

**CONFLICT MANAGEMENT IN HOTELS – A CASE STUDY ON THOMAS MODEL AROUND HOTEL MANAGERS IN ANKARA, TURKEY**

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**ABSTRACT**

The aim of the research is to discover the methods that principles use to manage the conflicts in hotels. A case study to explore these methods which 4 and 5 star hotel managers use, to manage the conflict that occurs in their departments, takes place. To carry out the aim of the research, literature research on organizational and management of conflict was made and a questionnaire was applied to 119 managers who work at different steps of administration of 4 and 5 star hotels activating in Ankara in order to describe the present condition and to collect data. In the questionnaire 5 methods of Thomas and 15 behaviours that principles use or can use in the literature such as, avoiding, competition, collaborating, accommodating and compromise that principles use/can use to manage organizational conflict, was discussed. With the questionnaire that was used in the research, all kinds of behaviour and methods that can be used to manage the conflicts are analyzed and explored if the method or the point of view differs due to personal characteristics of the principles or not. Data, which were collected by questionnaires were also analyzed and commented by statistical methods. As a result of analysis of the data obtained, it was established that principles use, mostly method of competition at the highest ratio, avoiding method at the least ratio. In the research there has not been a significant difference between hotel principles' personal characteristics as sex and department and their rank of conflict management usage.

Keywords: *Conflict, Hospitality, Human Resources, Management, Tourism*