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CONFLICT MANAGEMENT AND CONFLICT RESOLUTION IN ORGANIZATIONS
(УПРАВЛІННЯ ТА ВИРІШЕННЯ КОНФЛІКТІВ В ОРГАНІЗАЦІЯХ)

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У роботі було досліджено питаня управління конфліктами та методи вирішення конфліктних ситуацій в організаціях. Проаналізовано основні причини конфліктів в колективі, включаючи різні цінності та цілі працівників, недоліки у комунікації та конкуренцію за ресурси. А також, вистівтлено різноманітні стратегії управління конфліктами, такі як колективне обговорення, пошук компромісів, використання посередника або арбітражу та інші.
Ключові слова: конфлікт, організація, організаційний конфлікт, причини конфліктів, стратегії вирішення конфліктів.

The study explored issues of conflict management and methods of resolving conflict situations within organizations. It analyzed the main causes of conflicts within a team, including different values and goals of employees, communication deficiencies, and competition for resources. Various conflict management strategies were also outlined, such as collective discussion, seeking compromises, using a mediator or arbitration, and others.
Key words: conflict, organization, organizational conflict, causes of conflicts, conflict resolution strategies.

Conflicts are an inevitable component of the reality of any organization's operations. Their emergence can be triggered by various factors such as divergent values and goals among employees, communication shortcomings, or competition for resources. However, competent conflict management can become a key factor in ensuring organizational stability and productivity.

To begin with, let's consider the concept of conflict. Organizational conflict is an internal misunderstanding or divergence that may arise among colleagues or managers. Such divergences can lead to a lack of cooperation and cohesion in the workplace. When employees do not agree or get along with each other, it can complicate the achievement of the company's common goals. [1]

First and foremost, to overcome conflicts, it is necessary to understand their causes. Let's consider some of them:

1. Divergent values and goals of employees: Each employee has their own values, beliefs, and professional goals. When these values and goals differ among team members, it can create conflict situations. For example, one employee may emphasize creativity and innovation, while another may be more focused on stability and efficiency.
2. Communication shortcomings: Incorrect or ineffective communication can lead to misunderstandings and conflicts within the team. For example, unclear task formulations or insufficient information transmission can lead to discrepancies in performing duties and cause conflicts among employees.
3. Competition for resources: When resources such as budget, time, equipment, etc., are limited, it can provoke conflicts within the team. The scarcer the resources in the organization, the higher the likelihood of a conflict situation. Resource scarcity leads to conflict because each person needing the same resources inevitably undermines the interests of others pursuing their own goals. [2]

These factors can be interrelated and reinforce each other, complicating the situation within the team.

In fact, conflicts are inevitable. And when they occur, the idea is not to try to prevent them, but rather to address and manage them effectively. Using appropriate tools to solve problems helps prevent differences from turning into serious issues. Establishing conflict management processes within the company is important as it reduces the number of conflict situations among employees. [3] Applying the right strategies can help reduce tension, improve understanding, and ensure a constructive resolution to the conflict. Now, let's consider several conflict resolution strategies:

1. Communication and openness: It is important to openly discuss problems and one's own feelings. Effective communication can help identify the root of the conflict and find common ground.
2. Active listening: When resolving conflicts, it's essential not only to express one's own thoughts but also to attentively listen to the views of others.
3. Seeking compromises: Sometimes it's necessary to find a solution that satisfies the needs of all parties to some extent. Compromise can be achieved through mutual concessions and agreement.
4. Collective discussion: Holding a meeting or gathering to address the conflict can allow all parties to express their thoughts and feelings and collectively find a solution.
5. Mediation or arbitration: In some cases, involving a neutral third party can be beneficial in resolving the conflict. In arbitration, a neutral third party acts as a judge responsible for resolving the dispute. The arbitrator listens to each side's arguments and provides relevant evidence, then issues a binding decision. [4]
6. Analyzing the causes of the conflict: Understanding the underlying reasons for the conflict can help avoid similar situations in the future.
7. Collaboration and teamwork: Building trust and collaboration among conflict participants can help find common solutions and work together to implement them.

Utilizing these conflict management strategies allows parties to find constructive resolutions to any situation, fostering improved relationships and increased collaboration efficiency.

It is also important to note that conflict management is not only about resolving conflicts but also about avoiding them in the future. To achieve this, it is necessary to foster an open and supportive environment for collaboration and communication, identify issues at early stages, and seek common ways to address them.

Conclusion: Therefore, effective conflict management allows parties to find constructive resolutions to any situation, fostering improved relationships and increased collaboration efficiency within the organization. Understanding the causes of conflicts, using various resolution strategies, and creating a supportive environment for collaboration are important elements of successful conflict management that contribute to the stability and success of the organization.

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