Modeling of the Process of Organizational Conflicts Management

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Abstract: This study is dedicated to the issues of one of the natural phenomena in organizations-conflicts as well as identification and explanation their causes. Uprising of a conflict is preceded by objective reasons causing collision of interests of the social subjects. The basis of the constructive solution of organizational conflicts is control (management). In this regard, there was designed the researchers concept of the conflict management technology including the stages of its implementation, components and efficiency criteria. The reported approach to modeling of the processes of organizational conflict management allows formulating the thesis that heavy regulation of the official powers in the organization restrains the employees in the creative search for the optimum methods and techniques of performance of activity thereby hindering the development of the need for self-fulfillment and promoting to escalation of conflicts.

Key words: Conflict, organization, society, procedure, model, conditions, components, concept

INTRODUCTION

The conflictology of social relations is a relatively new trend of the international (Bernard, 1957) and especially, the Russian science (Stepanov, 2004). Origination of the research and educational structures aimed at conducting the relevant activity within the conflictology context started not later than 20 years ago; however, they have not yet reached the level that could be characterized as the unified conflictology concept.

In this regard, we believe that the basis of the constructive settlement of organizational conflicts is management thereof (Strebkov *et al.*, 2015, 2009) that suggest understanding of what causes and under the influence of which determinants the conflict situations arise what their main kinds are; socio-psychological, legal, culturological, economic and other parameters which personal traits, peculiarities of conscious and behavior their active participants distinguish through; what promotes to or hinders preventing the negative conflicts decelerating the development of organization.

MATERIALS AND METHODS

Achievement of the reported objective is promoted to by the use of the methods of analysis and synthesis (by specifying various aspects of the conflict human activity) as well as modeling (by selecting the optimal alternative of the organizational conflict management).

RESULTS AND DISCUSSION

Objective determination of the human purposeful activity is typically mediated by the needs, mental features of a human, his inclinations, capabilities, character and temperament. They play an important role in setting of the goal of the conflict activity. Formation of human needs and mental make-up is determined by the natural abilities, the impact of the individual and social environment (Pastuovic, 1993).

The goal-setting of a person represents the objective possibilities as prerequisites of the changes at performance of which the activity is aimed. By setting a goal a person proceeds not only from the necessity to satisfy its numerous needs but also from the objective possibilities of fulfillment. The actual conditions provide the possibility to set and achieve the limited goals only.

This is why, the conflict human activity as any phenomenon of the reality has its understandable causes that initiate the activity not directly but through goal-setting (setting of a goal).

In origin of a conflict one may often discover some or other objective causes resulting in collision of interests of social subjects. Many conflicts are based on contradictions that naturally result from an objectively established situation in which the actual needs of either party enter the opposition.

Mack and Snyder (1967) emphasized that the term 'conflict' in the form it is usually used in is a 'rubber' term that can be 'stretched' depending on our wishes a conflict in the broadest sense includes everything beginning

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with war and ending with the choice between the milk and cream ice, the difference between a 'conflict' and 'non-conflict' is at the best case uncertain and at the worst, there is no such difference at all. Understanding of the essence of organizational conflict is not possible without analysis of the underlying values.

According to Pfeffer (1968), the conflict and competition between organizational structures represent the conflict and competing for power. However in terms of priority this conflict and competition are neither unrestricted nor limitless. The restrictions are imposed by the interdependence of the parties involved in the conflict. Ultimately, the essence of organizations consists in interdependence between the interacting groups.

An important role belongs to the process of understanding what the hierarchy of the life and professional values is an important place is occupied by the process of awareness of what is at the same hierarchy of life and professional values, what the mechanism of impact on the process of personal development is. During the process of his activity a person masters the specified values, i.e., in fact, 'subjectifies' them. At that the level of subjectification of values is considered as the indicator of the maturity of the personal self-consciousness. This statement presents some features of interest and creates theoretical pre-requisites for design of the conflict management model.

The main participants of the process of management of organizational conflicts are the senior executives and the subordinated employees. Communication constitutes the basis of their interaction aimed at solving the conflict. The conflict management technology suggests statement of objectives through the control effects. They are expressed in the actions of participants that are forecasted, perceived and defined with the sufficient confidence level. The objectives in the cognitive sphere are developed at different levels: knowledge, understanding, acceptance, synthesis, evaluation. At that determining is the form of expression of the goals aimed at over-persuasion of the conflict participants, proving the own rightness or correction of defects of the own opinion.

Accomplishment of the objectives in the affective sphere is related to different kinds and levels of perception of the conflict participants, adequacy of their responses, adoption and arrangement of the system of values, application thereof within the conflict activity. Achievement of the goals under such conditions suggests striving for extending the own influence to another objectified space and absolutely excludes the laissek faire (non-interference) position. Bernard (1957) defines three approaches to analysis of all conflict phenomena-socio-psychological, sociological and semantic ones.

All three approaches are essential for analysis of an organizational conflict. Professional needs of the employees of the organization are closely associated with their personal interests. The interests as well as the needs do not exist beyond the activity of people being carriers thereof. Being represented in the form of professional orientation of the employee's personality, interests characterize his attitude to professional activity and the possibility of personal participation in performance and improvement thereof.

Any professional activity is constructible in itself. In this regard, in order to manage a conflict it appears to be reasonable to perform the operational analysis of the activity that allows considering it as solution of various tasks that are not only legally but pedagogically-oriented as well.

The tasks and technology are closely related within any process. A technology represents the method that allows implementing the desired transformation. By that not a fixed algorithm is meant but an apparent sequence and interdependence of managerial actions providing the possibility of creative solutions.

The conflict management presented in the form of a technology is the process of changing the attitude of the conflict participants to the subject matter of the dispute. The multi-factor nature and complexity of the conflict management issues actualizes the problem of seeking the effective methods of the practical implementation of this task.

The conflict management technology consists of a number of stages: the technology design stage (at this stage, it is especially important to provide the management subject with the information about the actual state of the conflict, the subject matter of it and the characterizing features of the participants); the technology implementation stage (an important circumstance shall be taken into account: the same goal constructive solution of a conflict may be achieved in different ways. This is what the idea of alternativeness and differentiation of our conflict management concept is about by which the structure, algorithm standard of the technology shall promote to the creative search for the effective and diverse methods of activity).

The stage of control of management effects. It is characterized by the necessity of solving a specific task substantiation of the control parameters system. The results of the conflict management may be represented in a relevant thesaurus incorporating the system of concepts

that adequately and completely characterizes the level and quality of the conflict solution. The conflict management concept provides for:

- Formation of the adequate attitude to a conflict as a significant social phenomenon
- Teaching the employees of the organization the methods of constructive solution of conflicts
- Development of the relevant personal qualities

We have defined the conditions of efficiency of the conflict management technology:

- Systemacity (accounting of the set of personal and social factors determining the readiness of opponents for the dialogue and constructive settlement of the situation)
- Partiality (idea of the conflict management as a part of the general process of the company management)
- Issue-related adequacy (representation in the content of the 'flow chart' of the company activity of the actual risks and conflict arising during the performance of such)
- Cognitive adequacy (compliance of the 'content of the company's 'work flow chart' with the needs of employees)
- Personification (enabling direct dialogue of a senior manager with the conflict participants aimed at investigating the issues that caused the conflict activity)
- Alternative benefit (creation of conditions promoting to selection of the anti-conflict behavior pattern)

One of the essential conditions of the technology efficiency is the use of feedback. The more complete and promptly they are used, the more stable the system is the management is optimal and the development rate is higher. The feedback acts as the leading factor of formation of system attributes and the system thesaurus within the purpose-oriented behavior.

The causes of the rational and irrational behavior patterns shall be sought in the ambivalent manifestation of the conflictogenic and conflict-eliminating forces as well as in the peculiarities and depth of interpersonal relations within organizations. Taking into account that the conflictogenic forces create kind of a barrier on the path of the conflict behavior, the organizer of management shall use the effect thereof during his activity.

According to G. March and G. Simon, the necessary conditions for origination of an organizational conflict is the combination of the realized necessity of the collaborative decision-making, on the one hand and different goals and perception of the reality, on the other hand (March *et al.*, 1997).

An effective method of the conflict interaction is mediation of the conflict that requites specific knowledge from the management entity. Close to mediation is the method of the conflict objectification consisting in the stepwise joint analysis of the situation by the conflicting parties, holding the constructive negotiations.

The interaction of the conflict participants distinctively reveals the subjective-objective nature of relationships when each of the conflict participants acts simultaneously as the subject and object of the process under consideration. The two situations shall be distinguished within the mutual interaction exchange of independent and dependent socialized features (habits, personal traits, standards of thinking, ethical-legal values and attitudes).

During the process of interaction the exchange of elementary fixed attitudes takes place that present different patterns of the socially-determined response to various external stimuli (of intellectual, emotional-sensitive and volitive nature). We have defined the components of the conflict management technology.

Cognitive component: Is expressed in the targeted investigation, selection and systematization of the scientific knowledge of the parties to a process.

Subordination component: Is aimed at using the authorities to give orders and demand fulfillment thereof. Promotes to formation of corporate qualities and recognition of legal regulations.

Communication component: Means that the conflict management is not possible without establishing communication relations between its participants on the basis of continuous cooperation and exchange of information. Lack of information about the subject matter of the conflict and real goals of its participants often becomes one of the major reasons hindering the conflict management.

Didactic component: Suggests knowledge of the forms and methods of the conflict management.

Pedagogical component: The essence of this component is education of the company's employees and formation of the personal position 'I-professional'.

The considered components of the conflict management technology are closely interrelated and form an integral, dynamic stepwise operating system.

Summary: The output of the study performed is the designed structural-functional model of the organizational conflict management that was experimentally verified and implemented in practice while working with the staff of the Law Institute of the Belgorod State University (Russia). The model reveals the essence of the organizational conflict management. It allowed distinguishing the indicators of evaluation of the conflict management efficiency:

- Compliance of the result to the management objective
- Adaptive-stimulating stability demonstrating the capability of organization to positive changes and determined by the ratio between the constructive and destructive conflicts
- Corporate stability of the organization determined the ratio between the 'conflict' and 'non-conflict' employees
- Practical readiness of the head of organization for the conflict management
- Practical readiness of the company employees for participation in the conflict management process

As the result of the study the researchers found a stable correlation that can be referred to the category of regularities. It consists in the fact that a company employee features the restricted level of freedom determined by his duties and authorities based on construction. Freedom of a person is the immanent feature of the human activity determining the level of self-consciousness and liability for some or other actions. Heavy regulation of the official powers in the organization restrains the employees in the creative search for the optimum methods and techniques of the activity performance, thereby hindering the development of the need for self-fulfillment and promoting to escalation of conflicts.

CONCLUSION

The analysis of the works on modeling proves that the model of the organizational conflict management may be designed on the basis of integrity, completeness, coordination, interdependence and subordination of the constituent components.

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