

IMPROVEMENT OF THE ORGANIZATIONAL AND MANAGEMENT MECHANISMS FOR THE DEVELOPMENT OF MANAGEMENT ACTIVITIES OF THE HEADS OF HIGHER EDUCATION INSTITUTIONS IN RESOLVING CONFLICT SITUATIONS

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ABSTRACT

This article presents opinions on the improvement of the organizational and management mechanisms for the development of management activities of the heads of higher education institutions in resolving conflict situations. The reasons for the origin of conflicts and the pedagogical aspects of their positive resolution, the importance of pedagogues in management activities are given.

Keywords: Education, future, teacher, educator, principles of education, student, young generation, higher education, conflicts, conflict situation.

Usually, a conflict is defined as an intergroup or interpersonal conflict involving opposing viewpoints and unpleasant emotional experiences.

From a psychological point of view, it is not conflicts themselves, but their consequences that have a destructive effect on people. As a result of conflicts, negative emotions such as fear, panic, enmity arise in the human psyche. If these experiences are strong and last for a long time, a protective reaction can appear and strengthen in a person.

Negative situations as a result of the conflict cause certain changes in a person's emotions, behavior, thinking and even character. These changes are manifested in the behavior of the individual, spread to other situations in which the subject is participating, and begin to occupy wide areas of mutual relations. For example, a person raised in an environment of fear and danger later becomes the source of the same environment

not without possibility. He even raises his own children in such an environment or manages his subordinates in this manner.

It was found that the time from the conflict to the last mood disturbance and calm in labor teams is three times longer than the period of preparation for this conflict. As a result of researching the causes of conflict in communities, a number of factors causing conflicts were identified. These include limited labor resources, interdependence of production issues, uncertainty of employees' perceptions of the future of the organization, dissatisfaction with communications within the organization, low level of personnel training, and similar reasons.

Constructive and destructive conflicts. Conflict can play a positive role in community life if the source of conflict is not hidden when the conflict of ideas is manifested. Scientists call this characteristic of the conflict "constructiveness of the conflict". Constructive conflicts in the organization arise primarily due to principled problems arising from labor activity. As there is a conflict of interests, the workplace is important for someone, and the work they perform has a great status.

While conflict creates the need to solve organizational problems, constructive conflict focuses on a positive outcome, promotes informed decision-making, and develops team relationships.

Types of conflict. The following main types of conflict are distinguished:

- Personal;
- Interpersonal;
- Between the person and the group;
- Intergroups;
- Social.

A leader faces each of the enzos listed in his management activities. In this regard, we will provide information about them below.

Personal conflicts. This type of conflict is sometimes called internal conflict. This form of conflict is caused by the internal conflicts of the person, and the factors that cause such differences can be divided into two groups: 1) The need, aspiration, and value of a person are in conflict with the responsibility he assumes;

2). As an example, we can recall the following situations that occur at the level of the organization: An employee wants to complete a task thoroughly, but the deadline for completing the task is rushing him. As a result, there is a conflict between the desire to stay on time and to be serious about work. Therefore, such inconsistency between a person's worldview and habits is the basis of an internal conflict.

Interpersonal conflict. This type of conflict is common in labor unions. According to most managers, the only reason for such a conflict is the mismatch of employees' personalities. However, the analysis of situations related to this conflict shows that at the basis of interpersonal conflicts, in most cases, there are objective reasons. One of these is the limited resources in the organization. For example, problems arising from the use of means of production, their ownership, compliance with working hours and discipline, and the demand for labor force are included. Usually, any employee believes that it is he who needs such resources, and not anyone else. When there is a conflict between the manager and the employee, the employee may consider the amount of work allocated to him to be unfair, and the manager may think that the employee is indifferent to the work.

Conflict between the individual and the group. Within any group, norms of interaction, labor activity and behavior are formed. Any member of the group must comply with the requirements arising from these norms. Deviation from the accepted norm is evaluated as a negative event and causes conflict between the individual and the group. This type of conflict occurs even between a leader and subordinates. For example, a change in the management style used by the leader, in many cases, can cause conflict between him and the employees.

Intergroup conflict. One of the sources of this conflict arises from existing problems between formal and informal groups in the community. For example, conflicts that arise between the organization's management and employees, between informal groups within the department, between the administration and the trade union are examples of this.

Dynamics of the conflict process. The resolution of conflicts imposes the need to identify and analyze their internal laws. Only by knowing the nature of the occurrence and development of mutual conflicts, it is possible to intervene and therefore manage it. This issue makes it necessary to distinguish the following stages in the development of a dispute:

1. Understanding the existing conflict in the middle
2. Understanding the conflict situation;

3. Implementation of controversial behavior. At this stage, actions are performed that have a conflicting direction and an emotional appearance;

4. The end of the conflict and the assessment of the incident by the participants in the conflict. Some people try not to develop a conflict in this situation and avoid further communication. As a result of continuing a conflicting relationship, a conflict situation arises, and the participants of the dialogue realize that a conflict is emerging in the middle. As a result of the development of this situation, a direct conflict takes place, and this third stage is characterized by a clear aggravation of the relationship. At the emphasis stage, the parties step directly into the dispute process and focus on defending their own interests, while at the same time carrying out the act of blaming and defaming the other. At this stage, conflictual relations can rise to the top, and this situation can be expressed by the phrase conflict. In this case, the participants in the conflict are unable to control not only the situation, but also themselves, and are completely overwhelmed by emotions. After the end of the conflict, there is a phase of fading of the conflict, and a person has the opportunity to look at the event with a critical eye. If someone regrets the event, the other person even enjoys the "achievement" they have achieved. However, the leader who chooses the way to manage the conflict has the discretion to not escalate the situation as much as possible and to turn the conflict in a constructive direction. It is normal for a leader with such an intention to accept the conflict as another loss and to regret the incident after the conflict is over. Therefore, the main method that ensures the constructive approach of the leader to the conflict is to find a way not to aggravate it in the first, second and third stages of the conflict, and to direct it in a constructive direction as much as possible during this period. However, our many years of experience in conflict management show that when a person enters a conflict situation, he often loses control of himself and flows in the direction of the conflict as if caught in a whirlpool. So, what should a person do so that he does not fall into the current of conflict, what is the possibility of restraining himself in the initial stages of the conflict and, therefore, managing the conflict situation?

Building a relationship within the scope of the dispute. The best opportunity for conflict management is in the first two stages of the process. It is during the period of understanding that a mutual conflict and a conflict situation is emerging that a person cannot move on to the next stages and prevent feelings that have not yet begun to stir. In this period of conflict, it is necessary to focus on the subject of the conflict. The cause of any conflict is in its subject. Consequently, the development of conflict is characterized by a shift of focus from the object to the sphere of relations. Conflict relations arising from mutual conflict are reflected in emotional stress. It is not for nothing that emotion is defined as a process of reflection of human relations in the science of psychology. Based on the above points, the need to act within the scope of the dispute is emphasized below as the main condition and possibility for stopping the conflict situation. In such an action, all attention should be focused on the cause of the conflict and the effort to solve the problem, as much as possible, it should not go into the sphere of public disclosure of the personal relationship.

Shifting attention. As soon as it is realized that a conflict situation is developing, it is necessary to shift attention to something, to pay attention to extraneous objects. At such a time, it is necessary to make fun of the situation, find an excuse to leave the room, and in general, distract attention from the situation. It turns out that even if a person has a lot of knowledge about the

stages of conflict, each of their features, self-management is not always an easy task. In this regard, it is possible to offer the following simple exercise that forms the skills of managing a conflict situation. At the initial stages of a conflict, a person who has the ability to separate himself from the situation can, if he wants, not develop the conflict and discuss it calmly, or if not, he can turn his attention to other things for the time being and return to the discussion after calming down the other side.

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