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## **CONFLICT PRINCIPLE AND PSYCHOLOGY OF MANAGEMENT SPORTS STADIUM IN CHINA**

**Abstract:** In China, stadiums and gymnasiums play an important role in the current public sports services. A higher management level of stadiums and gymnasiums is conducive to the efficient use of sports venue resources, and promotes the maximization of social and economic benefits of stadiums and gymnasiums. This article uses the methods of literature, investigation, and interviews to investigate and analyze the current situation of conflict management and management psychology in China's sports venue management, and then finds out the existing problems. Suggestions and countermeasures are given for China's sports venue management: China's sports venues should take the path of enterprise and industrial management of public sports venues. Standardized management should be introduced for sports venue services. We should improve the intelligent management level of stadiums and gymnasiums. We should strengthen the construction of sports venue management teams. This topic involves the study of psychological factors that influence the management of conflicts in sports stadiums, including the principles and strategies that managers can use to resolve conflicts.

The conflict principle refers to the idea that conflict is an inherent part of human interactions and can arise in any organization, including sports stadiums. The psychology of management, on the other hand, refers to the study of how people's behavior and attitudes can influence the effectiveness of management practices. It is necessary to attach importance to cultivating and absorbing high-level leaders and outstanding professionals who have the courage to shoulder the task of reform, make good use of modern high-tech, have a broad vision, and can lead the team to achieve innovative development, providing strong talent support for achieving the great development of the sports industry.

In the context of sports stadiums in China, this topic is particularly relevant as sports are an important part of Chinese culture, and sports stadiums are often the site of intense emotions and passionate fan interactions. Effective management of conflicts in sports stadiums is crucial for ensuring the safety of fans, players, and staff, as well as for creating a positive and enjoyable experience for everyone involved.

**Key words:** China; sports venue management; conflict theory; management psychology, stadium.

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## **ПРИНЦИПИ ВРЕГУЛЮВАННЯ КОНФЛІКТІВ ТА ПСИХОЛОГІЯ УПРАВЛІННЯ СПОРТИВНИМ СТАДІОНОМ У КИТАЇ**

**Анотація:** Ця стаття передбачає вивчення психологічних факторів, які впливають на управління конфліктами на спортивних стадіонах, включаючи принципи та стратегії, які менеджери можуть використовувати для вирішення конфліктів.

Принцип конфлікту відноситься до ідеї, що конфлікт є невід'ємною частиною людських взаємодій і може виникнути в будь-якій організації, включаючи спортивні стадіони. Психологія управління, з іншого боку, відноситься до вивчення того, як поведінка та ставлення людей можуть впливати на ефективність практики управління.

У Китаї стадіони та спортивні зали відіграють важливу роль у поточних державних спортивних послугах. Вищий рівень управління стадіонами та спортзалами сприяє ефективному використанню ресурсів спортивних об'єктів, а також сприяє максимізації соціальних та економічних вигод від стадіонів та спортзалів. Ця стаття використовує методи літератури, розслідування та інтерв'ю для дослідження та аналізу поточної ситуації управління конфліктами та психології управління в управлінні спортивними об'єктами Китаю, а потім з'ясовує існуючі проблеми. Надаються пропозиції та контрзаходи щодо управління спортивними об'єктами Китаю: спортивні об'єкти Китаю повинні піти шляхом корпоративного та промислового управління громадськими спортивними об'єктами. Необхідно запровадити стандартизоване управління послугами спортивних об'єктів. Ми повинні покращити рівень інтелектуального управління стадіонами та спортзалами. Ця тема передбачає вивчення психологічних факторів, які впливають на управління конфліктами на спортивних стадіонах, включаючи принципи та стратегії, які менеджери можуть використовувати для вирішення конфліктів.

Принцип конфлікту відноситься до ідеї, що конфлікт є невід'ємною частиною людських взаємодій і може виникнути в будь-якій організації, включаючи спортивні стадіони. Психологія управління, з іншого боку, відноситься до вивчення того, як поведінка та ставлення людей можуть впливати на ефективність практики управління.

Загалом, ця тема важлива для всіх, хто цікавиться спортивним менеджментом, оскільки пропонує розуміння психологічних факторів, які

можуть вплинути на вирішення конфліктів на спортивних стадіонах, і пропонує стратегії ефективного управління конфліктами в цьому контексті.

**Ключові слова:** Китай; управління спортивними об'єктами; теорія конфлікту; психологія управління, стадіон.

**General problem statement.** While providing public sports services, stadiums and gymnasiums should not only meet the most basic sports needs of the masses, but also scientifically prevent and control diseases from the perspective of improving the physical fitness of the masses. Therefore, stadiums and gymnasiums play an important role in the current public sports services. According to the use nature of sports venues, they can be classified into sports competition venues, teaching and training venues, and sports fitness and entertainment venues. According to the purpose of sports venues, they can be divided into two categories: dedicated sports venues and comprehensive sports venues. According to the classification of the area occupied by sports centers, they can be divided into four types: small, large, and extra-large.

Most stadiums and gymnasiums are directly operated and managed by the government or implement the system of "whoever builds, who runs". It is difficult for professional social operation and management teams to participate in the operation and management of stadiums and gymnasiums. In order to improve the operational management efficiency of stadiums and gymnasiums, the operational management of large-scale stadiums and gymnasiums has begun to show diversification. The government has gradually assumed the role of supervision, and management systems such as entrusted operation, service outsourcing, and separation of management rights and ownership of stadiums and gymnasiums have emerged. Some countries require that the operation and management rights of stadiums and gymnasiums be subject to mandatory public bidding, attracting professional operation and management teams to join, effectively reducing labor costs and improving the efficiency of venue use. Against the backdrop of the new development pattern, promote the high-quality development of the sports industry, continuously meet the demand for sports consumption, and make the sports industry become a new growth pole of the national economy. In China, stadiums and gymnasiums play an important role in the current public sports services. Gymnasiums and gymnasiums are generally invested or financed by the government, and are managed by national sports administrative departments at all levels; A sports venue mainly used for sports training, sports competitions, and mass sports activities [1-2].

Gymnasiums and gymnasiums are generally faced with issues such as low awareness of sports consumption among citizens, a lack of talent in stadium and gymnasium management, unclear sports management policies, increasing market competition pressure, and operational difficulties. There are various conflicts in stadium and gymnasium management. How to improve the management of sports venues has received much attention. Management psychology is still a newly emerging discipline in China, and there are few people who can systematically apply its research results to organizational management practices. It is of great significance

to explore the application of conflict theory and management psychology in the management of sports venues in China. Conflict management is inevitable for work teams, and it has applications in managing interpersonal conflicts, individual to group conflicts, and inter group conflicts [4,5]. Management psychology is still a newly emerging discipline in China, and there are few people who can systematically apply its research results to organizational management practices. The research on conflict management and management psychology in China's sports venue management is almost blank. Therefore, this article attempts to recognize and identify the problems in Chinese sports venue management from the perspective of conflict theory and management psychology, and provides suggestions and countermeasures for Chinese sports venue management.

**Analysis of recent research and publications.** 1. Master the current situation and existing problems in the management of psychology and conflicts in Chinese stadiums and gymnasiums.

2. Propose suggestions for stadium and venue management based on conflict theory and management psychology.

**The main research material mentioning justification of the scientific results obtained.** Taking Chinese stadiums and gymnasiums as the research object. The research was conducted using methods such as literature review, field investigation and interviews. The scientific research is highlighted in works of Shen Hongming, Wang Yunlu, Liu Jianfeng, Rahim M.A., Magner N. R.

**The goal of the article-research of the peculiarities and problems** in the management of psychology and conflicts in Chinese stadiums and gymnasiums from the perspective of conflict theory and management psychology, and provides suggestions and countermeasures for Chinese sports venue management.

**Presentation of the main material.** Operation and management mode of stadiums and gymnasiums. Most stadiums and gymnasiums in China are invested and constructed by the government, belonging to social public sports service facilities. The supply of service functions varies in regions with different economic development levels [6]. Many large stadiums and gymnasiums were initially constructed to host large-scale sports events, but their functional settings did not take into account the utilization of venues after the games. The venue functions were relatively single, coupled with the lack of professional operation and management teams in the form of public institutions to operate and manage the venues. The revenue capacity of the venues was low, coupled with the high energy consumption and maintenance costs of large sports venue equipment, which required long-term government investment to maintain survival. The main operation and management modes of large stadiums and gymnasiums in China include contract management, cooperative operation, internal independent operation, entrusted operation, and property company management (see Table 1). Wang Jinwei believes that the traditional business system and business model need to be reformed, and the traditional business management mainly relies on national financial subsidies. In order to avoid responsibilities in operation, in addition to completing the tasks assigned by the sports administrative department, it is basically closed to the outside world [7]. At present, the entrusted operation and management model is that the

government does not establish public institutions after investing in the construction of venues, but separates the ownership and management rights of venues. The management rights are directly tendered to the society, attracting professional operation and management teams, and meeting the gradually increasing basic needs, expanding needs, and inducing needs of residents [8]. The management mode of sports venues in China is gradually transitioning from the management mode of public institutions to the operation and management mode of social professional teams. A large number of policy documents encourage social professional teams to participate in the operation and management of large stadiums and gymnasiums.

Table 1: Operation and management modes of major stadiums in China

Operation management mode	Mode Introduction	Features
Contracting management	The management and operation rights are fully managed by companies or individuals, and the operation is fully carried out in a self-supporting profit and loss model.	reduced the financial burden on government departments, increased the utilization rate of stadiums and gymnasiums open to the outside world. Few domestic enterprises adopt this management method.
Cooperative operation	The government, as a major shareholder, takes its investment in stadiums and gymnasiums as its shares, and absorbs other social funds for financing and equity expansion.	Through the cooperation of all parties involved in the investment, difficulties such as lack of funds and management experience in the early construction process or later operation process of stadiums and gymnasiums can be solved.
Independent operation within the unit	Generally, a department within the unit to which the stadium belongs is responsible for the specific operation.	The advantages are clear division of labor, specific responsibilities, and familiarity with the situation of sports venues and facilities, which is conducive to the full utilization and maintenance of stadiums and gymnasiums.
Entrusted operation	A "trusteeship model" that does not change the property rights and functional positioning of stadiums and gymnasiums, but entrusts them to civil society organizations, social groups, and enterprises for operation and management.	It not only brings into play various physical functions of stadiums, but also solves the difficulty of insufficient operating funds caused by the low utilization rate of stadiums, especially some highly specialized stadiums.

Property company management	With a large professional property company as the management entity, realize the regionalization and overall comprehensive operation and management of stadiums and gymnasiums.	The formation of comprehensive, comprehensive, and professional management and services is conducive to improving and improving the management level.
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### Problems in China's stadium and venue management

In China, stadiums and gymnasiums are generally invested or financed by the government, and are under the management of national sports administrative departments at all levels; A sports venue mainly used for sports training, sports competitions, and mass sports activities. Sports stadiums are generally faced with issues such as low awareness of sports consumption among citizens, a lack of talent in sports management, unclear sports management policies, increasing market competition pressure, and operational difficulties. Due to the national sports management system and historical development factors, there are many problems in the operation and management of stadiums and gymnasiums in China. Problems in the operation and management of public stadiums and gymnasiums:

First, the product nature and development positioning of public stadiums and gymnasiums are unclear. The main nature of stadiums and gymnasiums in China is non-operating assets, and it is unclear whether sports venue services belong to public or quasi-public products. Overemphasizing the output of social benefits or economic benefits is a deviation in understanding the essential attributes of stadiums and gymnasiums. Only by coordinating social and economic benefits can the common development of stakeholders in stadiums and gymnasiums be achieved. Secondly, the implementation of fiscal and tax policies for stadiums and gymnasiums is insufficient, and the excessive taxation of stadiums and gymnasiums places excessive pressure on the operating funds of stadiums and gymnasiums; Financial subsidies are insufficient, and energy costs are charged according to commercial standards, greatly increasing venue expenditures. Third, large stadiums have single functions and high maintenance costs. The early construction of large sports venues was mainly aimed at meeting the needs of events. They focused on the design of the appearance, with relatively single functions, which was difficult to meet the demand for multi-functional supply and high maintenance costs in the later stage. Fourth, the traditional business system and business model need to be reformed. The traditional business management mainly relies on state financial subsidies. In order to avoid responsibilities in operation, in addition to completing the tasks assigned by the sports administrative department, it is basically closed to the outside world. In short, there are various contradictions in the management of sports venues.

Research Status of Conflict Theory in Stadium and Venue Management in China. Conflict management includes acquiring skills related to conflict resolution, self-awareness about conflict patterns, conflict communication skills, and establishing a conflict management structure in an organizational environment [9,10]. Previous studies have focused more on traditional teams, while there have been few studies on conflict management methods in the management process of sports

venues. In the context of traditional teams, previous studies have generally proven the role of cooperative conflict management in promoting organizational behavior, while there is no consensus on the role of competitive conflict management. However, in the process of sports venue management, faced with internal and external conflicts, conflicts will become more complex. Therefore, the management of conflicts should take into account the psychological factors of the team and reduce the possibility of assignment failures caused by conflicts. Therefore, studying the impact of conflict management on performance in the management process of sports venues provides a theoretical basis for selecting appropriate conflict management methods when facing conflicts in the management process of sports venues, which has strong practical significance. Theoretical research on conflict management in sports venues lags behind practical activities of conflict management.

Analysis of causes of conflicts in sports venues.

#### 1. Disputes over the management system of sports venues.

China's stadiums and gymnasiums are mainly invested by the state, supplemented by enterprise investment, and the property rights of many stadiums and gymnasiums are unclear. Investment in sports venues is made at the national, provincial, and municipal levels. Although ownership is called state-owned, the distribution of rights between provinces and cities is unclear, and there are also management issues. The original stadiums and gymnasiums belong to a department of the government sports administration, which has evolved into a secondary public institution subordinate to the sports administration through reform. Some new stadiums and gymnasiums were established in the form of a company system from the beginning. The above three forms of sports venues coexist in the market, resulting in the complexity of the management system of sports venues.

#### 2. Conflicts in human resources management.

The recruitment rules for stadium and gymnasium personnel are the way in which public institutions conduct management recruitment examinations for the entire society. Due to policy constraints in terms of recruitment channels and talent cultivation programs, it is difficult to recruit corresponding professional talents. Although the recruited employees have a high educational level, they often lack corresponding professional knowledge. The current survey data on the employment situation of students majoring in sports shows that 26% of the total number of students surveyed are engaged in sports teachers and sports training, and 25.2% of the total number of students surveyed are employed in education related enterprises. Most of the remaining students, except for entering higher education, going abroad, and joining the military, choose industries unrelated to sports, which leads to the shortage of professional and technical personnel in the management and operation of sports venues [11].

In terms of incentive mechanisms, in China, most public stadiums and gymnasiums are career oriented, so performance pay, salary system, and personnel system are all owned by the state. It can be said that for a long time, there has been a "big pot rice" model, where those who work too much can get no money, while those who work too little can get high wages. In the long run, employees of public stadiums

and gymnasiums do not like to work, which leads to the operation and development of stadiums and gymnasiums being in debt.

### 3. Conflicts in Open Management of University Gymnasiums.

Sharing and increasing workload of university sports venue management. Due to the consideration of school safety risks, there are certain contradictions in the opening and management of university sports venues, leading to certain obstacles and cumbersome procedures in the management of university sports venues. In addition, during the opening of university sports venues to the outside world, due to the particularity of sports itself, there are a large number of sports risks, and the opening of university sports venues is accompanied by inevitable accidental injuries. The occurrence of accidental injury events has caused conflicts and contradictions between universities and exercisers, which has damaged the social effect of venue opening [12].

4. Suggestions for stadium and venue management based on conflict theory and management psychology.

**The conclusion.** The first step is to take the road of entrepreneurial and industrialized management of public sports venues. Enterprise management is to make full use of existing manpower, equipment, and venue space to maximize their functions, rather than simply for the purpose of profit. Encourage professional social forces to participate in management, improve economic efficiency while ensuring the public welfare of venues, and establish a feedback mechanism to understand the needs of residents. Through enterprise management, the financial balance of stadiums and gymnasiums can be achieved by reducing expenditures and increasing income sources, so as to achieve the goal of maintaining stadiums and gymnasiums with stadiums and gymnasiums and achieving self-sufficiency. Large stadiums and gymnasiums should be integrated to serve the development of regional economy. Establish a trinity of market positioning with cities, enterprises, and communities, give full play to the functions of urban marketing, and form a trend of pan-industry operation and development that focuses on sports, relies on businesses to support sports, and thrives on other industries.

Secondly, standardized management should be introduced for sports venue services. In the context of economic globalization, international sports and cultural exchanges are increasingly frequent, and sports service standards are indispensable as the "international common language". Establishing international standards for sports venue services can not only help sports consumers improve their effective identification of the quality of sports services, but also promote the scientific management of sports venue services and industry self-discipline, promote the internationalization process of the industry, and provide important institutional guarantees for the sustainable development of the industry. Therefore, the standardization of sports venue services is an inevitable product of the development of sports venue marketization to a certain stage.

Third, improve the intelligent management level of stadiums and gymnasiums. With the advent of the digital economy era, continuous innovation in information technology has accelerated the innovation of sports venue management. Currently, most sports venues have not yet achieved networking, informatization, and



intelligence, unable to meet the needs of community residents who have adapted to convenient Internet services. The introduction of an intelligent management and service system for stadiums and gymnasiums has not yet achieved networking, informatization, and intelligence in most sports venues, which cannot meet the needs of community residents who have adapted to convenient Internet services. The introduction of an intelligent management service system for stadiums can effectively improve the operational efficiency of stadiums and provide more convenient public sports services for surrounding residents.

Fourth, strengthen the construction of sports venue management teams. Create an atmosphere of open communication and teamwork. To cultivate an atmosphere that not only improves performance but also promotes active participation, open communication, and unity and collaboration among members, open communication can enable senior management team members to sincerely participate in decision-making and strengthen consensus among team members. Although this open and frank communication may lead to some disputes and even conflicts, if team members can recognize that conflicts are oriented towards decision-making goals and are aimed at improving performance, they can actively deal with conflicts, thereby improving team members' decision-making satisfaction. It is necessary to attach importance to cultivating and absorbing high-level leaders and outstanding professionals who have the courage to shoulder the task of reform, make good use of modern high-tech, have a broad vision, and can lead the team to achieve innovative development, providing strong talent support for achieving the great development of the sports industry.

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