

CONFLICTS IN THE SPHERE OF MANAGEMENT AND THEIR OVERCOMING

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Conflicts are inherent in any organization, regardless of its size or industry. In today's conditions of constant changes, competition and growing requirements for managerial efficiency, conflicts can arise at all levels - between managers and subordinates, between different departments and between employees themselves.

Unresolved conflicts negatively affect productivity, morale, and organizational effectiveness. Instead, timely and effective conflict resolution promotes organizational development, improves communication and the decision-making process. Modern conflict resolution techniques such as negotiation, mediation and facilitation can turn them into opportunities for growth and innovation.

In this regard, the study of conflict management and their resolution mechanisms is particularly important for ensuring the sustainable development of the organization, increasing its effectiveness, and improving the social and psychological climate in the team.

Problems of conflict management and prevention of their negative consequences are highlighted in the works of both Ukrainian and foreign researchers, such as L.M. Gerasina, M.I. Panov, T.V. Dutkevich, L.M. Yemelyanenko, and M.V. Prymus, Grishina N.V. and others. These authors analyze various aspects of conflict situations, in particular: conflicts arising during negotiations, psychological aspects of conflicts in management, as well as theoretical foundations of conflict management.

Conflicts have accompanied humanity since ancient times (conflicts with nature, between clans and tribes, between rich and poor, various political forces, states, in collectives and families). Many philosophers, sociologists and psychologists tried to identify the causes of this phenomenon, to offer ways to prevent, overcome or avoid it.

The term "conflict" comes from the Latin words "conflictus" and "conflictio", which literally mean "clash" or the struggle of opposing views [1].

When considering the causes of conflicts, it can be seen that the opinions of conflict experts often differ. Scientists usually divide all the causes of conflicts into five main groups, which are determined by the following factors: information, structure, values, relations and behavior [4].

In his work, M. Kotelevets distinguishes three types of organizational conflicts depending on their causes [6]. The first type is labor conflicts that arise due to obstacles in the employee's performance of his professional duties. The second type is related to

the socio-psychological characteristics of personnel, such as temperament and character. The third type of conflict is caused by innovations and changes in organizational activities that can cause resistance among employees.

Conflicts in the management are confrontations in the system of social relations between subjects and objects of management. They are associated with disorganization in the management system. The manifestation of such conflicts is carried out in three forms:

- disagreement - it is manifested in the refusal of subjects or objects of management from the usual norms, rules, procedures, failure to fulfill their functional duties. This means that employees deliberately violate management functions;

- tension - represents an acute form of management conflict and consists in a significant, rapid violation of management actions by subjects;

- confrontation - the most acute form of conflicts in the field of management, manifested in the form of fierce competition between subjects and objects of management with the use of harsh means of confrontation.

Modern economic conditions and the tendency to reduce the number of layoffs at enterprises have led to new challenges in the field of management. On the one hand, workers lose the ability to effectively counter the abuse of power by management, so they lost their jobs altogether. On the other hand, managers at all levels, from line managers to department heads, are facing new forms of conflict within their teams due to downsizing. Employees who remain working under increased pressure are forced to perform the same amount of work with fewer resources, which no less leads to the emergence of various forms of conflicts in the field of management. This may include internal contradictions between employees or conflicts with management due to uneven distribution of workload and expectations [5]. Such features increase the risk of workplace bullying, which further reduces mental health.

Scientific studies confirm that workplace bullying has serious negative consequences for employees, including decreased mental health, depression, increased stress and anxiety, and a general decline in emotional well-being. In addition, bullying has a significant impact on work performance: employees who are subjected to pressure and harassment lose motivation, emotional commitment to work, and satisfaction with their professional activities. As a result, this reduces the overall productivity and increases the tension in the team. During group communication, the socio-psychological climate of the collective is formed and manifested, which contributes to the satisfaction of collective needs and the resolution of interpersonal and group conflicts. This process reveals hidden aspects of interpersonal interaction, such as rivalry or competition, social cohesion or unfair competition [2].

This helps to resolve conflicts and create a healthy work environment in relation to management priorities, devoid of conditions of support and mutual behavior, employees can perform their duties productively and feel emotional well-being at work.

In a practical context, there are several typical methods of conflict management that are successfully used in the personnel management system. These methods help

organizations not only to resolve conflicts, but also to prevent their occurrence, creating a more favorable working environment [3]:

- Conflict programs – this method includes the development and implementation of special programs for conflict management in the organization. The programs involve training employees in conflict resolution skills and creating preventive mechanisms for handling complaints and disputes.

- Mediation is a method involving the involvement of an independent mediator who helps the parties resolve conflicts by promoting constructive dialogue and seeking mutual understanding.

- Communication technologies are a set of approaches aimed at developing effective communication skills among the staff and managers of the organization, in order to prevent misunderstandings and conflicts.

- Analysis of the causes of the conflict - this method involves the study of factors and specific reasons underlying the conflict, in order to formulate strategies aimed at solving them.

- Technological solutions are the use of special software products and digital platforms to monitor and manage conflicts, as well as to ensure effective communication and information exchange regarding conflict situations in the organization.

Successfully managing conflicts in the workplace helps to create a positive work climate, increase productivity, reduce stress and improve interaction between colleagues. This strengthens the team spirit, uniting the team around common values and goals, which increases the chances of success.

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