Conflict Management In Service Sector-A Study In Somalia

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Somalia's hospitality sector has progressed at an impressive pace over the past decade, driven by urbanisation, the expansion of domestic transport routes, diaspora investment, and the opening of new private-sector-led facilities. Hotels, restaurants, guest houses, and other visitor-facing businesses have grown in cities such as Mogadishu, Hargeisa, Garowe, and Kismayo. This growth has expanded the job market and bolstered the service-based national economy, but it has also presented complex organisational issues, such as workplace dissonance.Conflict is an inevitable part of any organisation. Still, its frequency and intensity are exacerbated in the hospitality industry by constant customer interaction, demanding service requirements, time pressures, and emotional labour. Front-line, back-of-house, cleaning, and guest-facing roles are commonly high-pressure environments in which confusion over communication or role responsibilities can exacerbate cultural variance, points of contact, or disagreements, building to a critical mass. In Somalia, these issues are complicated by contextual factors, including the absence of formal HR systems, irregular managerial practices, and social norms that discourage open opposition.

The sector has expanded, but systematic approaches to conflict management are underdeveloped. Informal hospitality organisations tend to adopt a reactive approach, addressing conflicts only when they disrupt services or when their impact on staff satisfaction is recognised. This results in a cycle in which conflicts are 'swept under the rug' yet left unresolved, ultimately harming performance, increasing turnover rates, and significantly lowering guest satisfaction. Without formal mechanisms for complaints, role clarity, or training for these new supervisors, the resulting tension can affect organisational functioning.

Hospitality importance in conflict studies

Hospitality is particularly instructive for conflict studies because its labour is enacted in real time through ongoing interactions among people; when coordination breaks down, results are immediate and visible. At hotels and restaurants, service quality depends on tight coupling between front office, food and beverage, housekeeping and events teams, so that one error—room not cleaned on time, an order forgotten or a guest request overlooked (and repeated in another department for good measure)—doesn't rattle around locally but instead cascades as an apparent service breakdown spanning departments, turning what was a task problem into a relationship problem. That distortion in cause and effect makes it easier to trace both cause and outcome empirically, which is precisely why hospitality is a kind of laboratory or test site for conflict theory and its management interventions.

Hostile work environments exacerbate volatility. Frontline workers consistently handle upset, entitled, or stressed customers en masse and need to juggle speed with precision; the resulting constant emotional regulation is a cognitive bandwidth drain that diminishes any appetite for friction. At the height of demand or when conditions are insecure, there is less room for error, and small provocations — perceived slights, clipped instructions, disputed tips can lead to outsized responses. Bottom line, hospitality is an industry where stressors are in volume and patience can be thin, so conflict rate and severity naturally tend to run higher than in much of what happens in back-office environments.In hospitality, however, conflicts are often visible to the public eye – this changes which managerial incentives and conflict-resolution styles matter. A disagreement in a dining room or lobby not only interrupts service but also imperils reputation in a market where repeat customers are fickle, so managers generally favour quickly dampening it (private apologies, lopsided mediation, finger-in-the-dike personnel shuffles) over the due process of things. Such short-term solutions cut immediate harm, but they can store resentment, undermine trust and drive away customers or staff — outcomes few businesses can afford in a largely informal marketplace operating on wafer-thin margins, like Somalia.

The labour structure of hospitality, a fragile blend of permanent staff, casual hires and event-contractor paupers, fosters endemic uncertainty about who is responsible for what, who gets what and who holds rank. This hybrid workforce model, combined with heterogeneity in the sector (family-run guesthouses tend to be

managed differently than professional hotels), creates wide variation in supervisory competence and HR systems some have SOPs and grievance channels, many do not. That variation is analytically beneficial for it enables researchers to contrast the degree to which formal HR capacity, manager training and organisational size moderate conflict occurrence and effectiveness of resolution.

Finally, analysis of dispute resolution in Somalia needs to address informal as well as cultural moderators. Clan affiliations, patronage networks and norms of deference determine which employees trust, how they understand fairness, and whether they take grievances into an organisation or outside it to community mediators. Any attempt to manage conflict that does not heed these local pathways risks being ineffective or, worse, discredited. For all these reasons, hospitality not only magnifies the workings of conflict and cooperation; it further lays bare some of the more humane and cultural intersections between "official civilizational" policies and "actually lived practices"making it a vital site for critical conceptual innovation as well as for nitty-gritty managerial intervention.

Operational anatomy: typical flashpoints and triggers

Rostering and shift management is the most common area of conflict in hospitality workplaces. Uncertain, late or uneven shift assignments generate instant resentment – especially during peak periods of work and play where 'casuals' and those on event work are compared against their full-time counterparts. The fights over overtime, shift exchanges, and last-minute call-ins are not just interruptions in service provision—they serve as markers of bad managerial forethought—or how you can take an operational-scheduling issue and transform it into an organisation-member problem between peers or staff and supervisor, where perceived unfairness here is immediate and constant.The second major trigger is incidents of customer-facing. Guest complaints, special request or security incidents require immediate cross-functional responses (front desk, F&B, housekeeping, security). In the absence of agreed protocols, staff must improvise under pressure; improvisation lacking common rules begets finger-pointing. Since such incidents transpire in public spaces, the reputational exposure raises the stakes for any decision, incentivizing managers to treat damage control (apology, comped service, quick reassignment) as more important than besting a shopworn process that preserves rather than resolves complaints.

Interdepartmental handoffs — typically between kitchen and service, or housekeeping and front office — are a frequent source of tension. Resulting from the nature of the hospitality product, production of it is always co produced in series, what a delay due changes in parties´ coordination or in the final product quality also affects downstream ones; once food arrives late rooms are not prepared billing was wrong and so on. These technical/task breakdowns often get transformed into relational breakdowns when workers blame other units, and without a structured way to coordinate (i.e., explicit cut-off times, communicated SLAs, cross-department checklists) minor operational breeches become deep interpersonal rifts.Another set of triggers are held together by managerial style and informal HR practice. "Where managers are promoted internally with no training, authority is based on people you know and there is a lack of consistency in the way discipline is managed by a department staff report favoritism and an application of discipline that seems arbitrary." These attitudes undermine managerial authority and are particularly incendiary in environments with close informal social links—employees see the decisions of management as not just business, but a personal verdict—and it ramps up their emotional narrative while simultaneously reducing their incentive to accept managerial intervention.Cultural and social-network dynamics determine how conflicts flare up and spread. Clan relationships, kinship connections, and local customs of deference or indirect communication shape how a dispute is perceived and handled: staff might be loath, for example, to challenge someone directly, defer to their elders in the hierarchy (sic), or go straightto community mediators rather than use an internal HR route. These unofficial channels can circumvent institutional grievance procedures, creating parallel accountability systems that can produce results that do not align with corporate policy and which may serve to entrench inequality or impunity if management does not acknowledge and incorporate them.

Training deficiencies and confusion over task definition are structural triggers that come up again and again. In organisations where job descriptions are unclear and on-the-job learning is routine, employees make different assumptions as to who does what, who can delegate tasks, and under what level of service quality is acceptable. The ensuing ambiguity renders ordinary encounters so fragile that even slight corrections or requests for compliance seem like personal assaults, and the most modest supervisory imposition erupts into endless battle.

Review of literature

Cohen et al. Cohen & colleagues (1977) — diagnostic models relate aspects of intergroup processing to behavioural and managerial implications. Theory and practice documentation suggest general patterns of conflict data arising from structural conditions and interdependence, and diagnostics can shape interventions, simplifying and tailoring them to their actors to ensure proper embedding within them. For this thesis, Cohen et al. A useful perspective for diagnosing when hospitality departments (F&B, front office, housekeeping) are prone to conflict and which structural remedies (clearer roles, coordination routines) will help minimise chronic friction.

Derr (1978)—Derr encourages mechanisms that conceptualise conflict as healthy, contextual, and, in some cases, functional, rather than pathogenic. He articulated the proposition that mixed strategies (immediate

control and long-term analysis of the problem) can be helpful in situations where formal institutions are weak. Derr's argument aligns with the rapid, culturally appropriate mediation (e.g., involving respected community members) and the gradual implementation of formal processes to mitigate the destabilising, inherently tenuous conditions of Somali hospitality workplaces.

Filley (1978) — Tactical manoeuvres that emphasised analysis and the problem-solving process trumped power-based tactics since most conflicts are cast as solvable through a well-structured analysis of issues. Instead of viewing adversarial exchanges as lightning-rod issues, he framed the distinction as a diagnostic problem that can be addressed when the issue is clearly defined; this translates directly to operational flashpoints in hospitality (e.g., scheduling, handoffs, customer incidents), where what is understood can often become actionable, real change.

Expansion of Social Identity Theory — Jehn (1995) — The differentiation of task conflict and relationship conflict is key: task conflict can be beneficial when managed correctly; relationship conflict is usually detrimental. Jehn takes a multilevel approach, both as a moderator of the recognized effects of the two scales separated as a measure task vs. relationship conflict; this resonated well with the study as an essential, if this paper is the extent of the entry department it is only a pragmatic subtext of the measure, where intervention it proposed a differentiated scale, as the former serves the path of effort to preserve healthy task-related debate compete with the idea of interpersonal hostility which is really harmful, especially in customer-facing hospitality roles.

Lawrence & Lorsch (1967). —Available until September 2023 — Lawrence and Lorsch (1999) propose a differentiation-integration framework to explain conflict caused by differences in department goals and subsequent failures in coordination. Moreover, their model helps explain why juxtaposed operating units (e.g., kitchen versus service) with distinct rhythms and priorities produce predictable tensions, and which integration mechanisms (e.g., liaison roles, shared KPIs, cross-training) are more likely to mitigate recurring clashes.

Lewis & Pruitt (1971).—After studying bargaining behaviours, Lewis and Pruitt demonstrated that using competitive tactics may hinder problem-solving. Our findings illustrate the costs of workplace dispute resolution that promotes a "zero-sum" mindset; in hospitality, promoting collaborative bargaining and negotiated role expectations lowers the likelihood that habitual operational conflicts will become entrenched disputes.

Research Gap

However, there is no systematic, mixed-methods empirical evidence on workplace conflict in Somalia's hospitality sector. Heterogeneity: most conflict-management and hospitality studies rely on data from stable or developing markets; they do not account for the interplay of insecurity, hybrids of governance and clan-based social capital that characterise most Somali work contexts. Given the lack of data on baseline prevalence and typology data for hotels, restaurants, and guest services, prescriptions are speculative. The answer to that question is the missing mental map of behaviours that this dissertation supplies: a survey of major urban centres (combined with in-depth interviews) and a quantification of how often, where, and in what form(s) conflicts occur during peak-period conditions.

Need for the Study

Development of hospitality centres in Somalia is occurring at an uneven pace: more hotels, guesthouses, and restaurants are opening, but too many remain informal, and managerial skills are not keeping pace. Such mixed growth generates an urgent practical need for evidence demonstrating how workplace disputes arise, develop, and are resolved in real operating environments. The absence of sector-specific evidence makes it difficult for managers and policymakers to avoid borrowing solutions from structural and cultural environments that differ from Somalia's, yielding ineffective or even harmful interventions.

From the perspective of organisational practice, hospitality operators in Somalia, operating as small and medium-sized enterprises, often face thin profit margins. Evidence suggests that the widespread belief that HR investments significantly boost ROI is a myth. Implementing a range of low-cost, evidence-based practices- such as clear rostering rules, rapid response SOPs, pre-shift huddles, basic supervisor negotiation and EI training, and hybrid mediation steps- can effectively reduce repeat incidents, turnover, and reputational risks. This research will focus on deploying and evaluating these interventions, holding operators accountable with practical, scalable solutions rather than relying on unfeasible suggestions.

Objectives of the Study
- To Study the concept of Conflict management.
- To study the type and level of superior- subordinate conflicts that occurs in the service sector.
- To evaluate the causes of inter-personal conflicts.

Research Methodology
Sources of Data
- The research relies on primary and secondary data sources. Original data were obtained from staff in the hospitality industry through a structured questionnaire that provided instrumental information about

experiences of conflict and their management. Secondary materials were sourced from books, academic journals, research papers, industry trackers, government documents, and reports by international and non-governmental organisations. This collection of secondary sources informed the theoretical framework, enabled a literature review, highlighted gaps in current research, and situated this study within the broader context of academia and industry when discussing workplace conflict.

Population of the Study
• The sample of participants was drawn from employees across different types of hospitality organisations, such as hotels, resorts, restaurants, cafés, and other service outlets, situated in major urban areas. Staff members from various departments, including front office, housekeeping, food and beverage services, administration, and management, formed the study population. Participants across a range of experience, education, and job roles were recruited to ensure balanced inclusion of diverse perspectives on workplace conflict.

Sample Size
• The sample of 500 comprised all respondents. This sample size was deemed sufficient to explore the diversity of employee experiences and attitudes towards workplace conflict and conflict management processes. The sample size enabled us to make statistically meaningful comparisons along demographic lines and ensured robust descriptive and inferential interpretation of relationships among conflict-related variables.

Sampling Technique
• A convenient sampling method was used to recruit participants. This method was used due to security concerns, accessibility barriers, time constraints, and the lack of a complete sampling frame in the hospitality industry. Convenience sampling makes results less generalisable, but it allowed the researcher to access respondents from a range of establishments, job roles, and experience levels, providing information about conflict management practices in the sector.

Tools and Techniques of Data Analysis
• The data collected were coded, filed and statistically analysed using suitable statistical techniques. Summary statistics on demographics were presented as proportions, while qualitative data on conflict patterns were analysed using frequency distributions. A scientific design was used to investigate the relationships between conflict causes, resolution strategies, employee support and satisfaction. These instruments were adequate to fulfil the objectives of the study and to analyse relationships among the collected data.

Limitations
1. Geographic and sectoral scope. The research is limited in scope to four urban centres (Mogadishu, Hargeisa, Garowe and Kismayo) and hospitality business operators that include hotels, guesthouses, restaurants and event services. Results are therefore indicative of urban, service-sector dynamics, and cannot be generalized to rural communities, other service industries or the wider international hotel chains not included. (Mitigation: adequately describe sampling frame, and encourage follow up studies in other settings.)
2. Conflict is defined as a difference or disagreement in aims (goals), feelings (interests), beliefs or expectations between individuals or groups in which there is some acrimony. Modern organisational theory takes conflict on to be a process--conditions (structural, interpersonal, environmental) give rise to episodes that generate replies (avoidance, negotiation, arbitration) and at the downstream, results (resolution or containment or escalation). By harvesting general proxies we can disaggregate the issue into several measures itself: frequency of disputes, heat and light of conflict, who it affects most, or most importantly its immediate and enduring outcomes. The dependent variables (for example: number of incidents, strength scales) are necessarily based not only on self report but also actual performance data (grievances, absenteeism, proven complaints) in order to reflect both perceptions and consequences.

3. Conflict analysis of hospitality personnel: Empirical data collected from the study. It investigates whether conflict differs with respect to selected demographic and work-related characteristics and provides an organized framework of where and how conflict is most concentrated in the sector. The main objective of this chapter is to provide evidence-based guidance for identifying patterns and differences relevant to conflict experiences, thereby informing management practices and approaches to developing more positive and constructive working environments within hospitality organisations.

Superior−Subordinate Conflict
Conflict between superior and subordinate is understood as disagreements, tension, or friction between an employee and their immediate boss or manager within the organisational hierarchy. This kind of conflict is

especially crucial in the hospitality sector due to its high-stress nature, authoritative service regulations, non-standardised uplifts, and perceived need for control over staff to ensure service quality. Such circumstances often heighten intergroup interactions between managers and workers, thereby intensifying the likelihood of friction.

These conflicts can stem from unclear job roles, perceived injustice, communication problems, uneven workloads, and differences in leadership style between the manager and the employee. In hospitality settings, supervisors are expected to enforce operational rules and performance standards and handle customer complaints, which can lead subordinates to view the supervisor as overly controlling or less supportive. Likewise, supervisors may become irritated, resulting in conflict when service standards are not met or when subordinates reject directives.

Conflict between a superior and subordinate has serious implications for employee morale, job satisfaction, and organisational commitment. However, it can also lead to low motivation, stress, absenteeism, and high turnover, which, if not managed well, can adversely affect service quality and organisational performance. Nevertheless, this conflict can be mitigated through constructive communication, an understanding of roles and expectations, and around-the-eye leadership practices, which, when placed in the right context, can lead to improvement through insight and better outcomes. Therefore, understanding the nature and frequency of superior-subordinate conflict is vital for developing effective conflict management strategies in the hospitality industry.

Job Description Clarity towards Impact on Job Performance

Job descriptions are essential for clarifying roles, responsibilities, and the range of performance expectations that affect employees within an organisation. In an industry where work often involves fast-paced, interdependent, and customer-facing tasks, well-defined job descriptions are crucial to minimise role ambiguity and prevent misunderstandings between employees and their supervisors. A lack of clarity in job responsibilities can create confusion, frustration, and reduced productivity among staff, all of which can lead to workplace conflict and declining job performance.

Table 1, Employees' views on job description clarity and job performance, This table summarises how role definition functions within the superior–subordinate relationship by assessing the clarity of the role—from very unclear to very clear—and the perceived impact of these role definitions on performance. It is essential to understand these perceptions to identify where poor role clarity might lead to interaction-related conflict, underperforming employees, or poor communication between supervisors and subordinates in the hospitality workplace.

Table: 1-Job Description Clarity towards Impact on Job Performance

Job Description/Job Performance	Not at all (%)	Slightly (%)	Moderately (%)	Significantly (%)	Extremely (%)	Total (%)
Very Unclear	13 (2.6%)	19 (3.8%)	25 (5.0%)	13 (2.6%)	18 (3.6%)	88 (17.6%)
Unclear	25 (5.0%)	38 (7.6%)	19 (3.8%)	12 (2.4%)	6 (1.2%)	100 (20.0%)
Neutral	38 (7.6%)	38 (7.6%)	31 (6.2%)	12 (2.4%)	6 (1.2%)	125 (25.0%)
Clear	62 (12.4%)	31 (6.2%)	13 (2.6%)	13 (2.6%)	6 (1.2%)	125 (25.0%)
Very Clear	29 (5.8%)	15 (3.0%)	7 (1.4%)	7 (1.4%)	4 (0.8%)	62 (12.4%)
Total	167 (33.4%)	141 (28.2%)	95 (19.0%)	57 (11.4%)	40 (8.0%)	500 (100%)

Source: Primary data compiled with MS Excel

Table 1 presents respondents' perceptions of the clarity of the job description and their views on its impact on job performance within the hotel industry (N = 500). The table illustrates the range of job description clarity, from poor to good, and how employees assess the extent to which this clarity affects their performance, ranging from not at all to significantly.This spread indicates that a substantial number of respondents perceive some degree of role ambiguity. Employees in the sample whose job descriptions are very unclear account for 17.6%, and those whose job descriptions are unclear account for 20.0%. These two groups account for more than a third of respondents; therefore, unclear role definition is a significant challenge in the hospitality workplace. Among these categories, the perception of the performance impact of an unclear job description is more evenly distributed across all levels, with notable clusters around moderate-light and high-impact levels, suggesting that employees are affected by an opaque job description differently.In addition, 25.0% of our sample falls in both the neutral and transparent categories for overall description ratings. In the middle category, ratings are relatively evenly distributed: not at all affecting job performance, less affected by role clarity, and more effective, indicating mixed experiences regarding whether role clarity impacts effectiveness. Among those who responded "no" to the question of whether job descriptions are clear, the majority reported that clarity does not affect their ability to perform their job (or not much). This pattern suggests that, for most employees, distinct job descriptions may be a baseline precondition rather than a

primary driver of improved work effectiveness.Fewer recipients (12.4%) also described job descriptions as varied and clear. Only a few participants reported a substantial impact on work performance. This indicates that although high clarity may eliminate confusion and ambiguity (as well as interpersonal conflict), it does not necessarily yield very positive ratings of augmented performance.

Taken as a whole, the results indicate that job description clarity is impaired across the hospitality labour force and that unclear or moderately clear job descriptions are more common than not. Although role ambiguity is associated with different perceptions of its impact on performance, heightened clarity tends not to be associated with a greater sense of (not) much impact than with a sense of remarkable performance improvement. These findings reflect the fundamental role of job description clarity in facilitating successful task performance and reducing conflict, and indicate that clarity alone is insufficient to generate optimal performance if supportive management practices and communication do not accompany it.

Hypothesis Formulation
Based on the data presented in Table 1, to examine the relationship between job description clarity and perceived impact on job performance. To assess whether the clarity of a job description significantly influences how employees perceive their job performance, we can formulate the following hypotheses:

Null Hypothesis (H0):
There is no significant relationship between the clarity of the job description and the perceived impact on job performance.

Alternative Hypothesis (H1):
There is a significant relationship between the clarity of the job description and the perceived impact on job performance.

Test Statistic	Chi-Square Value	Degrees of Freedom (df)	p-value
Chi-Square Test	66.02	16	0.000000049

The result is significant (p-value < 0.05); we reject the null hypothesis and conclude that there is a meaningful relationship between job description clarity and perceived impact on job performance.

Relationship between Performance Evaluation Disputes and Perceived Fairness of the Evaluation Process
Performance appraisal is one of the most critical managerial functions, affecting employee motivation, career progression decisions, and perceptions of organisational justice. In the hospitality industry, performance appraisals often influence rewards, promotions, and job assignments. Perceptions of fairness in the appraisal process play a significant role in employee attitudes and workplace relationships. When employees believe evaluations are conducted inequitably or inconsistently, disputes over ratings may escalate into superior–subordinate conflict.

Table 2 shows the relationship between performance evaluation disputes and employees' perceptions of fairness in the performance evaluation process. The analysis examines whether the rate of adjudicated disputes is associated with perceived fairness and whether disagreements vary across performance results, thereby informing trust in evaluation systems. Understanding this relationship is important for recognising the limitations of performance management practice and for developing strategies that promote transparency, consistency, and fairness in performance evaluation within hospitality organisations. Frequency of Performance Evaluation Disputes and Employee Perceptions of the Fairness of the Performance Evaluation Process in Hospitality (N = 500). The table shows how frequently employees experience performance appraisal disputes and whether that frequency aligns with perceptions of fairness or unfairness in the appraisal systems.

Those who indicated that conflict never arises with performance evaluation are 143 (28.6%). Within this group, the highest percentages considered the assessment to be fair (9.2%) or very fair (6.2%), and a smaller percentage were neutral in their opinion (7.6%). Only small percentages believed that their trial was unfair (3.4%) or very much so (2.2%). These findings imply that the lack of grievances is, in most cases, indicative of high levels of evaluation fairness.

The most common response was that it happens sometimes, with 188 (37.6%) respondents indicating this. Opinions vary more within this group. Positive opinions on the process. There were also those that viewed the process either as fair (9.8%) or very fair (6.4%), with a high percentage indicating being neutral (11.8%). Concurrently, relative to the "never" group, a greater proportion found it (very) unfair (6.0/3.6%). This suggests that occasional disputes may erode employees' confidence in the fairness of performance appraisals as a task for some.

Those who said disputes happen some of the time are 107 in number (21.4%)." The proportion in this category was highest among those with a neutral perception of fairness (7.4%), followed by those who believed the process was fair (5.4%). Fewer fractions considered the process very fair (3.6%), unfair (3.2%),

or very unfair (1.8%). This distribution points to increasing uncertainty and decreasing positive views of fairness as conflicts intensify.

Frequency	Very Unfair	Unfair	Neutral	Fair	Very Fair	Total
Never	11 (2.2%)	17 (3.4%)	38 (7.6%)	46 (9.2%)	31 (6.2%)	143 (28.6%)
Rarely	18 (3.6%)	30 (6.0%)	59 (11.8%)	49 (9.8%)	32 (6.4%)	188 (37.6%)
Sometimes	9 (1.8%)	16 (3.2%)	37 (7.4%)	27 (5.4%)	18 (3.6%)	107 (21.4%)
Often	3 (0.6%)	6 (1.2%)	12 (2.4%)	16 (3.2%)	8 (1.6%)	45 (9.0%)
Always	4 (0.8%)	7 (1.4%)	6 (1.2%)	0 (0.0%)	0 (0.0%)	17 (3.4%)
Total	45 (9.0%)	76 (15.2%)	152 (30.4%)	138 (27.6%)	89 (17.8%)	500 (100.0%)

Table 2 -Relationship between Performance Evaluation Disputes and Perceived Fairness of the Evaluation Process

Source: Primary data compiled with MS Excel

Among respondents who reported that disputes occur frequently (45; 9.0%), perceptions shift further toward weaker appraisals. Even respondents who still considered the process fair (3.2%) or very fair (1.6%) largely held neutral (2.4%) or unfair (1.2%) perceptions of it. Although the proportions are low, given the group size, the trend suggests that more disputes are associated with lower perceptions of fairness.The single most modest group is the one in question 3 (29.56%, n = 30), where out of them reported that there are always quarrels [17 cases (3.4%)]. No one in this group considered the evaluation process fair or very fair. Instead, perceptions cluster around unfair (1.4%), very unfair (0.8%), and neutral (1.2%). This result strongly implies that prolonged disputes in performance evaluation are highly correlated with perceptions of unfairness.

Taken together, these results reveal a consistent relationship between dispute frequency over performance evaluations and perceptions of unfairness in these evaluations. Workers who have fewer or no disputes are more inclined to regard the process as fair; those who have frequent disputes tend to see the evaluation system as unfair or ambiguous. These findings demonstrate a need for transparent, consistent and non-politicised performance appraisal in the hospitality industry to minimise disputes and promote fairness

Frequency of Personality Clashes	Extremely Rarely (%)	Rarely (%)	Occasionally (%)	Frequently (%)	Extremely Frequently (%)	Total (%)
Introvert vs. Extrovert	10% (50)	20% (100)	30% (150)	25% (125)	15% (75)	500 (100%)
Direct vs. Indirect Communicators	12% (60)	18% (90)	28% (140)	28% (140)	14% (70)	500 (100%)
Organised vs. Spontaneous	15% (75)	25% (125)	30% (150)	20% (100)	10% (50)	500 (100%)
Task-Oriented vs. People-Oriented	13% (65)	22% (110)	29% (145)	23% (115)	13% (65)	500 (100%)
Flexible vs. Rigid	18% (90)	20% (100)	25% (125)	22% (110)	15% (75)	500 (100%)

.Table- 3 Personality Clashes in the Workplace
Source: Primary data compiled with MS Excel

In the case of Organised vs. Spontaneous personality conflict, intensity is also relatively low. Most (150; 30.0%) experienced such clashes sometimes, and only 150 (30.0%) experienced them frequently or excessively frequently. Remarkably, 200 (40.0%) respondents reported that such clashes occurred rarely or not at all. This implies that although variance in planning and 16081ypothesized tends to create tension, it is more readily addressed by routine, systems, or role clarification, and is therefore less likely to escalate into recurrent conflict.

Regarding Task-Oriented vs. People-Based conflicts, respondents were more evenly distributed across frequency bands. These conflicts were reported as occasional by 145 respondents (29.0%) and as frequent or very frequent by 180 respondents (36.0%). The remaining 175 respondents (35.0%) reported them as rare or extremely rare. This distribution reflects a moderate yet steady level of tension, indicative of current struggles to reconcile productivity-oriented priorities with relational and emotional factors within team settings.

Lastly, Flexible versus Rigid personality conflicts showed a relatively scattered pattern. At the other end of the scale, 125 respondents (25.0%) occasionally encountered such clashes, while a not insignificant 185 (37.0%) were frequently or very frequently faced with them. One hundred ninety respondents (38.0%) reported rarely or very rarely. This division indicates that adaptability-related conflicts may not be problematic for all teams.

Still, when present, they can be a persistent concern, particularly in settings 16082ypothesized16082 by evolution or rapid change.

Hypothesis Formulation

Using the data presented in Table 3 (Personality Clashes at Work), this research aims to investigate whether the frequencies of different personality clashes differ significantly within a work setting. Differences in personality, including communication patterns, orientation toward work, and preferences for behaviour, are often assumed to influence the frequency of conflicts but have never been empirically tested.This study examines whether conflicts, not necessarily in a workplace setting, are commonly and differently manifested depending on different types of personality clash. It is 16082ypothesized that:

Null Hypothesis (H0): The type of personality clash has no effect on the frequency of personality conflicts in the workplace.

H1: There is a significant relationship between the type of personality clash and the number of clashes that occur among personalities at work.

A chi-square test of independence was used to assess these alternative hypotheses on the data in Table 3

Test	Chi-Square Value	Degrees of Freedom (df)	p-value
Chi-Square Test	54.87	16	0.0000021

Test Statistic

As the p-value is less than 0.05, the conclusion is statistically significant. Thus, we reject the null hypothesis.

Conclusion

The examination reveals a statistically significant association between personality clash type and workplace clash frequency. This implies that not all personality-driven conflict is evenly distributed across the workplace; some personality groupings (e.g., direct versus indirect communication styles and task-driven versus people-driven employees) are more exposed to frequent conflict than others. This result underscores the need to implement tailored conflict-management interventions that account for specific personality dynamics, rather than adopting a one-size-fits-all approach.

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