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Conflict management in Vietnamese and foreign companies: A case of tourism industry

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Abstract
This article introduces differences and similarities in conflict management of Vietnamese and foreign companies operating in the tourism industry in Vietnam. The findings point to the cultural background as the main reason of conflicts and companies should be sensitized of cultural differences as starting point to solve the conflicts in both domestic and foreign companies.

1. Introduction
1.1 Brief overview of conflict management in the tourism industry in Vietnam
Conflict management is a critical aspect of any business or organisation, and becomes even more challenging in multicultural settings. This is particularly true in the tourism industry, where diverse stakeholders such as tourists, local communities, government agencies, and businesses have different perspectives and interests. Vietnam's tourism industry has experienced significant growth in recent years, with an increasing number of foreign companies operating in the country. As a result, effective conflict management in the tourism industry is crucial for sustainable and equitable development.

The purpose of this essay is to explore conflict management in Vietnamese and foreign companies engaging in Vietnam's tourism industry. Specifically, it will examine the cultural context of conflict management in Vietnam, cultural differences in conflict management between Vietnamese and foreign companies, and strategies for managing conflicts in this billion - dollar industry. This essay will also provide best practices for conflict management in the tourism industry, focusing on communication, collaboration, and cultural awareness.

1.2 Importance of the topic
Conflict management is a key issue in Vietnam's tourism industry due to the growth of the industry and increasing partnerships between Vietnamese and foreign companies.. Cultural differences, communication barriers, and different approaches to business practices can lead to conflicts in cross-cultural business relationships, which can have significant negative impacts on the success of partnerships and the overall competitiveness of the tourism industry in Vietnam. Effective conflict management strategies such as negotiation, mediation and arbitration can help prevent and resolve disputes in cross-cultural business relationships in the tourism industry. Building strong relationships and seeking help from outside mediators or arbitrators when needed can also help to stay more positive. Relations between Vietnam and foreign companies. By understanding and adopting effective dispute management practices, companies in the tourism industry can improve the competitiveness of their industry in Vietnam and foster good relationships with their partners.

Effective conflict management is essential in managing cross-cultural business relationships in the tourism industry in Vietnam, and this can be achieved by understanding cultural differences, adopting effective conflict management strategies, building strong relationships, seeking assistance from third-party mediators or arbitrators when necessary, and enhancing the competitiveness of the industry in Vietnam.

The significance of this topic lies in its relevance to the development of the tourism industry in Vietnam. This field is a vital one of the Vietnamese economy, contributing largely to employment and foreign exchange earnings. Effective conflict management in the industry is critical to stable and sustainable development to ensure that the interests of all stakeholders are considered.

In conclusion, this essay will give readers an advantage in terms of understanding of conflict management in Vietnamese and foreign companies operating in the tourism industry in Vietnam. There are deeper insights into the cultural background of conflict management, cultural differences between Vietnamese and foreign companies, and conflict management strategies in this sector. The goal, ultimately, is to promote effective conflict management practices in Vietnam's tourism industry, having promised dramatic progress in sustainable and equitable development.

2. Cultural context of conflict management in Vietnam
2.1 Confucian tradition and its influences on conflict management
Confucian tradition has exerted significant effects on conflict management in many Asian countries, including Vietnam. Confucianism emphasises the importance of social harmony, respect for authority, and hierarchical relationships, which can have an evident impact on how conflicts are approached and managed.

One of the key principles of Confucianism is the concept of "PEOPLE" or humaneness, which stresses the backbone of treating others with kindness, respect, and empathy. This principle can be applied to conflict management by promoting a collaborative and cooperative approach to resolving conflicts.

Another principle of Confucianism is the emphasis on relationships and social order, which can be reflected in the way conflicts are managed. In Confucian tradition, maintaining social harmony coupled with avoiding public conflict is highly appreciated, encouraging a priority for indirect conflict management strategies, such as mediation or compromise, rather than direct confrontation or competition.

Moreover, the importance of authority and hierarchy is also promoted by Confucianism, which can affect the way conflicts are approached and managed in business relationships. In Vietnamese entrepreneurs, the authority of leaders and superiors, for instance, is often respected, and conflicts may be managed by deferring to their decisions or seeking their mediation.

Overall, Vietnamese conflict management may be significantly shaped by Confucian tradition, and understanding its principles can be pivotal to manage conflicts in cross-cultural business relationships. Through promoting humaneness, building strong relationships, and respecting authority and social harmony, Vietnamese companies can achieve effective conflict management in the tourism industry.

2.2 Importance of preserving face and avoiding open confrontation
Preserving face and avoiding open confrontation are vital aspects of conflict management in Asian cultures, especially Vietnam. Face is the social value associated with one's reputation, dignity, and self-esteem, and is highly valued in a number of Asian cultures. In the context of conflict management, preserving face refers to the practice of avoiding a wide range of behaviours that may cause embarrassment, humiliation, or loss of face for oneself or others involved in the conflict.

Open confrontation, on the other hand, can be regarded as a direct obstacle to confront, as it can trigger public embarrassment and shame. In Vietnamese culture, avoiding open confrontation is critical to maintain social harmony and escape loss of face. This can be reflected in the approaches conflicts are managed, where indirect methods, such as compromise, mediation, and negotiation, are preferred over direct confrontation.

Thanks to understanding the importance of preserving face and avoiding open confrontation, Vietnamese entrepreneurs in the tourism industry can develop sound and effective conflict management strategies being respectful to cultural norms and values. Managers and leaders, for example, can encourage a culture of respect, empathy, and understanding, as well as promote open communication and dialogue that is sensitive to the preservation of face. By doing it, conflicts can be managed in a way that is constructive, collaborative, and respectful, fostering maintaining positive relationships between Vietnamese and foreign businesses.

2.3 Hierarchy and authority in Vietnamese organisations
Hierarchy and authority play a pivotal role in Vietnamese organisations, particularly in the tourism industry, where the traditional culture values respect for authority and hierarchical relationships. In this national culture, it is not uncommon for individuals to defer to their superiors and respect their decisions, which can influence the way conflicts are managed in organisations.

A clear hierarchy of power, admittedly, is witnessed frequently in Vietnamese businesses, where the authority of leaders and superiors is respected and recognized. More noticeably, the power distance between leaders and subordinates is relatively high, and a top-down decision-making approach is favoured. This means that conflicts may be managed by seeking the mediation of leaders or superiors or deferring to their decisions.

Furthermore, hierarchy and authority can also have a certain influence on the way communication occurs in Vietnamese organisations. Subordinates may not express their opinions or ideas freely, and may not openly disagree with their superiors. This can give rise to conflicts going unresolved or unrecognised, as subordinates may not feel empowered to speak up.

To productively manage conflicts in Vietnamese organisations, it is essential to understand and respect the cultural value of hierarchy and authority. Leaders and managers should strive to create a friendly environment promoting open communication and encouraging subordinates to express their views and thoughts freely. Moreover, they should be sensitive to the power dynamics at play and take steps to address any imbalances or inequalities

that may be threatening conflict management. As a result, conflicts can be managed soundly, promoting positive relationships and enhancing the competitiveness of the tourism industry in Vietnam.

3. Cultural differences in conflict management between Vietnamese and foreign companies
This section takes a closer look at the cultural differences in conflict management between Vietnamese and foreign companies.

3.1 Differences in communication style
Communication Styles: As mentioned above, the communication styles of Vietnamese companies and foreign companies are very different. Communication in Vietnamese is more indirect, favouring non-verbal cues and implicit meanings. Western culture, on the other hand, emphasises clear, unambiguous and direct communication.

Vietnam's communication style reflects the country's collectivist culture, where preserving harmony and avoiding conflict is essential. Vietnamese people may use indirect language, such as euphemisms or vague expressions, to avoid offending others or causing conflict. This style of communication can lead to misunderstandings and misinterpretations when communicating with people in cultures that value direct communication.

Foreign companies may perceive Vietnamese communication styles as ambiguous or unclear, which can lead to frustration and difficulties in resolving conflicts. On the other hand, Vietnamese companies find direct communication too confrontational and disrespectful, which can lead to conflicts and misunderstandings.

3.2 Hierarchy and Authority
Vietnamese culture values hierarchy and authority, and subordinates are expected to obey their superiors' orders unconditionally. This cultural trait reflects the country's Confucian values, which prioritise respect for authority, age, and seniority. In Vietnamese companies, employees are expected to respect the decisions and opinions of their superiors and bow their heads.

Western cultures, by contrast, tend to emphasise collaboration and shared decision-making in flatter organisational structures. Western companies value individualism, and employees are encouraged to freely express their opinions and ideas.. In a multicultural context, these cultural differences can lead to conflicts when Western companies try to implement collaborative decision-making processes in Vietnamese organisations that prioritise hierarchy and authority.

3.3 Western vs. Eastern approaches to conflict resolution
Cultural differences in conflict resolution strategies can also lead to difficulties in resolving conflicts. Western cultures tend to emphasise open and direct confrontation to resolve conflicts, while Vietnamese culture places a higher value on avoiding confrontation and preserving harmony.

In Vietnamese culture, conflicts are typically resolved through informal negotiations and compromise to preserve relationships and avoid damaging face. Vietnamese people may use indirect methods, such as humour, to diffuse tension and avoid confrontations. On the other hand, Western cultures tend to value direct confrontation and openly expressing their opinions and feelings. In a multicultural

context, these differences in conflict resolution strategies can lead to misunderstandings and difficulties in resolving conflicts.

3.4 Challenges in managing conflicts in a multicultural context
Attitudes towards Relationships and Trust
Vietnamese culture emphasises relationships and personal connections, and trust is often built through personal relationships. Vietnamese place a high value on building strong personal relationships. There, trust is built through shared experience and common interests.

Western cultures, by contrast, tend to emphasise formal structures and procedures. Western companies prefer rules and regulations where trust is built through formal procedures and policy enforcement. In multicultural contexts, differences in attitudes towards relationships and trust can be misleading and make trust building and conflict resolution difficult.

Conclusion
Cultural differences between Vietnamese and foreign companies can pose significant challenges to conflict management in the tourism industry. Communication styles, attitudes towards hierarchy and authority, conflict resolution strategies, and attitudes towards relationships and trust are significant cultural differences that can lead to misunderstandings and difficulties in resolving conflicts.

To effectively manage conflicts in a multicultural context, it is essential to take these cultural differences into account. Engaging in open communication, respecting cultural values, and finding compromises that accommodate both parties' cultural values can help overcome these challenges. Companies should also invest in cross-cultural training and education to develop cultural sensitivity and awareness in their employees, which can improve conflict management and overall business performance.

4. Case study: Conflict management in the tourism industry in Vietnam
4.1 Overview of the tourism industry in Vietnam
According to Vietnam credit, Vietnam's tourism industry has just gone through a period of ups and downs. Despite winning awards around the world, it fell to the ground due to the pandemic. But after social distancing measures were lifted, this green economy sector recovered and developed strongly Immediately after domestic and international tourism has fully resumed, the Ministry of Culture, Sports and Tourism of Vietnam and the National Tourism Administration of Vietnam will lead and guide places and enterprises to host a series of cultural, tourism and sporting events to promote tourism activities. Especially on the occasion of the 31st SEA Games held in Vietnam, the tourism industry has an opportunity to strongly promote the image of safe, friendly and attractive tourism in Vietnam among sports delegations and international tourists.

4.2 Common sources of conflict in the industry
Let us consider a hypothetical case study to better illustrate the challenges and strategies of conflict management in Vietnam's tourism industry..
Imagine a foreign hotel chain that has recently opened a new resort in Vietnam. The hotel employs both Vietnamese and foreign staff, with different cultural backgrounds and

communication styles.

One day, a Vietnamese housekeeping staff member finds a foreign guest's wallet in a room and returns it to the front desk. However, when the guest receives the wallet, they claim that some of the money is missing. The guest accuses the housekeeping staff member of stealing the money and demands that the hotel compensate them for the missing cash. This situation presents several cultural differences that can lead to conflict. Firstly, the communication styles between the Vietnamese staff and foreign guests can be different, with Vietnamese staff preferring indirect communication, while Western guests may prefer direct communication. This difference can lead to misunderstandings and confusion about what has happened and who is responsible.

Secondly, the attitudes towards hierarchy and authority may also differ. The foreign guest may expect the hotel management to take immediate action and compensate them for the missing money, while the Vietnamese staff may defer to their superiors' decisions and opinions.

4.3 Strategies for managing conflicts in the industry

To effectively manage this conflict, hoteliers must first understand and consider cultural differences. Hotel management can arrange meetings with foreign guests and Vietnamese housekeeping staff to clarify incidents and work towards a resolution.

During the meeting, the hotel management can explain to the foreign guest the Vietnamese communication style and how it may differ from their own, to avoid misunderstandings. The hotel management can also explain to the Vietnamese staff member the guest's expectation for direct communication and the need for quick resolution, to avoid any further confusion. Additionally, the hotel management can offer a compromise to the guest, such as a discount on their next stay or a complimentary service, to compensate for the lost money. By offering a compromise, management can avoid direct accusations against the maids while maintaining the guest relationship.

Overall, conflict management in Vietnam's tourism industry requires the ability to understand cultural differences and manage them effectively. Conflicts can be resolved and relationships maintained through open communication, respect for cultural values, and finding compromises that reflect the cultural values of both parties.

4.4 Success stories and challenges faced
4.4.1 Success Stories

Community-based tourism in Sapa: The town of Sapa in northern Vietnam has become a popular tourist destination due to its stunning scenery and unique culture. However, tourism has also put pressure on the local environment and created conflicts between tourists and local residents. To address this, the community-based tourism model has been implemented in Sapa, which involves local residents in the tourism industry and promotes sustainable tourism practices. This has led to a more equitable distribution of benefits and a reduction in conflicts between tourists and local residents.

Marine protected areas in Phu Quoc: The island of Phu Quoc in southern Vietnam has experienced rapid tourism development in recent years, which has put pressure on the local marine environment. To address this, a marine protected area was established in 2007, which has helped to preserve the biodiversity of the area and promote sustainable tourism practices. The marine protected area has become a popular tourist attraction and has provided economic benefits to local communities.

4.4.2 Challenges faced

Overtourism: One of the biggest challenges facing Vietnam's tourism is overtourism, particularly in popular tourist destinations such as Halong Bay and Hoi An. Overtourism can lead to conflicts between tourists and locals, as well as environmental degradation and overcrowding.

Lack of infrastructure: Despite the rapid growth of the tourism industry in Vietnam, many areas still lack infrastructure. This can make it difficult to manage tourism development and provide adequate services to tourists.

Cultural clashes: Cultural clashes can also be a source of conflict in the tourism industry in Vietnam, particularly between foreign tourists and local residents. This can lead to misunderstandings and tensions, particularly around issues such as dress codes and behaviour.

Limited community engagement: Despite the implementation of community-based tourism models in some areas, community engagement is still limited in many parts of Vietnam. This can complicate conflict management and ensure that tourism benefits are fairly shared among all stakeholders.

Lack of regulation: Viet Nam's tourism industry is largely unregulated, which can lead to issues such as environmental degradation, safety concerns, and unfair competition between businesses. The lack of regulation can also make it difficult to manage conflicts and ensure that tourism development is sustainable.

5. Best practices for conflict management in the tourism industry in Vietnam
5.1 Importance of communication and collaboration

Communication and collaboration are the cornerstone of effective conflict management in the Vietnamese tourism industry. The reasons should be viewed and analysed:

- **Build understanding**: Effective communication has alway been a prime driving force for building understanding between stakeholders namely local communities, businesses, and tourists. When all parties understand each other's needs and perspectives, conflicts are less likely to arise.
- **Encourage participation**: Effective communication can facilitate participation from all investors in decision-making processes. When all parties have a say in how tourism is managed and developed, conflicts are less likely to arise, and solutions are more likely to be sustainable and equitable.
- **Promote transparency**: Effective communication can promote transparency in the tourism industry, which is essential for building trust and preventing conflicts. When all participants have access to information about relevant tourism development and its impacts, they tend to feel included and invested in the process.
- **Identify potential conflicts**: Effective communication is beneficial to identifying potential conflicts before they escalate. When stakeholders are aware of each other's concerns and interests, a win - win situation will be formed, in particular, they can work together to find solutions that meet everyone's needs.
- **Foster collaboration**: Collaboration is vital to effective conflict management in the tourism industry. When participants collaborate, they can share resources,

knowledge, and expertise to introduce good remedies.
- **Built relationships**: Effective communication and collaboration enhance close relationships between stakeholders in the tourism industry. A positive relationship is more likely to support them working together to resolve conflicts and promote sustainable tourism development.

5.2 Strategies for building trust and understanding
Building trust and understanding is the backbone of effective conflict management in the tourism industry in Vietnam. Here are some strategies for achieving this:
- **Engage in meaningful dialogue**: Engage in meaningful dialogue with stakeholders, namely local communities, businesses, government agencies, and tourists, which is, in turns, beneficial to building trust, promoting understanding, and identifying potential conflicts.
- **Foster relationships**: Listening to participants's concerns and interests in order to foster relationships, and demonstrating a commitment to working together to find reasonable solutions.
- **Be transparent**: To be transparent about tourism development strategies and their potential aspects. Provide stakeholders correct information about the benefits and risks of tourism development to facilitate them in decision-making processes.
- **Respect cultural differences**: Respect cultural differences and raise understanding of different cultural practices and traditions.
- **Provide education and training**: Provide education and training programs for stakeholders, including tourists, that promote responsible tourism practices and cultural sensitivity.
- **Encourage participation**: Encourage participation from all stakeholders in decision-making processes, supporting build trust and arising understanding by ensuring that all parties have a voice in how tourism is managed and developed.
- **Recognize and address grievances**: Recognize and address grievances from stakeholders, especially local communities, businesses, and tourists, which help to build trust and promote understanding by demonstrating a commitment to resolving conflicts in a fair and equitable manner.
- **Foster partnerships**: Foster partnerships between stakeholders, including local communities, businesses, government agencies, and NGOs, which is beneficial to building trust and furthering understanding by encouraging collaboration and shared responsibility for tourism development.

5.3 Role of mediation and other conflict resolution techniques
Mediation and other conflict resolution techniques can play an important role in managing conflicts in the tourism industry in Vietnam. Here are some examples:
- Mediation is the process by which a neutral third party assists the disputing parties in finding a mutually acceptable solution to their conflict. In the tourism industry, mediation can be used to resolve conflicts between tourists and local communities, businesses, or government agencies. For example, a mediator could help to resolve a dispute over the use of natural resources

or the distribution of tourism revenues.
- Negotiation is the process by which parties to a dispute work together to find a mutually acceptable solution to the dispute. In the tourism industry, negotiation can be used to resolve conflicts between various stakeholders such as communities and businesses, or businesses and government agencies. For example, negotiations can be used to find compromises on issues such as tourism development plans and resource allocation.

Collaborative problem-solving: Collaborative problem solving brings together different interest groups to find solutions to common problems together. Collaborative problem solving can be used in the tourism industry to address issues such as environmental degradation and overcrowding. For example, stakeholders can work together to develop sustainable tourism practices that minimise negative impacts on the environment and local communities. Consensus-building means working together to reach a common agreement on a particular issue. The tourism industry can use consensus building to develop policies and regulations supported by all stakeholders. For example, stakeholders can work together to develop a tourism code of conduct that promotes responsible tourism practices.
Facilitation means helping parties communicate effectively and work together to find a solution to their conflict. In the tourism industry, moderation can be used to help different stakeholders understand each other's perspectives and interests. For example, facilitators help facilitate dialogue between local communities and businesses on issues such as the use of cultural resources.

5.4 Importance of cultural awareness and training
Cultural awareness and training are crucial to managing conflicts in the tourism industry in Vietnam. Understanding cultural differences: Cultural awareness and training help stakeholders to understand the cultural differences that exist between different groups of people, including tourists and local communities. This understanding can help to avoid conflicts caused by cultural misunderstandings or ignorance. Respect for cultural practices and traditions: Cultural awareness and training promote respect for the cultural practices and traditions of the community. This respect helps avoid conflicts caused by tourists who violate local customs and traditions. Sensitivity to local issues:
- **Sensitivity to regional issues**: Cultural awareness and education increase stakeholders' sensitivity to regional problems and issues. This awareness can aid in preventing conflicts brought on by tourism growth that could harm nearby communities by degrading the environment or uprooting residents, for example:
- **Effective communication**: Cultural awareness and training can improve communication between stakeholders from various cultural backgrounds. This can help to avoid conflicts caused by misinterpretation or miscommunication.
- **Promotion of sustainable tourism**: Cultural education and awareness can assist stakeholders in encouraging the growth of sustainable tourism that respects regional customs and cultures. By doing so, it may be possible to prevent conflicts brought on by unsustainable tourism practices that could harm the environment and local communities.

6. Conclusion

6.1 Summary of main points

In this essay, we're discussing how the tourism industry is growing in Vietnam, and some of the potential conflicts that can arise. The successful management of conflicts in the tourism industry requires everyone involved to work together in a constructive way, while also taking into account the needs of the industry and the local cultures and traditions. Some of the challenges involved in this process include language barriers, power imbalances, and different perspectives on tourism development. The tourism industry can be a good thing for local communities, businesses, and tourists, but it can also create conflicts because of factors like cultural differences, economic disparities, and environmental concerns. To manage these conflicts, the industry uses communication, mediation, and other conflict resolution techniques, as well as cultural awareness and training. Best practices for conflict management in the tourism industry involve promoting dialogue, fostering understanding and trust, and putting the needs of the industry first.

6.2 Implications of the study

The study of conflict management in the tourism industry in Vietnam has several implications, including:

Importance of cultural awareness and training: The study highlights the importance of cultural awareness and training for stakeholders in the tourism industry. Such training can help to build understanding and respect for local cultures and traditions, and improve communication and collaboration between stakeholders.

Need for sustainable tourism development: The study emphasises the need for sustainable tourism development that benefits local communities, businesses, and the environment. Such development can help to minimise conflicts in the industry and promote long-term economic and social benefits.

Role of mediation and other conflict resolution techniques: The study underscores the importance of mediation and other conflict resolution techniques in managing conflicts in the tourism industry. Such techniques can help to find mutually acceptable solutions to conflicts and promote cooperation and understanding between stakeholders.

Challenges in managing conflicts in a multicultural context: The study highlights the challenges faced by stakeholders in managing conflicts in a multicultural context. These challenges include language barriers, power imbalances, and differing perspectives on tourism development.

Benefits of effective conflict management: The study shows that effective conflict management can lead to positive outcomes for all stakeholders involved in the tourism industry. These outcomes include improved communication and collaboration, increased understanding and trust, and the promotion of sustainable tourism development.

Overall, the study of conflict management in the tourism industry in Vietnam provides valuable insights for stakeholders in the industry as well as researchers and policymakers interested in promoting sustainable tourism development and managing conflicts in multicultural contexts.

6.3 Recommendations for future research.

Based on the discussion of conflict management in the tourism industry in Vietnam, some recommendations for future research include:

Exploring the role of technology in conflict management: With the increasing use of technology in the tourism industry, there is a need to explore how technology can be used to improve conflict management.

Examining the impact of conflict on local communities: While the study highlights the importance of sustainable tourism development, there is a need to examine the impact of conflict on local communities in the tourism industry. Future research can explore how conflicts affect the well-being and livelihoods of local communities, and how conflicts can be managed to promote their interests.

Comparing conflict management strategies across different contexts: it works in one context may not work in another. Therefore, there is a need to compare conflict management strategies across different cultural, economic, and environmental contexts. Such research can help to identify best practices in conflict management and inform policy and practice in the tourism industry.

Investigating the impact of conflict on local communities: Although the study emphasises the importance of sustainable tourism development, there is a need to investigate the impact of conflict on local communities in the tourism industry. Future research can determine how conflicts affect the well-being and livelihoods of local communities and how conflicts can be managed to advance their interests.

Studying the long-term effects of conflict on tourism development: it focuses on short-term conflict management strategies. There is a need for research that examines the long-term effects of conflict on tourism development, including its impact on the reputation of the destination, the behaviour of tourists, and the sustainability of the industry.

In conclusion, conflict management is crucial for both Vietnamese and foreign companies to operate in the tourism industry in Vietnam. The tourism industry is highly competitive and diverse, which can create numerous potential sources of conflicts between companies and their stakeholders, such as customers, employees, and suppliers.

Effective conflict management in the tourism industry requires companies to have a thorough understanding of cultural differences, communication styles, and conflict resolution strategies that are specific to Vietnam. Companies must also establish clear policies and procedures for managing conflicts and create a supportive organisational culture that encourages open communication and mutual respect.

In terms of foreign companies operating in Vietnam, they need to attach special attention to cultural sensitivity and adaptation, as cultural differences can be a significant source of conflict in cross-cultural business interactions. Moreover, they should be aware of the legal and regulatory environment in Vietnam coupled with ensuring that their conflict management practices comply with local laws and regulations.

By exploring these areas of research, we can deepen our understanding of conflict management in Vietnamese and foreign companies in the tourism industry and identify best

practices for effective conflict resolution in cross-cultural business relationships.

The tourism industry is an important sector in Vietnam, contributing significantly to the country's economy. Conflict management is an essential aspect of the industry as it involves diverse stakeholders such as tourists, local communities, government agencies, and businesses.

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