ASPECTS OF CONFLICTS WITHIN THE ORGANIZATION

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ABSTRACT. The article focuses on some of the aspects of conflicts within the organization. Issues leading to conflicts are discussed as an integral part of organizational life. The main types of conflicts are characterized. It is emphasized that regardless of the outcome of the conflict, its consequences have a certain impact and that each organization could benefit even from the conflict. There is no universal way of correct resolution, it depends on the conflict itself, the individual characteristics of each of the team members and, above all, the correct approach of the leaders. Failure to listen and downplaying the other side does not solve the problem. The best way out of conflict is solving the problem that caused the conflict.

Key words: *conflict, critical situation, organization, conflict resolution strategies.*

Introduction

Relevance of the article

True teams typically work effectively, adapting to the challenges, flexibly and appropriately. Nevertheless, there are critical situations in the work of the team that sometimes turn into conflicts. Conflicts are part of the job and, as often as troublesome , may sometimes have a healing effect. One team should always have a conflict of minimal complexity. It is important how the manager will act in that case and how the team will continue to work after overcoming a critical situation.

The purpose of the development is to provide guidance on how to use conflicts as a tool for achieving sustainable development in business organizations, to serve in the practice of acting managers.

Level of problem investigation

Lack of human resources, knowledge and experience, tools, technique and technology can lead to inefficiency, poor teamwork, conflict, non-utilization of resources (Zlateva, 2015).

Scientific problem

The meaning of the term *conflict* is related to the Latin word "conflictus", which means collision. Conflict is a consequence and a reflection of opposing or incompatible interests. Whenever the realization of one interest precludes the possibility of pursuing the other interest, a point of intersection is obtained, which is expressed in the confrontation or opposition of those two interests. Conflicts can arise from differences in needs, assessments, goals and actions, or influences that are external to the individual. Creating a "levelled" ethical environment helps reduce the potential for conflict and dilemmas, establishes rules, ignores randomness, and thus creates sustainability for work in the professional field.

Object of the article

One of the main elements of the modern organizational management theory is the team model of employee work. Adopting this model is a prerequisite for the following:

- building effective mechanisms for timely exchange of current information;
- facilitating the decision-making process;
- shortening the deadlines for completing the tasks;
- improving the quality of the work done;
- increasing the competitiveness of the organization as a whole.

Based on his or her competence, each employee may at some point assume the role of team leader for a project or participate simultaneously in several teams united by a common task. This creates the conditions for conflict situations and brings to the fore the need for adequate management of conflicts in the organization in order to increase productivity and efficiency of work.

Each organization has a complex and dynamic structure, and regardless of the nature and manner of its activities in its various divisions and groups, which constantly interact, pursuing the achievement of certain goals, conflicts may arise.

In general, conflict is an inevitable consequence of the daily activities of organizations. It represents disagreement between two or more members of the organization as to how the goals are to be achieved. Each party wishes to have its point of view accepted and does its best to prevent the other party from doing the same.

80% of conflicts arise regardless of the wishes of the participants in them. The main role in the emergence of such conflicts is played by the so-called conflictogenes - words, actions or inactions that can cause conflict. The incitement of the conflict contributes to its escalation, i.e. to a conflictogene at our address we strive to respond with a stronger conflictogene often the strongest of all possible. The first conflictogene is most often unintentional, situatively random. Conflictogene escalation then takes place and conflict is present.

The conflict can be functional (positive), which plays the role of an activator when working in a team. In this way it helps to raise a greater number of alternatives and different proposals. This, in turn, increases the effectiveness of the team, i.e. The positive side of the conflict includes the following (Vodenicharova, 2010):

- Adapting people to the situation;
- Clarification of perspectives;
- Revealing "hidden places";
- Encouraging innovation;
- Generation of new ideas;
- Creating a creative atmosphere

Conflict can also be dysfunctional (negative), thus increasing hostility, disrupting communication, hindering collaboration, reducing personal and team satisfaction with work. Generally speaking, the consequences of a negative conflict for the team are as follows:

- Resistance occurs in the team;
- Decreased productivity;
- Dissatisfaction;
- Increased tension and stress.

Teamwork problems have different nature, conflict situations arise for many reasons. Most often, teamwork conflicts are caused by:

- Inefficient leadership;
- Incorrect selection of participants;
- Improper allocation of functional and team roles between participants;
- Insufficient individual and team motivation;
- Unclear goals in the execution of specific tasks or in relation to the ultimate goal;
- Disrupted communication within the team;
- Unethical relationships;
- Strong stress;
- Lack of a system for individual and team evaluation of work;
- Unpreparedness for crisis response;
- Insufficient knowledge and skills to deal with conflicts and others.

The distribution of work may also be a prerequisite for conflict. When differences in people's opinions and positions are not taken into account, and in particular when a member of the team feels more burdened than the others or "excluded from the team". Therefore, to reduce the chance of a conflict outbreak in the team, the leader must do so that (Zhelyazkova, 2004):

- Each team member performs the task and role that best suits him or her;
- Every team member is well motivated;
- All team members are aware of the goals of the team work;
- *Awareness of the assumption of responsibility by each member of the team*?. In order to accomplish the overall purpose for which the team was created, each of them must be responsible for the result, whether present or not when someone is performing some of the common work.

The ambiguity of who and what can be useful for working together- the ambiguity of the behavioural roles, the specific contributions of each participant, the way in which the issue at hand is

discussed, the way in which the decision is made, the balance between general and personal responsibility within the team, etc.

The unequal degree of empathy of the team members towards the overall goal to be achieved;

The differences in communicative competence of team members - in teams where the participants turn the discussion into a dispute, take offence, accept criticism as a personal insult, etc. conditions for conflict are created;

The External environment of the team. Are the necessary resources present and available, what is the speed of moving proposals from one team to other teams, what are the links of the team with other teams, etc. (Zhelyazkova, 2004):

 Other causes of conflict may be:

• The pursuit of making more profit. This pursuit is driven by the ever-evolving financial need. This is because in the market environment, all efforts are made to achieve better solvency. This need is only met through new cash flows, which explains the drive to increase profits. Satisfying the need for high profits does not allow the satisfaction of other needs faced by the company, which creates natural conflicts.

• Activity control and supervision are common sources of staff conflict. They are a direct result of the self-assessment of individuals who always experience unpleasant sensations during inspection.

• The change in the organisational structure of the performance of professional duties is a factor causing the emergence of conflict situations. It is recommended to create conditions conducive to the gradual formation of a favourable social microclimate.

 Conflicts usually arise even in the absence of the ability to satisfy the specific needs and interests of individual structural units of business entities or of individual categories of workers. It is also worth noting the sometimes-explosive manifestation of conflicts - escalation of spontaneous incitement, adequacy of occasions and reactions. Insufficient personal restraint in these cases is detrimental, and the intellectual difficulties caused by the lack of time to resolve the problematic situation often lead to long-term disharmony in interests.

The behaviour, moral values and motives of the person are most fully revealed in conflict situations. In a state of conflict, each person naturally manifests his / her intellectual and professional abilities and moral traits. The most distinctive component of conflict situations is the degree of emotional experience. Subjective dissatisfaction with them reflects on the behaviour and moral and mental stamina of the individual.

Each conflict implies an attitude of confrontation, expressed in a certain negative attitude towards the other party and a marked sense of confidence in one's own strengths and capabilities. The external manifestation of the behaviour in the conflict is expressed in various actions of interpersonal communication: silence, unnatural gaze, posture, facial expressions in the perception of the opponent, tone of speech, changes in ways of addressing. Conflict is always accompanied by a number of emotional experiences: increased anxiety, fear, hostile feelings, a desire for resistance. These experiences often play a mobilizing role and affect the willingness to participate in resolving the emerging conflict. The task and ability of the business manager is not only to reduce the amount of conflict situations, but also to use those that have a stimulating effect.

Most commonly, organizations have four major types of conflict (Todorova, Zlateva 2014):

Intra-personal conflict occurs when one person is given conflicting demands regarding the results of his work. It may also arise from a lack of consistency between workplace requirements and personal needs and values. The cause of the emergence can be an overload with the performance of various tasks or lack of work and dissatisfaction with perfection. Intra-personal conflict is often the cause of stress. Strong feelings, emotional states, and a process of will are also developed.

Interpersonal conflict develops when two individuals disagree about goals, actions, decisions, and more. The reasons for this conflict lie in the different perceptions of the two, different motivation, different learning style, differences in the style of judging and other internal individual differences between people. This work conflict manifests itself in different ways. For example, department heads

may find themselves in an interpersonal conflict of struggle over who gets more of the limited resources or gets their project approved.

Intra-group conflict appears and develops mainly because of the intellectual differences (and hence differences in behaviour) between the members of the group. In addition, this conflict is based on the emotional reactions of the group members to a situation. Important types of intra-group conflicts are as follows:

- *Conflicts arising from the interaction of stable existing micro groups within a group.*

Mini-societies, as a rule, exist within each small social community, their numbers fluctuate from two to six or eight people, which often arise from three 3 people. These mini-groups play a big role in the life of the group as a whole. Their relationships affect the overall climate of the group, the productivity of the business. It is within them that the norms and rules of group life are avoided, and it is the mini-group that initiates changes in these rules.

Sometimes several sources of intergroup conflicts can be distinguished within a group - one person or a stable couple who have established conflict with representatives of other micro groups. In conflicting relationships, they are most likely to be maintained by their own mini communities, which will create an outbreak of intra-group conflict.

- *Conflicts arising from the orientation of certain senior members of the group towards an external reference group that is opposed in its goals or values to that group or its leader.*

In this case, the person is the bearer of a contradictory system of requirements and norms, which can provoke the discontent of the leader or other members of the group and spark an intra-group conflict.

- *The occurrence of a conflict situation due to the interaction of the leader with a certain informal group that does not agree with the tasks or the management style implemented by the leader.*

Generally, conflicts of this type do not start as group conflicts. Very rarely does a person resolve a conflict within his or her group without being sure that there will be support from his or her micro group. As a result, any interpersonal conflict in the small group quickly develops into a group conflict.

- *Conflict resulting from a breakdown in the relations of a subgroup.*

In the event that the other members of the group do not get involved in the conflict, it will end up with a partial restructuring of the group's informal relationships, as the members of the disintegrated group have to find their place in other communities. Otherwise, there will be a significant change in the group as a whole in terms of its status and leadership hierarchy.

- *Conflicts between leaders.*

They arise between the established leader and his successor, or between the leaders of two equally powerful micro-groups.

- *Conflicts between the informal leader and the group leader.*

The interests of the informal leader and the group leader are constantly clashing: the instrumental leader fights with the group leader for power in the group's business management, and the expressive leader, with his or her goals, often stands in opposition to the group leader, not paying much attention to the emotional climate of the group, but to its productivity.

Intergroup conflict may arise both between formal and informal groups. The most common cause of intergroup conflict is contradictions between line and staff personnel. The consequences of this conflict are in most cases dysfunctional. Intergroup conflict can also arise between functional units in the organization.

Understanding and accepting different perspectives in a conflict are key factors for resolving it. These are the basic skills that all team members need to develop. It is important to maintain a healthy balance between constructive differences of opinion and to avoid the consequences of a conflict that would be destructive.

Achieving and maintaining this balance requires well-developed team skills, especially the ability to resolve conflict during its occurrence, and the ability to maintain a healthy environment and prevent conflicts in the day-to-day responsibilities of the team.

There are different ways of dealing with critical situations. The choice of strategy to address the situation is essential. One of these strategies is avoiding conflict. However, in a typical environment, regardless of the conditions, there is always a possibility of falling into such a situation.

All organizations have people and groups competing for power, influence and resources. They can provoke disputes and tension in the team. When the disputes are exacerbated, the critical situation goes into conflict. Ethical challenges in managing organizations and projects can arise in the direction of intrapersonal moral conflicts that develop within the framework of individual consciousness. They are expressed in a discrepancy and / or clash between the desires and interests of the subject and the generally accepted and socially determined moral norms (Zlateva, 2015).

Conflict is such a "relationship between two people or a group of people, characterized by contradictions, at the heart of which different interests stand". In general, there is a discrepancy between the expectations of the team or the individual and the reality itself - between what should happen and what happened.

Three types of conflict resolution strategies are known (Gyurova, 2006):

Strategies with minimal effectiveness, which are characterized by: ignoring the conflict; conviction of the conflicting parties; "redeeming" consent; coalition; coercion; use of arbitrator; use of rules and procedures; use of a coordination unit (specially authorized person or conflict management group - a conflict manager).

Medium effective strategies, which are characterized by: writing complaints (to higher authorities, which stand above the team leader); use of mediation-for example, a representative of the personnel department, the legal adviser or the team leader himself in his role as mediator; holding meetings with the opponents.

Strategies with maximum efficiency: setting common objectives; restructuring of the organization work-division of competitive activities or elimination of interdependence; improving the level of cooperation; integrating bargaining - replacing the 'win-lose' principle with 'win-win' - a solution where everyone wins something; job enrichment; search for a creative solution that satisfies both parties to the conflict based on openness, honesty and trust.

The psychologists developed a system for classifying the styles of behaviour of an individual in the heat of an external conflict. Five basic strategies for human behaviour in a conflict situation are included in this system (Markov, 2013):
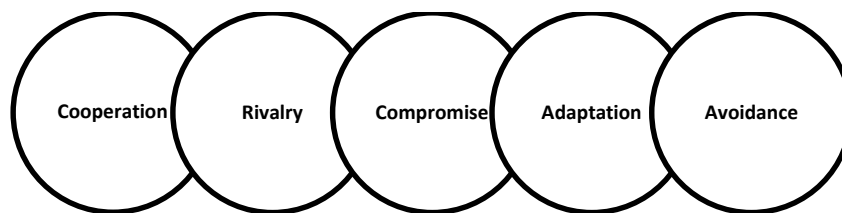
Source: Compiled by the authors.

Fig. 1. Basic strategies

Cooperation as a behavioural strategy is applied when team members defend their interests. This style of behaviour is complex in nature because it incorporates techniques from all other strategies (rivalry, adaptation, compromise, avoidance). Collaboration is most difficult to implement because it requires serious and lengthy preliminary work to build trust between the parties to the conflict.

Rivalry as a strategy is expressed in the following: through struggle and competition, individuals strive to satisfy their interests and, at the same time, try to prevent other parties to the conflict from achieving their goals, thus creating a "who gets who" situation. This strategy is oriented directly towards winning without paying attention to the price that must be paid for it. People who prefer it prioritize their interests, and underestimate those of their rivals.

Compromise as a strategy lies in the fact that everyone strives to build their interactions on the basis of mutual concessions. This practice means that participants in a conflict give up something in

order to get something else in return. In the optimistic variant, thanks to this approach to overcoming conflicts, the interpersonal relations between the participating entities are optimized. However, there is also the opposite option, in which all parties involved in the compromise settlement of the conflict are dissatisfied and disappointed with the results achieved.

Adaptation as a strategy of behaviour is expressed in the sacrifice of one's own interests and feelings in order to satisfy the aspirations of others and thus not to lead to a conflict. The persons who apply it agree to make any concessions in order to avoid conflicts. People who apply it in a conflict situation obey the demands of other participants in the conflict, even when they disapprove of their ideas or actions. Such behaviour indicates that the situation is not personally significant or dangerous. It is more important to maintain a good relationship with the opponent than to defend one's own interests, since the chances of winning are minimal. In these cases, that strategy makes sense because confrontation caused by insignificant reasons can cause intense stress between the participants in the respective interactions if they are not ready to engage in a constructive dialogue.

Avoidance as a strategy it is associated with compliance and does not imply activity. It postpones the conflict over time and therefore it goes into a hidden form. Avoidance as a way of responding has two sides: avoiding the possibility of a conflict situation developing into a conflict or avoiding conflicting opposition due to insecurity or uncertainty in the arguments. This form of behaviour is preferred by persons who avoid participating in any dispute, do not wish to assert their rights, cooperate in joint decisions, prefer not to publicly express their point of view, or their actions are aimed at preserving and improving interpersonal relationships.

There are no universal recipes for conflict management behaviour. The conflict resolution techniques that managers apply are the result of the personal qualities and conditions imposed by the situation they are in. Very often, under the surface of the position taken by a party to the conflict, there is an unmet need for information, assistance, recognition and encouragement of efforts, resources and more. That is why in a real conflict situation we should never assume that we understand what it is about. The better option is by asking questions and thinking through the answers to find out what the needs of each party are and what alternative solutions would lead to the solution of the problems.

Focusing on one's own needs is not a successful way of resolving conflicts. The needs of the other party must be understood first. Failure to listen and downplaying the other side does not solve the problem.

In order to resolve a conflict, both sides must be willing to resolve it. There is no universal way of correct resolution, it depends on the conflict itself, the individual characteristics of each of the team members and, above all, the correct approach of the leaders. The emergence of conflicts between individual co-workers or groups, including co-workers and the administration, managerial conflicts in senior management and others, lead to a socio-managerial crisis, inefficient decisions and waste of production time (Zlateva, 2014).

Conclusions

1. Conflicts within an organization are inevitable. There is no organization whose development is not accompanied by problems. And this is not always negative for the organization - the result of one problem is the improvement, for its further prosperity, by mobilization for its resources. Conflicts can be constructive - leading to the resolution of problems, the elimination of misunderstandings and mutual agreement. Conflict becomes destructive when emotions are strong and negative, deteriorated relationships between groups, distractions and others.
2. The problems of an organization are varied and of different order. They may be generated by: the presence of inefficient activity within the organization itself, which has created tension among its staff - for example, strike actions; unprofessional communication; emergence of tension in the environment and others.

3. The best way to resolve a conflict is to solve the problem that caused the conflict. Each of the parties concerned will need to reveal their opinion and perspective in order to understand the causes of the conflict. Once the problem has been formulated, the two parties will come up with a solution that is acceptable to each of them.

4. The mutual influence will increase in case the atmosphere of trust is created. If anger and dissatisfaction with this communication remain and the conversation flows in an atmosphere of sympathy, understanding and a positive attitude towards one another, there is no way the problem remains unsolved.

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