

I.O. NOVIK **CONFLICT MANAGEMENT IN THE INTERNATIONAL ORGANIZATION**

The article is devoted to the fact that conflicts are inevitable in our lives and that conflict management in the international organization is one of the most important areas in the activities of the head because it affects the productivity of employees and it affects the results of the work of the organization as a whole. The article discusses the mechanisms of management as well as the definition of conflict and how to manage stress to avoid conflict situations in the organization. For most companies, the main reason was and remains a conflict of interest of employees, and that would prevent or resolve an existing conflict the article reveals the stages of conflict development and the characteristics of ways to resolve conflicts, as well as methods of behavior of individuals or groups in the conflict, called methods of conflict prevention in the organization, reveals what is conflict forecasting since it plays a not unimportant role in personnel management in the organization. To resolve conflict situations, the leader can turn to methods such as smoothing, cooperation, compromise, etc. The use of these strategies can help resolve conflicts. One of the most effective methods of conflict resolution is a compromise, since most often the conflicting parties use a compromise, since the friendly steps towards which one of the conflicting parties makes, make it possible to achieve an asymmetric (one side can give in more, the other will give in less) or even symmetrical (parties are trying to make mutual concessions approximately equal to each other) agreement. The main thing to remember is that managing conflicts between employees is a controlled process, and even people with opposite views on the situation can agree. And do not forget about the prevention and forecasting of conflicts in order to prevent the appearance of discontent and tension in the team. Conclusions based on the results of the study are formulated.

Keywords: conflict; stages of conflict; conflict prevention; organizational conflict

I.O. NOVIK **УПРАВЛІННЯ КОНФЛІКТАМИ В МІЖНАРОДНІЙ ОРГАНІЗАЦІЇ**

Стаття присвячена тому що конфлікти неминучі в нашому житті і управління конфліктами в міжнародній організації є одним з найважливіших напрямків в діяльності керівника адже від цього залежить продуктивність співробітників і це впливає на результати роботи організації в цілому. У статті були розглянуті механізми управління а також визначення конфлікту, фактори, які спричиняють стрес і як управляти стресом з метою уникнення конфліктних ситуацій в організації. Для більшості компаній основною причиною був і залишається конфлікт інтересів співробітників, і що б це запобігти або дозволити вже наявний конфлікт у статті розкриваються етапи розвитку конфлікту та характеристика способів вирішення конфліктів, вказані так само методи поведінки індивідуумів або груп у конфлікті, назвали методи профілактики конфліктів в міжнародній організації, розкривається що таке прогнозування конфліктів так як воно грає не маловажну роль в управлінні персоналом в організації. Для вирішення конфліктних ситуацій керівник може звернутися до таких методів як згладжування, співпраця, компроміс та ін. Використання цих стратегій може сприяти вирішенню конфліктів. Одним із найефективніших методів вирішення конфлікту є компроміс, оскільки найчастіше конфлікуючі сторони використовують компроміс, оскільки дружні кроки назустріч, які робить одна з конфлікуючих сторін, дозволяють досягти асиметричного (одна сторона може поступитися більше, інший поступиться менше) або навіть симетричного (сторони намагаються зробити приблизно рівні один одному взаємні поступки) угоду. Головне пам'ятати, що управління конфліктами між співробітниками — керований процес, і домовитись можуть навіть люди з протилежними поглядами на ситуацію. І не забувайте про профілактику та прогнозування конфліктів, щоб не допустити появи невдоволення та напруженості в колективі. Сформульовані висновки за результатами проведеного дослідження.

Ключові слова: конфлікт; етапи розвитку конфлікту; запобігання конфліктам; організаційний конфлікт

Introduction. The activity of the international organization involves the coordination of human resources to achieve the goals of the firm. In the course of working on common tasks, people come together in groups. However, each employee has its own characteristics of behavior, each has its own Outlook, attitude to what is happening. Such differences in perception, in the assessment of the situation can sometimes cause disagreements, turning into conflicts. Management of these disagreements significantly improves the efficiency of joint work of employees, allows to coordinate organizational behavior, develop ethical standards in the company.

To study the issue of labor conflict management in more detail, let's call the definition of conflict and conflict management. So, the conflict is the most acute way of resolving contradictions in the interests, goals, views arising in the process of social interaction, consisting in the opposition of the participants of this interaction and usually accompanied by negative emotions [1]. Conflict management means the process of purposeful influence on the personnel of the organization in order to eliminate the causes that gave rise to the conflict, and bring the behavior of the parties to the conflict in accordance with the established norms of relations [2].

Actuality. Conflict is a normal phenomenon in the life of every person, because everyone has their own opinion on this or that account, this happens because we are all different and everyone has their own worldview and attitude to what is happening, such differences can often go into conflict that negatively affect the work of employees.

Good managers who know what conflict forecasting is, more effective leaders, they recognize the origin of a problem before it develops into a conflict. Understanding the conflict in the early stages, your organization will work more smoothly and productively, as well as the overall level of labor intensity will be significantly increased which will perfectly affect the results of the entire organization.

Literature analysis. Conflictology as an independent science is one of the youngest branches of scientific knowledge, despite the fact that the problems of conflict concerned mankind from the moment of awareness of themselves as a socio-psychological phenomenon. G. Simmel (German school of sociology) is considered the first who introduced the concept of "social conflict" into scientific circulation, specially engaged in the development of the theory of conflict. As a result of research by M. Sheriff, D. Rapoport, R. Doze, L. Thompson, K. Thomas, M. Deutsch, D. Scott and others, the psychology of conflict stands out in

an independent direction. K. Thomas and R. Kilmenne develop and implement a two-dimensional model of conflict behavior in the process of training managers, called "Thomas-Kilmenne Grid".

In formation of conflictological practice a special place was the negotiation methods of conflict resolution (D. Scoth; W. G. Bower, etc.). The development of negotiation technologies with the participation of a mediator (V. Lincoln, L. Thompson, R. Rubin, etc.) led to the creation in the USA in the 70-80s of educational institutions for the training of mediators [3].

Problem statement. In the twentieth century, after humanity has experienced two world wars, conflicts have become more frequent, people are constantly talking about the need for peace and prosperity but what do we see? Constant conflicts wherever you look, fear for their lives and threats, people do not feel safe and secure. The needs of social development have sharply raised the need for the allocation of conflictology in an independent branch of scientific knowledge that would understand the causes of such behavior and find ways to resolve the conflict.

Main part. In management, conflict is interpreted as a lack of agreement between two or more parties-individuals or groups.

Each side seeks to "advance" its point of view or goal and prevents the other from doing the same. [4]

The stages of the conflict are as follows:

The first stage is the birth of the conflict. It is characterized by the universal inclusion of subjects in all diverse relations. Contradictions at this stage exist potentially.

The second stage is the maturation of the conflict. The subject begins to choose those connections that he considers acceptable. It can be a form of behavior, work, power, money, etc.

The third stage is the incident. There may be a lull before the incident. There are the following positions, which can be called as follows :

- a fighter for justice;
- provocateur;
- judge;
- victim.

The fourth stage is the conflict itself. This stage, i.e. immediate conflict, is an "explosion", a collision.

The fifth stage is the development of the conflict. There is a change in some of the characteristics that are present in the situation, as well as factors that affect the conflict.

The sixth stage is the post - conflict situation [5].

Stress is a physiological or mental state of human tension, which occurs due to the influence of strong and significant for this person influences [6].

Stress can be expressed as follows:

- increased, excessive irritability;
- insomnia due to any upcoming important event-admission to University, exam, public speaking, report, etc.;
- shortage, lack of time to perform tasks, for example, an employee of the company, the entire volume of tasks of the authorities.

You can use the following ways to manage stress in the enterprise:

- develop a system of priorities in its activities;
- to establish good relations with the head;

- not to agree with his superiors, who make conflicting demands;
- to define the purpose, tasks of the career;
- find time to rest every day [7].

Thus, in management, conflict is defined as the lack of agreement between two or more parties-individuals or groups (organizations, departments, etc.).

Conflict prevention is achieved by managing the organization of special events for all departments and their own activities for each unit [8].

Also important is the prevention of conflicts, when the Manager predicts possible issues of conflict of interests of employees and prepares measures to avoid them. Especially it is necessary to remember that unfair distribution of material, technical, economic and information resources always negatively influences interpersonal relations in collective and, as a consequence, negatively affects functioning of the company.

How does conflict management begin? First, from a warning, to create impediments to conflict; in a situation when conflict situations cannot be avoided, it is necessary to diagnose and develop forecast scenarios. Settlement and resolution of the conflict are the final stages of completion of conflict interaction. Let us consider the essence of each stage of conflict management in the sequence that is used in the management procedures of prevention, diagnosis, analysis, forecasting, management impact in the form of its settlement or resolution, and to assess the results in the dynamics of the emergence, development and completion of the conflict.

Conflict management includes an ambiguous function in the form of its warning. On the one hand, efforts to create conditions for the prevention and development of conflict situations, and on the other hand, activities aimed at minimizing the occurrence of causes and factors of the growing conflict interactions, with the aim of eliminating contradictions by peaceful means.

There are two groups of methods of conflict prevention in the organization, which are presented in Image.

Conflict stimulation is a work diametrically opposite to prevention and aimed at updating the factors that can provoke conflict in order to achieve constructive consequences in conflict interaction.

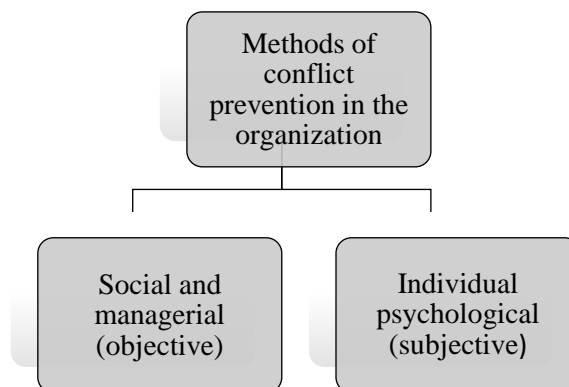


Image - Methods of conflict prevention in the international organization

In order to effectively perform scenarios of conflict, it is necessary to take into account "the extent of the conflict; its structural elements, their functions, and functions of conflict in General; the actors of the conflict; the specific circumstances and causes and the occurrence of conflict, the stages and steps in which it is situated; the information content of the conflict interaction. The most suitable methodological basis for the analysis of the conflict is the system approach, which includes the following methods: system-structural, system-genetic, structural-functional, system-situational, process-dynamic, system-information, subject-activity, applied methods" [9].

The Central component of conflict management is its diagnostics, which is able to reveal the causes of the conflict situation, the events of the emergence and formation of the conflict, the subjects of the conflict, the positions and opinions of the conflict participants. It is these data that allow us to determine the key elements of the conflict and its dynamics.

Conflict forecasting is the directed influence of competent persons (bodies, groups of persons) who have sufficient awareness, knowledge, skills and abilities and are able to diagnose and recognize the conflict in advance, as well as to make a competent management decision in order to influence the current conflict and minimize the negative impact and its early completion.

K. Thomas identifies the following types of behavior of individuals, groups in a conflict situation:

- rivalry (competition);
- device;
- compromise;
- avoidance;
- cooperation.

(a) Rivalry is the imposition on the other side of the conflict of a beneficial solution, is carried out with a certain pressure and is justified in the following cases:

- usefulness of the result for all members of the group;
- the importance of the outcome of the competition (material, moral) for using this strategy;
- absence, limitation of time for motivation, persuasion of the opponent.

b) Compromise is the desire of opponents to end the conflict by partial concessions on both sides and is characterized by the following features:

- refusal of any part of the earlier stated, put forward requirements;
- willingness to recognize, accept the claims of the other party justified, to concede;
- willingness to forgive [10].

c) Adaptation is the abandonment of insistence, the abandonment of struggle, the abandonment of one's positions. Different motives can adopt such a strategy in a human conflict:

- a person's awareness of his wrong;
- the need to maintain a good relationship with your opponent [11].

d) Avoiding the conflict, avoiding the solution of the problem (i.e. avoidance) is an attempt to leave the conflict at a minimum cost (physical, moral, material).

e) Cooperation is a mutual orientation of opponents to an effective, constructive discussion and solution of their common problem [6].

The most likely, i.e. most often, the conflicting parties use a compromise, as friendly steps towards, which makes one of the conflicting parties, allow to achieve an asymmetric (one side can give more, the other will give less) or even symmetrical (the parties try to make approximately equal to each other, mutual concessions) agreement [12].

Conflict resolution is the final stage.

There are the following ways to resolve the conflict: (a) Arbitration. This strategy when the third party acts as the arbitrator, the judge making the decision in disputable situations people with opposing views on the situation can agree. And do not forget about the prevention and forecasting of conflicts to prevent the emergence of discontent and tension in the team.

Conflict resolution is a type of activity of the subject of management associated with its completion. Resolution is the final stage of conflict management.

Thus, conflict is understood as a clash of oppositely directed goals, interests, positions, opinions or views of opponents or subjects of interaction.

The main causes of conflicts are limited resources, interdependence of tasks, differences in goals and values, differences in behavior, education, poor communication, unbalanced jobs, lack of motivation.

Conclusion. Thus, to resolve conflict situations, the Manager can turn to such methods as smoothing, cooperation, compromise, and more. The use of these strategies can contribute to conflict resolution. I believe that a good method of resolving the conflict is a compromise, because most often, the conflicting parties use a compromise, as friendly steps towards, which makes one of the conflicting parties, allow you to achieve an asymmetric (one side can concede more, the other will concede less) or even symmetrical (the parties try to make approximately equal to each other, mutual concessions) agreement. The main thing to remember is that managing conflicts between employees is a manageable process, and even people with opposing views on the situation can agree. And do not forget about the prevention and forecasting of conflicts to prevent the emergence of discontent and tension in the team

Table - Methods of conflict management in the international Organization

	Method	The nature of the position
1	Avoiding the conflict	It is used when the conflict does not carry a special of interest to the parties
2	Method of inactivity	It is applied when the conflict does not pass from words to action
3	Method of concessions and accessories	It is applied at detection of obvious wrongness of one of sides'
4	Smoothing method	It is applied at insignificant disagreement when both points of view have a place to be
5	Hidden method actions'	It is used when the conflict carries a serious the problem and the conflicting parties do not agree on reconciliation
6	Fast method decisions	Will be applied in order not to prolong the conflict, so that it thus did nit spoil the relations of employees
7	The technique of compromise	It is applied when conflicting parties occupy middle position and ready for constructive dialogue
8	Cooperation method	It is applied in case of globality of the solved problem when both sides must come to a common opinion
9	Power method	It is used in particularly important cases for the company, when one each of the parties is aware of the full correctness of its point of view

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