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METHODS OF CONFLICT RESOLUTION AT ENTERPRISES IN THE TOURISM INDUSTRY

The modern tourism industry is one of the most dynamic sectors of the economy, where the human factor plays a leading role. Constant interaction of employees with clients, partners, contractors, and colleagues creates conditions for the emergence of conflicts that, while stimulating organizational development, may also have a destructive impact on its efficiency. A conflict is not always a negative phenomenon; however, the stability and competitiveness of a tourism enterprise depend largely on how professionally it is managed.

At tourism enterprises, conflicts most often arise during peak workload seasons, due to uneven distribution of duties, uncertainty in competencies, or inefficient communication between management and staff. Additional factors include cultural differences between employees and clients, which is particularly relevant for international tourism. Under such conditions, it is crucial to develop a conflict management system aimed not at punishment but at finding a common solution and restoring trust between the parties [1].

A separate group of conflicts occurs at the level of interaction with clients, which can be of critical importance for tourism companies. Dissatisfaction with service, flight delays, booking discrepancies, or breaches of contractual obligations often become causes of complaints and reputational risks. Therefore, personnel must

be prepared for such situations through training in stress behavior, de-escalation techniques, and methods of maintaining emotional balance when communicating with clients. This helps to reduce tension and transform a potential conflict into an opportunity to improve the company's image.

According to their nature, conflicts can be interpersonal, intergroup, functional, or organizational. In tourism, the most common are interpersonal conflicts related to communication barriers, emotional burnout, or differences in views on customer service. Conflicts often arise between front-office employees and managers who set service standards, or between administration and staff regarding the bonus system [2].

In the management practice of tourism enterprises, three main groups of conflict resolution methods are used: organizational and administrative, socio-psychological, and communicative.

Organizational and administrative methods involve managerial decisions aimed at eliminating the causes of conflict. This may include changes in the hierarchy, clarification of job responsibilities, redistribution of workload, or implementation of transparent personnel evaluation systems. Such an approach is effective when the conflict has objective causes—for example, a lack of resources or duplication of functions.

Socio-psychological methods aim to form a positive moral and psychological climate. These include corporate events, team-building training, psychological consultations, and the development of emotional intelligence skills. The moral and ethical component of management serves as the basis for harmonious labor relations, which not only helps to avoid conflicts but also strengthens trust within the team [3].

Communicative methods are based on dialogue between the conflicting parties. They include negotiations, mediation, facilitation, and coaching. Their purpose is to create a space for constructive discussion of the problem, focusing not on mutual accusations but on finding a mutually beneficial solution. For tourism companies, where success depends on the coordinated work of personnel, this approach is essential.

As additional conflict management tools, modern managerial practice suggests

implementing employee well-being management programs that include monitoring the emotional state of workers, regular surveys of job satisfaction, and the establishment of “hotlines” for confidential conflict resolution [4]. It is also important to develop an employee code of ethics that defines standards of behavior within the team and in communication with clients.

Management plays a crucial role in conflict resolution. The manager of a tourism enterprise should act not as an arbitrator but as a facilitator of the process, whose task is to help the parties see the problem from different perspectives, neutralize emotional tension, and prevent further escalation. In the context of high seasonality in the tourism industry, these competencies are particularly important, as they determine the atmosphere in the team and the quality of customer service [5].

Timely conflict resolution contributes to increased employee motivation, reduced staff turnover, and strengthened corporate culture. Moreover, it positively affects the company’s image, since harmonious relationships within the team ensure consistent service quality, which is the key factor of success in the tourism business. A conflict resolved constructively becomes a source of growth, allowing the enterprise to improve its internal processes and enhance its level of organizational maturity [6].

Thus, conflict management in the tourism sector requires a systemic approach that combines administrative, psychological, and ethical methods. Effective communication, the development of a culture of mutual respect, the support of employees’ emotional well-being, and the professional training of managers are the key to coordinated teamwork. In this context, a conflict should be seen not as a threat but as an opportunity to improve relationships and strengthen the company’s reputation in a competitive tourism environment.

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