

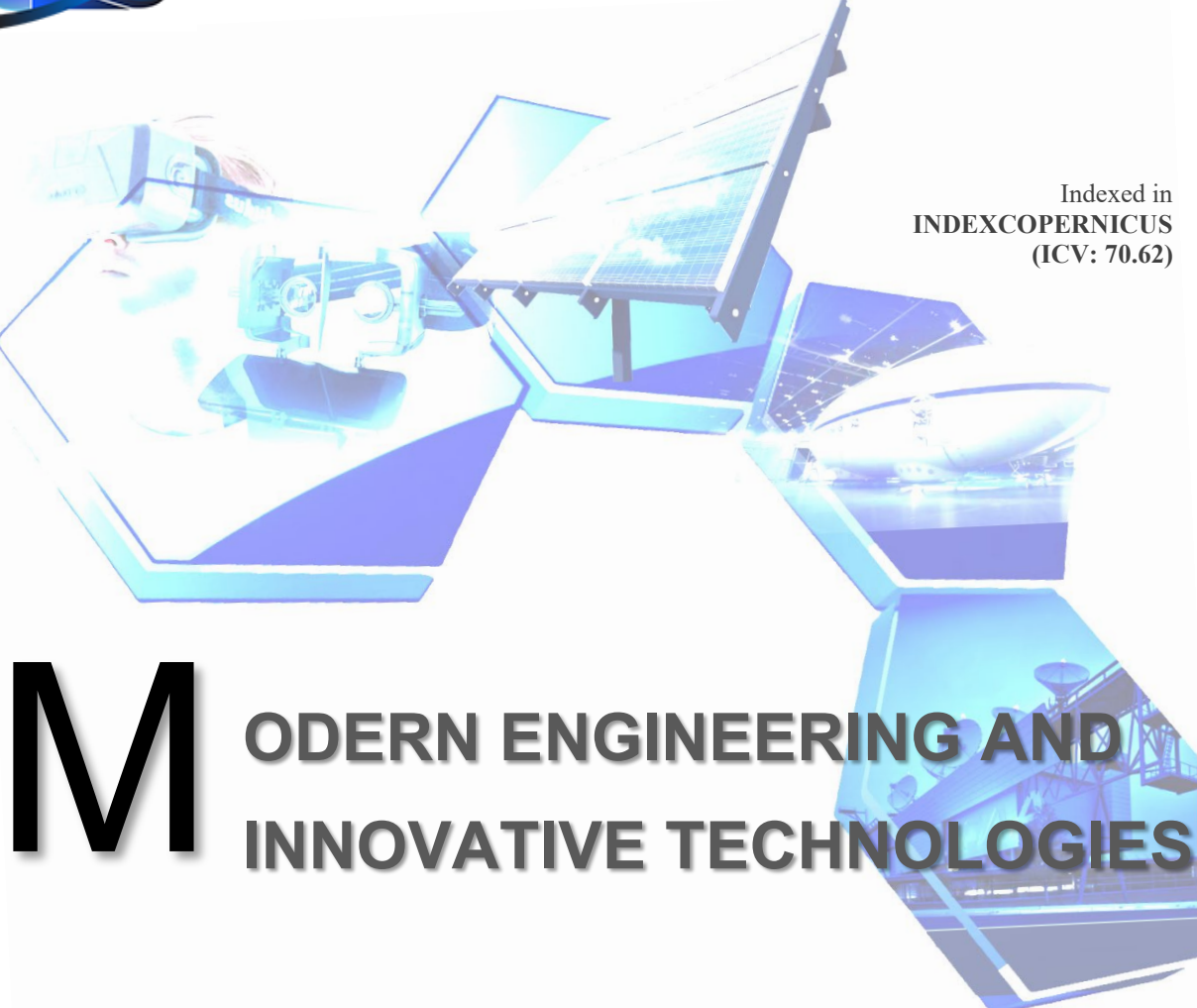


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**CONFLICT SITUATIONS IN HOSPITALITY INDUSTRY
ESTABLISHMENTS AND THEIR EFFECTIVE RESOLUTION
КОНФЛІКТНІ СИТУАЦІЇ В ЗАКЛАДАХ ІНДУСТРІЇ ГОСТИННОСТІ ТА ЇХ
ЕФЕКТИВНЕ ВРЕГУЛЮВАННЯ**

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Abstract. *The article examines the peculiarities of conflicts in the hotel business, due to the specifics of the service sector, a high level of interaction with customers, and a multicultural environment. The main causes of conflict situations between staff and guests, as well as within the team, are analyzed, in particular due to stressful working conditions, differences in expectations, and communication barriers.*

Effective approaches to conflict management are outlined, including preventive measures, development of staff communication skills, implementation of service standards, and use of mediation strategies. The role of management in creating a favorable psychological climate and preventing conflict escalation is identified.

Keywords: *conflict, conflict management, staff, customers, service, communication, hotel business conflict, conflict management, staff, customers, service, communication, hotel business.*

Introduction.

In the modern conditions of the development of the hospitality industry, the issue of the emergence and effective management of conflicts is of particular relevance. The high level of competition, the growth of customer requirements for the quality of service, as well as intensive interpersonal interaction between staff and guests create the prerequisites for the emergence of conflict situations. Additional factors are stressful working conditions, the diversity of cultural and behavioral models of customers, as well as the imperfection of internal communications in the team. Untimely or ineffective conflict resolution can lead to a decrease in the quality of services, a deterioration in the reputation of the institution, loss of customers and increased staff turnover. In this regard, there is a need to study the causes of conflicts in the hospitality sector and develop effective mechanisms for their prevention and resolution, which will ensure the stable functioning of enterprises.



As we can see from the data in Table 1, conflict theories are developing, intertwining, and complementing each other. However, it can be noted that all of them require immediate resolution and development of technologies for managing them.

Table 1 – The evolution of conflict theory

Theory	Representative
Political conflict theory	Representative C. Mills. Summarizes data on social structure and the development of the concept of the ruling elite
Theory of International Conflict	Representatives: K. Wright, R. Aron, M. van Creveld
Theory of Class and Class Conflict	Considers conflicts in the context of international confrontation
Theory of Group Dynamics and Social Conflict	Representative K. Dahrendorf
Systemic Conflict Theory	Representatives K. Boulding, A. Papoport
Game Conflict Theory	Summarizes data on conflict behavior with structuralism and behaviorism
Organizational Conflict Theory	Representatives D. Lewes, G. Reiff, T. Saati, N. Howard, K. Hipel. Summarizes data on conflict behavior in the context of game theory and statements from economic and social-psychological theories
Wave Theory of Conflict/War	Representatives E. Toffler, H. Toffler, S. Huntington
Integral Theory of Conflict	Summarizes data on the «super struggle» (clash of civilizations, socio-demographic transformations) in the context of social development

Author's development

With the development of conflict theory, their essence and meaning were reinterpreted and considered from different points of view. It should be noted that before the 20th century. Conflict was considered as an exclusively negative phenomenon, however, after the 20th century. views on its essence changed, and it is also considered from the point of view of positive content, which contributes not only to problems in the activities of organizations, but also to their development.

The main causes of conflicts in the hospitality industry are:

- inconsistency of abilities, personal qualities of employees, owners and management of the organization;
- management functions in the process of providing services;



- emotional and mental states between employees, owners, management and in the process of communicating with customers of the institution;
- service provision processes, in particular technological, economic, etc.;
- inconsistency of goals, methods, and means of activity between employees and management of the organization and between partners;
- motives, value orientations, and value needs between employees of organizations and management;
- views, beliefs of employees and management of institutions; in the understanding and interpretation of information between employees and management of the institution.

Conflicts in the hospitality industry are a natural phenomenon, caused by the high intensity of interpersonal interaction, the emotional tension of service activities and the difference in expectations of the parties. The main reasons should be systematized in two directions: «staff – guest» and intra-team conflicts.

Table 2 – Main causes of conflict situations in the hospitality sector

Scope of Conflict	Group of Causes	Specific Manifestations
Between staff and guests	Mismatch of expectations	Discrepancy between declared and actual service quality; guest dissatisfaction with service
	Communication barriers	Language difficulties; inappropriate communication; misunderstanding of guest requests
	Violation of service standards	Delays in service; booking errors; staff inattentiveness
	Individual characteristics of guests	High demands; emotional behavior; cultural differences
	Professional factors of staff	Low qualification; lack of experience; emotional burnout
Within the team	Organizational shortcomings	Unclear distribution of responsibilities; duplication of functions; uneven workload
	Management issues	Authoritarian leadership style; lack of motivation; unfair treatment
	Communication problems	Insufficient information exchange; interdepartmental misunderstandings
	Interpersonal factors	Competition; personal conflicts; differences in personalities
	Sociocultural differences	Differences in values, experience, and professional culture
	Working conditions	High workload; stress; irregular working hours

Author's development



Effective approaches to conflict management in hotels are based on a combination of preventive, operational and strategic measures that ensure both prevention and timely resolution of conflicts. Preventive measures include standardization of service processes, professional training of personnel, formation of a clear organizational structure, development of corporate culture and establishment of effective internal communications, which minimizes the risk of misunderstandings.

Operational approaches include the use of effective communication, including active listening, empathy, and correct response to complaints, the use of "service recovery" technology to quickly restore guest satisfaction, individualization of service, as well as the use of mediation and negotiations in difficult situations and control of staff emotions.

Strategic approaches include the implementation of quality management systems, monitoring customer satisfaction, developing HR management, preventing employee burnout, using modern information technologies to reduce the number of errors, and systematic analysis of conflict cases in order to form effective response algorithms, which together contribute to improving the quality of service, strengthening internal team interaction, and forming a positive image of the hospitality establishment.

The conflict prevention system in hospitality establishments is a complex of organizational, socio-psychological and managerial measures aimed at timely identification of the prerequisites of conflicts, elimination of their causes and creation of a favorable microclimate. Its formation is based on such principles as humanization of personnel management, openness of communications, equality of opportunities for professional development, as well as observance of ethical norms in the interaction of employees

The conflict prevention system in hospitality industry institutions is an important factor in ensuring personnel stability, increasing the efficiency of management processes and the quality of service. Its formation requires a scientifically based approach that combines organizational mechanisms, psychological methods and social technologies for harmonizing labor relations.



The role of management in creating a favorable psychological climate and preventing the escalation of conflicts in the hospitality industry is crucial, as it is management decisions and leadership style that set the tone for interpersonal interaction in the team and standards of guest service; an effective manager ensures clarity in the organizational structure and division of responsibilities, maintains open channels of communication, implements transparent rules and procedures, and also forms a culture of mutual respect, trust, and customer orientation.

Important tools include developing the emotional intelligence of staff, conducting regular training and mentoring, timely identification of tensions in the team, and prompt response to conflict situations through negotiations or mediation, which helps to avoid their escalation.

Conclusions.

Summarizing the results of the study, it should be noted that conflict situations in hospitality industry establishments are an integral part of their functioning, due to the high intensity of interpersonal interaction, the diversity of guests' expectations and the specifics of the organization of staff work. The main causes of conflicts are communication barriers, inconsistency of the level of service with customer expectations, organizational shortcomings, managerial miscalculations and the influence of the human factor.

It has been proven that effective conflict resolution requires a comprehensive approach that combines preventive measures, rapid response and strategic management, in particular through standardization of service processes, increasing the professional competence of personnel, developing corporate culture and implementing modern quality management tools. A decisive role in this process is played by management, which creates a favorable psychological climate, ensures effective communication and prevents the escalation of conflicts.

Thus, systematic management of conflict situations contributes to improving the quality of service, strengthening the competitiveness of hospitality establishments, and forming their positive image, which makes further scientific research in the direction of improving mechanisms for their prevention and resolution appropriate.



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Анотація. У статті розглянуто особливості виникнення конфліктів у готельному бізнесі, зумовлені специфікою сфери обслуговування, високим рівнем взаємодії з клієнтами та багатокультурним середовищем. Проаналізовано основні причини конфліктних ситуацій між персоналом і гостями, а також усередині колективу, зокрема через стресові умови праці, різницю в очікуваннях і комунікативні бар'єри. Окреслено ефективні підходи до управління конфліктами, серед яких превентивні заходи, розвиток комунікативних навичок персоналу, впровадження стандартів обслуговування та використання стратегій медіації. Визначено роль керівництва у формуванні сприятливого психологічного клімату та запобіганні ескалації конфліктів.

Ключові слова: конфлікт, управління конфліктами, персонал, клієнти, обслуговування, комунікація, готельний бізнес.