

CONFLICTS IN BUSINESS AND METHODS TO SOLVE THEM

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The possibility of conflicts exists in all areas of activity. Conflicts arise from disagreements, disputes and confrontation of different opinions, needs, motives, desires, ways of life, hopes, interests, and personality characteristics.

Workplace conflict is a conflict in labour relations that arises because of wage level, use of professional and intellectual potential, various elements and factors of working process (its organization, content, working conditions, etc.), price-level of various benefits and real access to them and other resources which is caused by opposite interests of employees.

Main causes of conflicts at enterprises are economic forces primarily associated with the delay of wage payment, and also poor working conditions and incompetence of managers.

Ancient philosophers and scientists Heraclitus, Socrates, Plato are considered to be the founders of the conflict study theory.

M. Afzalur Rakhim notes there is no single universally accepted definition of conflict. He notes that one of many issues associated with this problem is whether the conflict is a situation or a type of behaviour. [1, c. 15]

Michael Nicholson defines conflict as an activity which takes place when conscious beings (individuals or groups) wish to carry out mutually inconsistent acts concerning their wants, needs or obligations. Conflict is an escalation of a disagreement, which is its common prerequisite, and is characterized by the existence of conflict behaviour, in which the beings are actively trying to damage one another. [2, c. 11]

Irving Janis proposed that conflict is beneficial in groups and committees to avoid the error of «group think». [3]

Before giving advice on the prevention of disputes at workplace it is necessary to determine which type the team, level of its development, its socio-psychological climate. In general, to prevent workplace disputes, a manager should create a friendly work group. Relationships in the team are largely dependent on team-members themselves, their personal qualities and communication culture, which is manifested in the degree of amiability, sympathy or antipathy. The staff is made up of individual employees who have different mental organisation and social characteristics.

Management style plays an important role in the group formation. In his daily activities, a manager should be aware that his employees have different characters, social and psychological qualities, different general and professional training. Thus, a manager should study the character type of his subordinates, ability to choose

instruments of influence on a person in view of their character traits, nature of their activity, social characteristics. Not every person can be a good leader. To prevent conflicts, it is important to organise proper communication of team members.

Resolution of conflict involves removing the source of conflict and its successful resolution means the end of conflict and hostility actions. This is usually achieved through compromise and persuasion. Conflict resolution is the removal of visual confrontation of parties.

Every conflict gives the opportunity to create improved processes and develop innovative procedures. However, conflict has a positive side with a lot of opportunities. Conflict can foster creativity, thinking, better listening skills, and change, which, in their turn, provide management with the tools for significant improvement. It is inevitable that people conflict with each other. We can choose to deal with it in a negative or positive way, and the way we choose is the key to a long-term growth and success.

Communities, states and businesses incur huge economic and social losses due to workplace conflicts. This causes the need to develop specific solutions to resolve workplace conflicts and it cannot be done without careful analysis of the causes and characteristics of each and every conflict.

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