collected	168
Usable Questionnaires	168
Response rate	84%
Questionnaires used for analysis	168

The responses were found to be satisfactorily completed and thereafter each was tested by using the Statistical Package for Social Sciences (SPSS) software version 19.

**Table-2.** Demographic characteristics of respondents

Variables	Categories	Frequency	Percentage (%)
Gender	Male	79	47.0
	Female	89	53.0
Marital Status	Single	67	39.9
	Married	91	54.2
	Divorced	10	6.0
Age	Below 25 years old	50	29.8
	25-35 years old	76	45.2
	36-45 years old	33	19.6
	46-55 years old	9	5.4
Occupation	Above 55 years old	0	0
	Manager	16	9.5
	Receptionist	37	22.0
	Employee	100	59.5
Working Experience	Others	15	8.9
	Less than 1 year	25	14.9
	1-3 years	65	38.7
	4-6 years	47	28.0
Working Experience	7-9 years	14	8.3
	More than 9 years	17	10.1

Table 2 tabulates all the demographic data of the respondents including information such as gender, marital status, age, occupation and working experience.

Gender: There were more female (89) than male (79) respondents, representing about 53% and 47% of the total respondents respectively.

Marital Status: 67 respondents (39.9%) were of single status, 91 respondents (54.2%) of married status and the remaining 10 respondents (6%) of divorced status.

Age : 50 respondents were aged below 25 years old (29.8%), 76 respondents (45.2%) were between 25-35 years old, 33 respondents (19.6%) were between 36-45 years old and 9 respondents (5.4%) were between 46-55 years old. None of the respondents were aged above 55 years old.

Occupation: 16 respondents (9.5%) were managers, 37 respondents (22%) were receptionist, 100 respondents (59.5%) were employees and the remaining 15 respondents (8.9%) were daily workers, majority of which being students on practical studies.

Working Experience: A total of 25 respondents (14.9%) had working experience of less than 1 year, 65 respondents (38.7%) had been working between 1-3 years, 47 respondents (28%) of between 4-6 years and 14 respondents (8.3%) between 7-9 years. There were 17 respondents (10.1%) having hotel working experiences of more than 9 years.

**2.10. Reliability Analysis**

Table 3 below shows the Cronbach’s Alpha results and items of each the independent variable:-

**Table-3.** Results of the Reliability Test

<b>Variables</b>	<b>Number of items</b>	<b>Items dropped</b>	<b>Items recoded</b>	<b>Cronbach’s Alpha</b>	<b>Indicator</b>
Leadership Effectiveness	5	-	-	0.639	High reliability
Employee Satisfaction	5	-	-	0.501	High reliability
Behaviour/Personality	5	-	-	0.721	High reliability
Role of Gender	5	-	-	0.568	High reliability
Communication	3	2	-	0.546	High reliability
Conflicts Handling	3	2	-	0.782	High reliability

The Cronbach’s Alpha coefficient values, for all factors that ranged from 0.501 to 0.782, indicated good inter-item consistency for each variable.

**2.11. Descriptive Analysis**

Table 4 below showed that the mean, calculated for all variables, ranged from 3.3381 to 3.6885.

**Table-4.** Descriptive Analysis

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
Leadership Effectiveness	3.3381	0.59698
Employee Satisfaction	3.3929	0.53518
Behavior/Personality	3.4357	0.69224
Role of Genders	3.3464	0.59114
Communication	3.4187	0.67755
Conflicts Handling	3.6885	0.68356

The mean measured for the independent variables, leadership effectiveness, employee satisfaction, behavior/personality, role of gender and communication were 3.3381, 3.3929, 3.4357, 3.3464, and 3.4187 respectively. The standard deviations measured for each independent variable were leadership effectiveness (0.59698), employee satisfaction (0.53518), behavior/personality (0.69224), role of gender (0.59114) and communication (0.67755).

Finally, for the sole dependent variable, the conflicts handling, the mean and the standard deviation values were 3.6885 and 0.68356 respectively.

**2.12. Correlation Analysis**

Correlation analysis was conducted to determine between the degree and direction of the relationships constructed and used in this study.

Table 5 below shows the result of the study. The degree of relationships between the independent and the dependents variables showed that two (2) factors have strong positive correlations. Behavior/personality and role of genders are related to handling of conflicts in teamwork. In terms of relationships, two variables were significant.

**Table-5.** Correlation analysis

		LEADERSHIP	EMPLOYEE	BEHAVIOR	ROLE	COMMUNICATION	HANDLING
LEADERSHIP	Pearson Correlation	1	.641**	.167*	.343**	.304**	.431**
	Sig. (1-tailed)		.000	.015	.000	.000	.000
	N	168	168	168	168	168	168
EMPLOYEE	Pearson Correlation	.641**	1	.277**	.349**	.376**	.441**
	Sig. (1-tailed)	.000		.000	.000	.000	.000
	N	168	168	168	168	168	168
BEHAVIOR	Pearson Correlation	.167*	.277**	1	.320**	.423**	.394**
	Sig. (1-tailed)	.015	.000		.000	.000	.000
	N	168	168	168	168	168	168
ROLE	Pearson Correlation	.343**	.349**	.320**	1	.426**	.464**
	Sig. (1-tailed)	.000	.000	.000		.000	.000
	N	168	168	168	168	168	168
COMMUNICATION	Pearson Correlation	.304**	.376**	.423**	.426**	1	.396**
	Sig. (1-tailed)	.000	.000	.000	.000		.000
	N	168	168	168	168	168	168
HANDLING	Pearson Correlation	.431**	.441**	.394**	.464**	.396**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	168	168	168	168	168	168

**2.13. Regression Analysis**

According to Hinton, et al. [19] the measurement of a reliability value (“sig. t”) can be categorized as “High“(0.70-1.90), “Moderate“(0.50-0.70) or “Low“(0.50 and below). The sig.t for each hypothesis is described as follows:

H1: Based on the regression analysis calculated to determine of effects of conflicts handling in teamwork, leadership effectiveness was found to have no significant effect (sig. t = 0.016) on the conflict handling. Thus, the handling of conflicts in teamwork does not depend entirely on the ability of a leader in managing the conflicts. So, in respect of the hypothesis H1, which stated that leadership effectiveness will lead to conflicts handling in teamwork, is not supported (rejected).

H2: The regression analysis also showed that employee satisfaction variable too did not exhibit significant effect (sig. t = 0.080) on conflicts handling. Therefore, the handling of conflicts in teamwork is not related by employee satisfaction. Feelings of an employee, whether satisfied or not satisfied with their teamwork, did not affect conflicts handling in teamwork.

Thus, hypothesis H2, which stated that employee satisfaction will lead to conflicts handling in teamwork, is not supported (rejected).

H3: Behavior or personality was found to have a significant effect (sig. t = 0.001) and is safe to conclude that conflicts handling in teamwork have significant relationship with behavior or personality of the team member. They believed that experience, feelings and personal behavior could lead to the conflicts they faced. Thus, the hypothesis H3, stating that behavior/personality will lead to conflicts handling in teamwork, is accepted.

H4: The role of gender too showed having a significant effect (sig. t = 0.000), as the role of gender is always related between the two main genders, male and female. These two genders would have different ideas in their management styles especially involving teamwork. Therefore, the role of gender is giving some effects in handling of conflicts in the teamwork. Hypothesis H4, which stated the role of gender as having a positive relationship to the conflicts handling in teamwork, is supported.

H5: The last factor, communication, was found to have a significant effect (sig. t = 0.626), indicating that communication is not important in handling conflicts in teamwork, because communication is not the source of conflict that took place in the organization or teamwork. Hypothesis H5, which stated that the communication has a positive relationship to the conflicts handling in teamwork, is not accepted (rejected).

Leadership effectiveness, employee satisfaction, behavior/personality, role of genders and communication can only explain 37.1% (R square = 0.371) variation of handling conflicts. The Durbin-Watson index fell within the accepted range of 1.746; therefore there was no auto correlation problem with the data. In addition, the Multi-collinearity problem did not exist in this regression model since the condition index, the VIF and the tolerance level fell within the accepted ranges (condition index = 25.347, VIF = 1-10, tolerance level = 0.1-10). The histogram indicated that all data used in this study are normally distributed and the F-value found to be significant, at 1% significant level (sig. F = 0.000).

This concludes that the regression model used in this study is adequate, or in other words, the model is fit.

**Table-6.** Regression Analysis

Variables	Beta	t-Ratio	Sig. t
Leadership Effectiveness	0.201	2.433	0.016
Employee Satisfaction	0.149	1.761	0.080
Behaviour/Personality	0.225	3.277	0.001
Role of Gender	0.259	3.625	0.000
Communication	0.034	0.488	0.626
R square = 0.371			
Durbin-Watson = 1.746			
F = 19.126			
Sig. F = 0.000			

### 3. SUMMARY

Results of analysis that was carried out on the hypotheses tested are summarized in Table 7 below.

**Table-7.** Results of Hypotheses Testing

<b>Hypothesis No.</b>	<b>Statement of Hypothesis</b>	<b>Results</b>
H1	Leadership effectiveness will lead to conflict handling in teamwork.	Rejected
H2	Employee satisfaction will lead to conflict handling in teamwork.	Rejected
H3	Behavior/personality will lead to conflict handling in teamwork.	Accepted
H4	The role of gender has positive relationship to the conflicts handling in teamwork.	Accepted
H5	The communication has positive relationship to the conflicts handling in teamwork.	Rejected

#### 4. CONCLUSION

Conflict is a fact and a problem that all people at every levels and places may face, be it in the house, at the office or at public places. Conflict will occur when two or more parties have some form of misunderstandings pertaining to matters that they not satisfied with. The issue relates to the disagreement between team members which, if unresolved, may lead to negative attributes, such as people avoiding each other within the organization, inability to work together in unison, verbal assaults and dissatisfaction among them. Moreover, the conflict has become as a norm in life, associating conflict as an experience, happiness or sadness, in their daily life. The outcome of resolving the conflict largely depends on how people manage the conflict. The complexity of conflict worsening also depends on how a particular conflict is handled or managed.

People need to conduct or perform their work as a team. Teamwork involves culminating both the cooperation and agreement with each other so that the team can achieve their desired business objectives. The performance of the teamwork largely depends on the degree of cooperation that team members provide. Teamwork is necessary in order to ensure that people will work effectively together. At times, conflicts in the teamwork may develop unnecessary pressure and create confusion about team roles. Moreover, the conflicts may increase employees concern, decrease job satisfaction and, if left unchecked, may damage the relationship among members.

As discussed, the main aim of the study is to investigate the effects of conflicts handling in teamwork of the hotel industry in northern areas, to examine whether factors such as leadership effectiveness, employee satisfaction, behavior/personality, the role of gender and communication, have any effect in handling conflicts in teamwork.

Based on the statistical analysis, the reliability test showed a good outcome, representing high reliability on these relationships. In terms of the regression analysis conducted, conflicts' handling in teamwork is being explained as much as 37.1% by leadership effectiveness, employee satisfaction, behavior/personality, the role of gender and communication. The study concluded the acceptance, with positive correlations, of hypotheses 3 and 4 (H3 &H4) and rejecting three other hypotheses 1, 2 and 5 (H1, H2, & H5).

Finally, the outcome of the study is certainly important for first-line managers to be aware of the changes in the leadership effectiveness, employee satisfaction, behavior/personality, the role of gender and communication, when dealing with conflicts in teamwork. In addition, the findings of this study will be useful to candidates for further academic researches on same topic and helpful to

top management, business executives and Human Resource Managers to design and improve their skills in handling of conflicts in order to improve teamwork performances.

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