Research Journal of Pharmaceutical, Biological and Chemical Sciences

Conflict Resolution As A Success Factor.

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ABSTRACT

The article presents the author's vision of the essence of conflict as a process, a normal part of the life of an organization, perception, opposition, interdependence and interaction, inevitability. A typology of conflict situations with a new vision of the content of the characteristics of conflict types has been developed. The author presents a system of factors that determine leadership style, which, in turn, determines the program and methods of conflict management. As a result of the study of the concepts and models of conflict resolution in the work, an interrelation of conflict resolution styles and personality characteristics has been established. The author substantiates the criteria of relevance/irrelevance of conflict resolution styles depending on the situations.

Keywords: conflict, conflict resolution patterns, informal group

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INTRODUCTION

Conflict management in an enterprise is a complex process. In the process of conflict interaction, its participants are given the opportunity to express different opinions, to identify more alternatives when making decisions, and this is precisely the important positive meaning of the conflict. But this does not mean that conflict is always positive. In some cases, it may interfere with meeting the needs of the individual and the achievement of the goals of the organization as a whole.

The object of study - conflicts in the modern organization.

The subject of the research is programs and methods of managing conflicts in an organization and their influence on the effectiveness of its activities.

The relevance and practical significance of the problem posed led to the choice of the goal and objectives of the study.

The purpose of the work is to provide scientific substantiation of theoretical positions and develop practical recommendations for improving relationships in a team in order to resolve conflict situations and increase the efficiency of the activities of the department and the organization as a whole.

MATERIALS AND METHODS

The essence and typology of conflicts in organizations

The concept of conflict is contradictory: it is defined as a process of obstructive behavior and incompatibility of goals by different subjects. Conflict is a process in which perception (real or otherwise) leads to a disruption of the desired state of harmony and stability in an interdependent world. The essence of the conflicts and their characteristics are given in table 1.

Table 1: Author's vision of the conflict' nature

Notion of conflict	Characteristic
Conflictis a process	This is a process since it begins with one side seeing the other as opposing or negatively influencing its interests, and ends with competition, cooperation, compromise or evasion.
Conflict as inevitable	Conflict exists everywhere. No two people are alike. Therefore, they may have individual differences. And differences can be due to values and lead to conflict. Although conflict is inevitable, it can be minimized, distracted and/or resolved.
Conflict is a normal part of an organization's life.	Individual workers, production groups and organizations have unlimited needs and different values, but limited resources. Thus, this incompatibility will inevitably lead to conflicts. Conflict is not a problem, but if it is poorly managed, then it becomes a problem.
Conflictas a perception	It must be perceived by the parties, otherwise, it does not exist. In interpersonal interaction, perception is more important than reality. What we perceive and think affects our behavior, attitudes, and relationships.
Conflict as opposition	One party to the conflict must accept or do what the other party does not like or does not want.
Conflict as interdependence and interaction	There must be some real or perceived interdependence. Without interdependence, there can be no interaction. Conflict occurs only when some kind of interaction occurs.

Conflict management includes the acquisition of skills related to conflict resolution, self-awareness of methods of conflict, conflict communication skills, and the creation of a structure for managing conflicts in an organizational environment. All members of each organization must have ways to manage conflicts to minimize it, that is, solve problems caused by conflict before conflict becomes a major obstacle to work.

The types of conflicts are quite numerous. The typology is based on the characteristics of the subjects, causes, driving forces, goals, and the "ground" on which the collision occurs (Table 2).

Table 2: Conflict situations' typology

Indicator	Types	Characteristic
Based on participation	intrapersonal (conflict with yourself)	The problems of intrapersonal conflict can be resolved in the process of recruitment and selection, without considering the candidates with a mismatch of a profile. Thus, organizations can prevent the occurrence of such conflicts by eliminating those who are not compatible with them.
	interpersonal (between two persons)	Interpersonal conflict - whether it is significant or affective, refers to a conflict between two or more persons (not representing the group of which they are part) of the same or another group at the same or a different level in the organization.
	organizational: intraorganizational and interorganizational	Interpersonal conflicts can be divided into intergroup and intergroup.
Based on volume	essential (substantive and procedural)	Various enterprises competing with each other are a good example of inter-organizational conflict. Intra-organizational conflict is a conflict within an organization and can be considered on a level basis and can be classified as interpersonal, intragroup and intergroup.
	affective	Substantive conflict is about work, not about personalities, while affective conflict results from emotions. Procedural conflicts may include disagreements on such factors as the dates and time of the meeting, individual tasks, group organization, and leadership, as well as methods for resolving disagreements. Unresolved procedural conflicts can interfere with work on joint projects.
Based on the results	constructive	The affective conflict involves interpersonal relationships or incompatibility and focuses on emotions and frustration between the parties. Affective conflicts can be very destructive for an organization if they remain unresolved. Affective conflict almost always under mines joint decision-making.
	destructive	Constructive conflicts are also known as functional conflicts because they support group goals and help improve performance. The conflict is constructive, when it leads to clarification of important problems and issues, leads to the solution of problems.
Basedongroupexchange	distribution	Destructive conflicts are also known as dysfunctional conflicts since such conflicts do not allow the group to achieve its goals. Conflict is destructive when it distracts attention from other important activities, undermines morale, etc.
	integrative	Distributive conflict is seen as the distribution of a fixed number of positive results or resources, where one side will eventually win and the other will lose, even if they win some concessions.
Based on strategy	competitive	Integrative groups using an integrative model see conflict as a chance to integrate the needs and problems of both groups and achieve the best results. This type of conflict is

		more focused on compromise than distributive conflict. It was found that the integrative conflict leads to consistently better results related to the tasks than the distribution conflict.
	cooperative	Competitive conflict is characterized by the desire to win a fight or argument, even if a victory is more expensive and causes more pain than it does not fight at all. Competitive conflict can begin or be rationalized by conflicts of ideology or principles.
Bydegree of control	functional	A collaborative approach is consistent with a process of interest-based negotiation or integration, which encourages the parties to seek mutually beneficial solutions. Arguing parties who work together to reach an agreement are more likely to develop trust and offer mutually beneficial settlement options.
	dysfunctional	Functional is a conflict that is under the control of the leadership. He is an undoubted benefit to the organization. It usually occurs during business debates, meetings, and so on. It is important that both parties fully control not only themselves but the whole situation.

Thus, there are four levels of conflict: between individuals; within the group; between groups; inside the organization. The manager must know the different stages of the conflict in order to cope with it.

Conflict is often necessary because it helps to understand and solve problems; activates work on the most relevant issues; helps employees to "be real", for example, it motivates them to participate in the affairs of the organization; helps employees learn to recognize differences in work processes and benefit from them. Conflict becomes a problem when it: lowers productivity, lowers morale, causes new and ongoing conflicts and causes inappropriate behavior.

Conflict management and resolution based on establishing their causes

Conflict management does not imply conflict resolution. Conflict management minimizes the negative effects of conflicts and contributes to positive outcomes of conflicts. Conflict management steps are reactionary by evaluating and responding to a conflict. Steps should be proactive, determining how the employee responded to the decision. The whole process begins as a reactive situation but then moves toward a proactive decision. Conflicts must be resolved through creativity and integration. They must be non-confrontational, and they must still maintain control, using non-verbal messages to achieve results.

Regardless of the direction of conflict management should determine the style. Figure 5 presents the factors that determine leadership style in managing conflict.
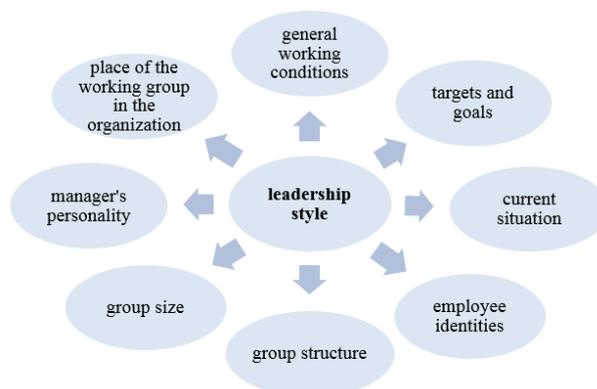
Figure 1: Factors determining leadership style

Conflict management should be aimed at minimizing affective conflicts at all levels, achieving and maintaining a moderate number of significant conflicts, and at agreeing on the status and concerns of both parties to a conflict.

Conflict resolution has a dual problem and should have its corresponding conceptual model, which presupposes a preferred method when dealing with a conflict situation based on two basic positions: self-concern and concern for others. The considered model allocates five styles of conflict resolution.

1. Style of avoiding conflict. Characterized by the fact that conflicting individuals seek to change or avoid topics or even deny that a problem exists.
2. Compliant conflict resolution style. This style of conflict resolution is characterized by a high level of concern for others and a low level of concern for oneself; this is a passive pro-social approach.
3. Competing for conflict resolution style. Competitive conflict is considered to be a style characterized by the most individual assertiveness (caring for oneself) and minimizing sympathy (caring for others).
4. Style of conflict - cooperation. Characterized by an active preoccupation with both pro-social and pro-behavior, conflict style - cooperation, as a rule, is used when an individual has heightened interests in his own results.
5. Style conflict - reconciliation. Reconciliation or "damage" is typical of individuals who have an intermediate level of concern for personal and other person results.

RESULTS

Thus, we came to the conclusion that conflict is not the most important resolution and conflict management. Conflict management refers to the long-term management of intractable conflicts. In order for actual conflict not to occur, exclusive models for conflict prevention must be developed. In addition, the emerging conflict should be associated with the analysis of a number of factors contributing to its occurrence and previous situations. Diagnosis of conflict situations should be characterized by a constant process leading to the transformation of the conflict and its termination has not yet begun.

The manager should take the following actions to minimize conflicts:

1. Regular review of job descriptions. With the pace of change in the organization, the job description should also change. But this will only be possible when job descriptions are reviewed regularly.
2. Establish mutual understanding and build relationships with all subordinates. To do this, meet them at regular intervals, ask about their achievements, problems, and challenges.
3. Regular posts. The supervisor must regularly receive a progress report on his subordinates, indicating achievements, current needs, and a future scenario.
4. Training. Each leader needs training in interpersonal communication, conflict resolution, and delegation of authority.
5. Mutual development of work execution procedures. For routine tasks, procedures should be designed with input from employees. Such written procedures should be distributed to all interested parties. If necessary, relevant staff are trained in these procedures.
6. Conduct regular meetings. Managers need to hold regular executive meetings to inform subordinates about new initiatives and the progress of ongoing programs.
7. Anonymous suggestion box.

DISCUSSION

The study of the causes of conflicts is necessary for the future to select styles of management. In addition, it is necessary to know the characteristics of the subject and his possible behavior. The author, based on the study of theoretical developments of foreign and Russian managers and psychologists, established the relationship between styles of conflict resolution and personality characteristics (Table 3). [1-9]

Table 3: The relationship of conflict resolution styles and personality characteristics

Style	Characteristic
Avoiding	Low self-care and low self-care; shy and inhospitable personality; orientation to a losing outcome (both sides do not have the need for satisfaction); the desire to leave a conflict situation or to extinguish a conflict; postponement, withdrawal from conflicts, hides disagreements; the likely outcome is that the conflict remains unresolved; may take the form of a diplomatic bypass issue.
Competing (dominant)	high self-care and low anyone-care; assertive and intractable person; a win-win outcome (because one of the parties to the conflict is aggressive and tries to make sure that only their needs are met); the desire to maximize individual benefit even at the expense of others (forcing their point of view at the expense of others); the desire to satisfy their interests, regardless of the impact on the other party to the conflict; a power-oriented mode in which one uses all the powers to win his position; the subject defends their rights, a position that they consider correct.
Accommodating	low anxiety for themselves and care for others; shy and cooperative personality; self-sacrifice - sacrificing one's own interests; readiness to concede to one of the parties to the conflict, the interests of the opponent above him; the ability to take someone else's will and wishes; subject for approval is ready to help and support others; may take the form of selfless generosity or mercy.
Compromising	moderate/intermediate care of yourself and others; the average level of assertiveness of the individual; readiness for the compromise decision connected with an exchange; seeks a middle ground in resolving conflict, where both parties will "give something" in order to "take something"; both sides abandon something in order to reach a mutually acceptable solution that prevents them from meeting all their needs; search fast intermediate position.
Collaboration (Integration)	high self-care and high anyone-care; cooperation between the parties; interacting with others in a win-win manner; the desire to build solutions to the conflict that meet the needs of all parties involved; attempts to work with another person to find a solution that fully satisfies the interests of both persons; may take the form of a study of disagreements, the solution of certain conditions that would otherwise lead to the competition of opponents for resources, or confrontation and an attempt to find a creative solution to the problem; interested in maintaining longstanding business relationships.

Among the five conflict resolution styles described, the literature advocates the use of a collaboration style and indicates that co-management strategies generate better solutions than distribution strategies.

CONCLUSION

The choice of conflict resolution style depends on its characteristics and speed of development. The styles of conflict resolution, depending on the situations, are highlighted in Table 4.

Table 4: Styles of conflict resolution depending on situations

Conflict style	Situations when it is appropriate	Situations when it is inappropriate
Integrating	✓ Problems are complex ✓ Synthesis of ideas is needed to find the best solutions. ✓ For the successful implementation requires commitment from other parties ✓ There is time for problem-solving ✓ One party cannot solve the problem ✓ Resources required by different parties to solve their common problems	✓ Synthesis of ideas is necessary for making better decisions ✓ For the successful implementation requires the commitment of other parties ✓ Time is available to solve problems ✓ One party cannot solve the problem ✓ Resources required by different parties to solve their common problems ✓ Task or problem is simple ✓ An immediate decision is required ✓ Other parties are not concerned about the result ✓ Other parties do not have problem-solving skills
Accommodating	✓ You think you may be wrong ✓ Problem is more important for the other side ✓ You are ready to give up something in exchange for something from the other side in the future ✓ You are dealing with a position of weakness ✓ Maintaining relationshipsis important	✓ Question is important to you ✓ You think you are right ✓ The other side is wrong or unethical
Dominant	✓ The problem is trivial and a quick solution is needed ✓ Need to overcome assertive subordinates ✓ An adverse decision of the other party can be costly for you ✓ Subordinates do not have experience in making technical decisions	✓ Difficult question ✓ The question is not important to you ✓ Both sides are equally strong ✓ No need to make a decision quickly ✓ Subordinates have a high degree of competence
Avoiding	✓ Problem is trivial ✓ The potential dysfunctional effect of opposing the other side outweighs the benefits of resolution. ✓ Cooling period required	✓ Question is important to you ✓ You are responsible for making the decision ✓ The parties do not want to postpone the decision; the issue must be resolved ✓ Operational attention required
Compromising	✓ The objectives of the parties are mutually exclusive ✓ Sides equally strong ✓ Consensus can not be reached ✓ Integration or dominant style is not successful ✓ Requires a temporary solution to a complex problem	✓ One side is more powerful ✓ The problem is quite complicated and requires an approach to solving problems

Studies have shown that the styles themselves are not mutually exclusive. Namely, while people may adopt a certain style as dominant in a given situation, they may also use aspects of other styles depending on the circumstances and nature of the conflict.

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