

Social Conflict in the Organization: Dilemmas of Management

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Abstract: In this study, taking into account a role of the head in the interpersonal and organizational conflicts and also in comparison to theories of limited resources and human wants, the way of solving the problem of management is presented to the organizations by means of the dispositive and personal approach developed by authors; the characteristic of cognitive, motivational, activity and organizational aspects of the offered approach is given.

Key words: Conflict, management, organization, social system, distribution of the power, deviant behavior, motivation

INTRODUCTION

The conflict is one of the most common forms of organizational interaction and other human relations. It is counted that the conflicts and experiences of personnel take about 15% of its working hours. In this regard management of the conflicts in the organization is one of the most difficult spheres of human activity as here the personified relations of people in the course of the joint solution of office tasks are checked for loyalty. For localization in practice of conflict situations in the organization in the theory constantly there are all new conflictual models (Pondy, 1967) and theories (House and Rizzo, 1972; Thomas, 1992).

MATERIALS AND METHODS

Achievement of a stated purpose is promoted by application of methods of the analysis and synthesis (at specification of various aspects of conflictual human activity) and system approach (when determining an optimal variant of management of the organizational conflicts).

RESULTS AND DISCUSSION

The head of the organization constantly is engaged in resolution of conflicts, arising between the subordinated divisions, all collective and its certain representatives. The problem of interconditionality of the interpersonal and organizational conflicts, its social importance in many respects depends on the head's position. He integrates all internal impulses and problems

of the organization has to know its strong and weaknesses, to have information on a situation in the most intense divisions.

One of the most important aspects consists in activity of any organization in the ratio formal (official) structure of the organization and the informal, not recorded anywhere real human relations. During collaboration there is a spontaneous distribution of the authority and mutual respect which has essential value from the point of view of efficiency of the organization. If formal and informal structures are in a condition of coincidence (identification), then in the organization there is a favorable situation. In case of discrepancy or the open conflict between these structures effective activity of the organization can be completely blocked.

The American researcher Kozer is convinced that the conflicts are no other than a product of internal life of society and the relations inherent in it (interpersonal and group). He tries to prove positive character of collisions, to show them not only a destructive but also creative role in life of society.

Kozer understands as the social conflict "fight for values and claims for a certain status, the power and resources, fight in which the purposes of opponents are neutralization, causing damage or extermination of the rival" (Coser, 1967). So far this definition remains to one of the most widespread in the western literature.

Kozer considers that any society considered as social system assumes a certain distribution of the power, riches and positions of the status among people and groups. It is obvious that at the same time there is never a full consent of all concerning justice of the operating system of distribution. Therefore the conflict, according to Kozer,

results from attempts of individuals or groups to realize the judgments concerning harmony of this or that benefit.

Analyzing Kozer's concept, it is necessary to notice that in principle it does not resist to a structural functionalism as positive functions of the conflict are directed to restoration of "balance" and "integration" of social society. It gives the grounds to consider Kozer the representative of functionalistic modification of the theory of the social conflict. It treats the social conflict not so much as a destructive factor how many as an impulse of social development and even social unity (groups in the course of the intergroup conflict).

Kozer one of the first saw in the conflicts the progress stimulators, factors of improvement of the social relations, structures and institutes, natural, the forms of public activity capable to execute a role of positive means of its integration and stabilization. Thanks to its efforts the conflictologic paradigm turned into one of the dominating instruments of philosophical theorizing and practical regulation of social interactions.

The main attention at management of the conflict in the organization is paid to judgment and the accounting of a role of awareness of inner world of the personality, her psychology, a condition of inner world of carriers of opposite aspirations. All this is designed to transfer conflictologic researches with abstract all-social to more concrete "average" level with orientation to studying of motives of real behavior of the clashing subjects and change of the relations.

Process of social differentiation and growth of independence of individuals and structures lead to deepening of the conflict but flexibility of social institutes and their ability to cope with its consequences at the same time increase.

At the same time it is necessary to allocate, in our opinion, several positive functions taking into account which opponents change the interpersonal relations, providing constructive resolution of conflict on this basis: relaxation, observation and leveling.

Despite the available positive functions, quite often social conflicts are first developed according to the "Marxist" revolutionary scenario when each of the resisting parties seeks to get the best and to approve "authenticity". It leads to mutual increase of violence and in case of continuation of an antagonism brings to an impasse when one of them not only cannot move forward, but also is significantly rejected back, degrades and of which it appears to get out very difficult. Where exit? It consists in mutual recognition by the parties of equal rights and legitimacy of the motives to a conflictual antagonism that will create a favorable background for

reconciliation of the opposite interests which arose between them by means of a compromise or consensus.

Developers of "conflictual model" (they "classics of conflictology" main today) Kozer, Darendorfa, Boulding (1962) and some other were united that these scientists tried to find and show the causes of conflict, general for all public systems and also sought to plan ways of optimization of conflictual process. Despite various modifications, in such basic course most of scientists European and American the conflictologic schools continued to develop the theory of the social conflict.

As subject of the analysis in works of the German scientist Weber political and legal relations, problems of economic history, questions of management of the organizations and resolutions of conflicts in them act. For Weber in the center of attention there is a conflict of material and ideal interests of various status groups which are characterized by own economic interests, ambitions and a certain system of vital orientations.

He saw sources of the conflict in collision of two forms of expediency: the "independent expediency" realizing the purposes and the main values at the level of common sense and the "functional expediency" concerning ways of achievement of this purpose (Max, 1995).

Many models of the conflicts of different types and types are created by means of mathematical theories now. In particular, the mathematical analysis for a research of the social conflicts used Boulding (1962) who paid to studying of a question of forecasting and conflict prevention much attention. Experts put process of completion of the conflicts into dependence on degree of satisfaction of the purposes, desires, aspirations by which opponents (Collins, 1975) are guided.

Therefore effective management of the conflicts is possible only at the accounting of needs of participants and also findings of an adequate and mutually acceptable form of their satisfaction. Basic theories when studying the social conflicts are the theory of limited resources and the theory of human wants.

Resolution of conflict in the context of the theory of limited resources means clarification of existence of resources in the organization, a possibility of their replenishment, improvement of mechanisms of distribution. The conflict at the same time is one of ways of effective distribution of resources at the individual and group levels. The theory of human wants explains emergence and development of the social conflicts by full or partial dissatisfaction of needs of the person that does not allow it to feel as the full participant of social process.

The need for knowledge of the nature of the conflict is caused by its value in the sphere of public life:

organizations, social structure and international relations. Empirical researches revealed a role of subjectivity of reflection of the conflict and its elements (representations, images of opponents, their purposes, values, etc.) in the course of emergence, development and permission. A prominent representative of this direction is Parsons.

Everything that does well to system, stimulates its existence and an order, corresponds to the main structural conditions, Parsons unites in the concept "functional". Everything that does not correspond to it, he calls "dysfunctional". Parsons's provisions possess an accurate orientation as all acts of man are qualified as functional or dysfunctional. The first are subject to encouragement in the form of "system gratification", the second to punishment by means of "sanctions" of system.

The essence of social processes at Parsons (1962) consists in their orientation on estimated stability or equilibrium state. Integrity of society is reached by integration of the standard social values and norms. The condition of integration at the same time assumes existence of the ordered frictionless relations in social system which main characteristics "stability" and "a social order".

Often in the conflicts between small groups and also in interpersonal collisions destructive images of mirror perception appear.

So, as one of types of mirror perception the exaggeration of a position of the opponent is considered by each of participants of the conflict. At the same time each of the parties overestimates radicalism of others views and believes that her beliefs follow from the facts while "their" beliefs dictate them their interpretation of the facts.

Disjunctive (dividing people) feelings usually arise in those situations in which success of one person causes some failure for another in this connection the opposite side is personified as a dangerous object. Long participation of the person in conflict situations is capable to initiate development qualitatively of other social orientation and also to entail essential changes in the personality. In our opinion, need of management of the conflicts in the organizations for their constructive permission in many respects is explained by it.

The employee's deviation from corporate norms in combination with the taken roots opinion that "all so do", builds up systematic character of deviations of innovative level. Infringement of property of the organization is widely adopted, despite the traditional moral bans, Christian precepts and protection from the current legislation.

Innovations play a dual and contradictory role in society. On the one hand, they break stability of functioning of society and with another exert positive impact on its improvement. At the same time, innovations create an impulse to progress of society, force it to consider the happening social changes. The settled traditions become routine and lost semantic value as a result of innovations give way to the modern norms corresponding to reality.

One of features of the state with the developing market economy is the progressing increase in number of the citizens forced to carry out innovative actions as the chaotic condition of social reality initiates growth of number of unknown situations. Modern developments in the field of social psychology demonstrate that the deviant behavior more and more in the basis becomes rational.

The deviant behavior which is within legality promotes self-updating, self-realization and self-affirmation of the personality that is the major psychological reason explaining desire of people to answer a call of quickly changing social reality.

The deviant way is chosen first of all by the personality who does not have a legal opportunity for self-realization in the conditions of the developed social hierarchy whose identity is suppressed, the frustrating energy is blocked. These employees do not consider the standard norms of an order natural and fair, cannot promote, raise the social status in the standard ways of social mobility. These circumstances inevitably lead them to the intra personal conflict and subsequently and to the conflict with the organization.

The main reasons for the motivational conflicts which are forced out in subconsciousness are defined now not by instinctive but social factors.

Many employees face that heads object to their transfer on service to other division of the organization though it is accompanied by increase in an official salary and career development. Especially often it happens to qualified specialists, the most conscientious and executive workers. The intra personal conflict can also be response to an office overload, low degree of satisfaction with work, weak self-confidence and the forces.

In structure of the role conflicts two main versions are allocated: between roles and within one role. At the same time two or more roles comprise the incompatible, clashing among themselves duties of one personality.

In the conditions of the intra personal conflict the human body uses protective mechanisms from negative, destructive consequences. According to Boulding (1962), treat them: projection, rationalization, replacement, regression, jet formation, fixing of behavior, etc.

Decrease in level of tension of the intra personal conflict is promoted by regulation of roles as a result of which the personality is exempted from personal liability for consequences of performance of this or that role by it. In this case the organization assumes responsibility for the roles perceived negatively forcedly executed by an individual.

Intra personal conflict in many cases not only precedes, but also is the indispensable satellite of all organizational oppositions. Rivalry of persons or groups of people almost always begins with the intra personal conflict. Personal features of people exert impact on how they play the roles in the organization. Quite often their personal problems prevent execution of roles. First of all, it is connected with problems of submission and the power. The employees possessing an authoritative warehouse of character hardly submit to the power of others, ignoring their powers of office. Considering that in the organization there is a set of reasons for intense relationship, the person with such type of the personality can be a conflict source.

CONCLUSION

The interpersonal conflict is shown as collision of persons. In the organization it is the most unproductive type of the conflict. The interpersonal conflict is one of forms of human relationship therefore in the organizations it is expedient to them to conduct a research of a problem of management from the point of view of the dispositive and personal approach developed by us (Parsons, 1962) in which we mark out four aspects.

Cognitive and motivational aspects are aimed at a research of a problem of management of the conflict from a position of their subjective reflection by opponents that is thanks to the analysis of their perception, understanding, a reflection, assessment. The analytical forecast of the interpersonal conflicts from a position of cognitive contents allows to study the emotional party of relationship of opponents, to reveal subjective perception of the taking place events. Cognitive and motivational aspects consider the personality as the central link of conflictual interaction.

The activity aspect gives the chance to analyse levels of efficiency of joint activity of individuals in the organization when performing of a uniform office task by them. At the same time the great influence on the interpersonal relations is exerted by objective conditions which mediate development of cognitive processes. In activity aspect regularities of reflection in the conflicts of the subject and role communications characteristic of joint activity in the organization are traced.

The organizational aspect is necessary for the analysis of the conflicts of the administrative relations as it provides diagnostics of development of the conflictogenic factors in the organizations and their timely practice. It is especially important at danger of uncontrollable development of the vertical conflicts. From the point of view of dispositive and personal approach the interpersonal conflict is considered as process or the investigation of certain mismatches in functioning of the organization, violations of social and psychological communications in system.

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