

Conflict situations in tourism enterprises and ways to solve them

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Abstract: The leader, according to his role, is usually at the center of any conflict in the organization and is called upon to resolve it by all means available to him.

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INTRODUCTION

Conflict - is determined by the fact that the conscious behavior of one of the parties (individual, group or organization as a whole) conflicts with the interests of the other party. The leader, according to his role, is usually at the center of any conflict in the organization and is called upon to resolve it by all means available to him. Depending on whose interests are threatened and from what or whom this threat comes, the following types of conflicts are usually distinguished:

- intrapersonal conflicts, in which a person experiences a threat in relation to one of his needs, interests, aspirations as a result of the actualization of other needs;
- interpersonal conflicts, in which the interests of one person are threatened as a result of the actions of another person;
- conflicts between an individual and a group, when there is a contradiction between group interests, their corresponding actions and the interests of an individual, his actions;
- intergroup conflicts, when these contradictions arise between groups. In any conflict there is its objective side - an objectively existing threat to someone's interests, and the subjective side - the perception of one of the parties of the behavior of the other side as an obstacle, a threat to its interests.

Tourism is a field of human activity that is associated with continuous communication: with work colleagues, superiors, customers, suppliers and partners, officials, etc. It is quite natural that at a certain moment disagreements arise, which then turn into conflicts.

In the tourism business, conflicts are quite common and manifest themselves most clearly and vividly. One of the main causes of conflicts in travel agencies is the violation of the moral norms of the relationship between members of the workforce. However, the main cause of conflict situations can rightfully be called inattention and poor customer service.

An example of an intrapersonal conflict is a situation where a manager may require that the performer be constantly in the office of a travel company and "work" with tourists on the spot. At

other times, he already expresses dissatisfaction with the fact that his employee spends too much time on customers and does not engage in marketing activities.

Conflicts perform the following main useful functions for a tourism enterprise:

allow management to identify weaknesses in their work;

identify the positions, needs of the participants in the conflict, contributing to the coordination of their interests, solving emerging problems;

· give a forecast of how it is impossible to conduct business in the future in order to avoid a recurrence of the conflict situation;

· force the tourist enterprise to reconsider its own attitude to business, improve the quality of work and the provision of tourist services, lead to the improvement and increase in the professionalism of their work;

A conflict situation can turn out to be a very profitable and effective means of increasing the interest of the population in a tourist enterprise or a resort sold by it

Conflict management as a complex process includes the following activities:

- predicting conflicts and assessing their functional orientation;
- prevention or stimulation of conflict;
- conflict management;
- conflict resolution.

There are a number of methods for resolving conflicts within a team. These include: coercion, accommodation, evasion, compromise, problem solving.

Coercion means trying to force people to accept their point of view at any cost. The one who tries to do this is not interested in the opinions of others. The person using this approach usually behaves aggressively and uses power through coercion to influence others. The coercive style can be effective in situations where the leader has significant power over subordinates. The disadvantage of this style is that it suppresses the initiative of subordinates, creates a greater likelihood that some important factors will not be taken into account, since only one point of view is presented.

Adaptation, or concession, is seen as a forced or voluntary refusal to fight and surrender of one's positions. The opponent is forced to make such a decision by various motives: the realization of one's wrong; the need to maintain good relations with the opponent; strong dependence on him; the insignificance of the problem. In addition, such a way out of the conflict leads to: significant damage received in the course of the struggle; the threat of even more serious negative consequences; no chance of a different outcome; third party pressure.

Evasion or avoidance is an attempt to get out of the conflict at a minimum cost. It differs in that the opponent switches to this method after unsuccessful attempts to realize their interests through active actions. Here the conversation is not about the resolution, but about the attenuation of the conflict. Withdrawal can be a completely constructive response to a protracted conflict. Avoidance is used in the absence of strength and time to resolve the contradiction, the desire to gain time, the

presence of difficulties in determining the line of one's behavior, and unwillingness to solve the problem at all.

Compromise consists in the desire of opponents to end the conflict with partial concessions. It is characterized by: the rejection of part of the previously put forward requirements; readiness to recognize the claims of the other party as partially substantiated; willingness to forgive. Compromise is effective in the following cases: the opponent understands that he and the opponent have equal opportunities; existence of mutually exclusive interests; satisfaction with a temporary solution; threats to lose everything. Compromise is the most commonly used conflict resolution method today.

Solving the problem means acknowledging differences of opinion and being willing to learn from other points of view in order to understand the causes of the conflict and find a course of action acceptable to all parties. The one who uses this style does not seek to achieve his goal at the expense of others, but rather is looking for the best way to overcome the conflict situation. In complex situations, where a variety of approaches and accurate information are essential for sound decision making, the emergence of conflicting opinions should be encouraged and managed using a problem-solving style.

CONCLUSION

Conflicts seem to be inevitable. But, as was shown above, firstly, there is a whole arsenal of means to prevent them. Secondly, there are many approaches to their relatively peaceful resolution. Thirdly, in some cases, the results of constructive conflict resolution can dramatically increase the efficiency of both individuals and entire organizations. Therefore, it should be concluded that it is necessary to fight not with conflicts in general (which is most likely pointless), but with such variants of their development in which none of the parties gets anything but trouble for themselves.

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