

ETHICS OF CONFLICT SITUATIONS

The word "conflict" means the "collision". It arises where a face different desires and alter native, different mannerisms, etc.

The greater scatter of criteria when making decisions and possible options of these decisions, the greater may be a conflict.

TYPES OF CONFLICTS:

Motivational conflicts. The most pronounced such motives as security for belonging to a certain community, the prestige, dignity and self-actualization. We apply the approach in the study of conflict, teach enveloping these human needs. Always has your position in the conflict sufficiently protected? on constant "underload" in the production and respectively but low social status can be a serious "troublemakers." Self-esteem – is the alpha and omega, and all that it infringes, arouses a lot of energy, aimed at conflict. The same result is, and "overload", which should be recognized that it is not always possible. As a result of "reprocessing" and even a claim to substantiate that the result of his work differs from the expected (as we know, the initiative is often punished).

Conflict of communication. Any verbal or mute the information we collect is primarily captured highly sensitive membranes of our emotional response ("Baby I"), before it is seen at an angle of view of a possible conflict with the norms of lessons ("Can I do that?" "there have been a way?"), and only at the final stage in the intellectual effort to analyze the actual business information content. If this effort is not followed because of fatigue or simply intellectual weakness, then there is an emotional reaction.

The only brake - received training, which can also be a very peculiar way to modify the response to those who conduct themselves as "wrong." Communication conflict there when no one dares to establish a "feedback" from the head, that is, no one pays attention to his boss misses. A similar situation arises when the employee does not signal that it is recognized and respected. Who has never heard the words of recognition, he is uncertain. "What comes to mind when you find yourself in the morning in my mailbox a letter addressed to you personally by the company management?"

Spontaneous response to the seminar: "Or fired - or raise!" It's safe to say that the corresponding work in

the enterprise with less-developed communication links. This - field of conflict. In the category of "communication conflicts" come and banal misunderstanding, misinterpretation of any information, but we have them in mind. The question "Is my point?" Remains. But if not, the blame for this "source" of information. Only the person who communicates information, knows exactly what he conveys.

Conflicts of power and powerlessness. This type of conflict is associated with the organization's goals. Objectives are always in the future. They are fully justified, and by the end never fails. There is always an element of uncertainty. Set goals and creating the conditions for their implementation, we change the future, even if only in the details. Constant striving for new and inability to realize your goals gradually break down the individual.

Intrapersonal conflict. This type of conflict can take many forms. One of the most common forms - role conflict, when one person is imposed conflicting claims about what should be the result of his work. For example, the head of department or section in a department store may require the seller to all the time in the department and provide customers with information and services. Later, the head can express dissatisfaction with the fact that the vendor is spending too much time on customers and pays little attention to the replenishment of merchandise. A seller receives instructions on what to do and what not to do - as in compatible. Intrapersonal conflict can also arise from the fact that production requirements are not consistent with personal needs or values. For example a female leader long planned on Saturday and Sunday to go to rest with her husband, as her work became too much attention is bad for the family. But on Friday to her office breaks her immediate supervisor with a problem and insists that she took her decision at the weekend. Many organizations are faced with the fact that some leaders opposed to transferring them to another city, even though it promises them a solid promotion and salary. This is especially true in families

TAMAR BERIDZE

Associate Professor of GTU

NAIRA GALAKHVARIDZE

Associate Professor of GTU

where both husband and wife occupy a position of leadership or are the experts. Intrapersonal conflict can also be a response to the work overload or underload. Studies show that such intrapersonal conflict is associated with a low degree of job satisfaction, low self-confidence and organization, as well as stress.

Interpersonal conflict. This type of conflict, perhaps the most common. In organizations it is manifested in different ways. Most often it is the leaders of the struggle for limited resources, capital or labor, while the use of equipment or approval of the project. Each of them believes that since resources are limited, he must convince superiors to allocate these resources to him and not to another supervisor. Interpersonal conflict can also occur as a clash of personalities. People with different personality traits, attitudes and values, sometimes just can not get along with each other. As a rule, views and goals of people differ radically.

The conflict between the individual and the group. Production groups establish norms of behavior and output. Everyone must abide by them, to be accepted by an informal group and, thus, to satisfy their social needs. However, if the expectations of the group are in conflict with the expectations of the individual, conflict may arise. For example, someone wants to earn more, or doing overtime, or exceeding the standards, and the group is considering an "excessive" zeal as negative behavior. A similar conflict may arise on the basis of official duties of the manager: between the need to ensure proper performance and to comply with the rules and procedures of the organization. The head may be forced to take disciplinary action that may be unpopular in the eyes of their subordinates. Then the group can strike back - change the attitudes of the supervisor, and possibly reduce productivity.

conflict between groups. Organizations are made up of many groups, both formal and informal. Even in the best organizations, between such groups may be conflicts. Informal organizations, who believe that the manager treats them unfairly, may be harder to unite and try to "settle accounts" with loss of productivity. Another example of conflict between groups can serve as the ongoing conflict between the union and the administration.

Conflict can be **functional** and lead to increased organizational effectiveness. Or it may be **dysfunctional** and leads to a decrease in personal satisfaction, group collaboration and organizational effectiveness. Role conflict, depends largely on how effectively they manage. To manage conflict, it is necessary to understand the causes of conflict. Too often managers believe that the main cause of conflict is a clash of personalities. However, subsequent analysis shows that the cause of the

conflict are other factors.

Properties of the conflict: the contradiction between the interests, values, goals, motives, roles, actors, actors confrontation of the conflict, the desire to harm the opponent, negative emotions and feelings in relation to each other.

The structure of the conflict - this is side or participants of the conflict (the number of participants and extent), the subject of the conflict (because of what appeared), the participants' conflict about themselves on opposing sides.

Stages of conflict: the pre-conflict situations; conflictual interaction, conflict resolution. Another option: 1) the stage of waiting (there is uncertainty, psychological distress, uncertainty in the future), and 2) the stage of consciousness, but does not express disagreement (each is afraid that the lack of information - a sign of trouble just for him, there is a need to determine for themselves the prospects); 3) the stage of the discussion (there is a need to share ideas with colleagues, formed the view defined by the perpetrators of the situation), and 4) the stage of open discussion (discussion of the situation, "enemies" dislikes, their innocent actions generate resentment builds up tension in the relationship, mutual irritation) 5) the stage of open conflict (to the extent of the conflict increases the degree of intransigence of warring parties and their views on the possible development of his).

Options for resolving conflict:

➤ **Complete antagonism.** Sides see a way out of the conflict on the principle of "Victory or defeat!"

➤ **Assignment.** Accept any solution partner (senior management).

➤ **Avoidance (avoidance).** Isolation and indifference: there is no active opposition, there is no active collaboration. Any impulse can re-escalate the conflict.

➤ **Peaceful coexistence** (possible joint work, and controversial issues simply are not discussed.)

➤ **Compromise.** Possible and mutually agreed, and mutual concessions.

It should be remembered that the joint problem solving and collaboration - is the best option.

Factors that prevent conflicts: correct selection and placement, taking into account the professional and psychological qualities, authority manager, positive recognition of his services; the positive tradition in the team, carried by a majority of the staff.

Any conflict is resolved with minimal losses and easier when pre-conflict conditions are analyzed and if it is structurally eliminated early on.

Measures and means of prevention and elimination of the conflict:

Strict adherence to the basic rules of the debate:

- Your opponent - it's your partner, with you looking for a reasonable yield of the situation.

- Try to understand the goals and interests of the opponent.

- Everyone can have their own opinion. You do not necessarily absolutely are right.

- Draw conclusions, confirming their facts.

Listen to and have the strength to tell unpleasant arguments.

- Less than discuss personal characteristics of the opponent.

- Maintain discipline in the debate and let the opportunity to express own opinion to the opponent.

Consideration should be given an analysis of possible contradictions assumptions of the conflict, determination of potential opponents and their probable positions:

- Special attention to what unites opponents;

- Both sides depend on each other and need each other;

- To understand the essence of the basic conflict, remove the alluvium, emotional components, complicating the conflict;

- Create conditions for collaboration, where opponents get to know and help each other;

- Avoidance of Collision Analysis and petty quarrels.

There is also a list of rules, which provides guidelines for the line of conduct which prevents the appearance of serious conflicts:

• To recognize each other.

• Listen without interrupting.
• Demonstrate understanding of the role of the other.

• Clearly articulate the subject matter.

• Establish common points of view.

• Find out what you apart.

• Then again describe the content of the conflict.

• Find a general solution.

“To recognize one another” - that is to see in another person “with the suffering soul,” with understandable desires and ideas of ourselves. He no less and no more than you do. Understand each other – then use the same scale. Give your partner feel that you are listening to him attentively. Are you interested in his views and do not hide it. Tell him, for example, “Please say to me is very important to know your assessment of this case.” Pay attention to his feelings. The tension will be reduced in proportion. as the source will express their thoughts and feelings.

“To understand the role of another.” Say: “In your place I ...” and invited him to be in your role. Express his views and thoughts in your own words: “If I understood correctly. You are angry that ... “You’ll see how to thaw your partner. Take a piece of paper and formulate with him about what actually talking about. At the lock that you are united, and that he shared. The task - to overcome the section. This is the continuing conflict. Now ask your partner to give their suggestions. Each proposal - and it, and your - should be written. However, select the best deals. Among them - the very best, and that it should be the solution.

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კონფლიქტური სიტუაციების მთიკა

თამარ ბერიძე

სტუ-ს ასოცირებული პროფესორი

ნაირა ბაღახვარიძე

სტუ-ს ასოცირებული პროფესორი

ბევრი ადამიანი ფიქრობს, რომ კონფლიქტი ჯგუფისა და ორგანიზაციის ქმედითობის დაბალ დონესთანაა დაკავშირებული. ეს ვარაუდი, რატომღაც, არასწორია. კონფლიქტის დონე, თუ იგი დაბალსა და საშუალოს შორისაა, დადებით გავლენას ახდენს ჯგუფის ქმედითობაზე, რადგან ჯგუფის წევრებს სტიმულს აძლევს განსხვავებული მოსაზრებების გამო იკამათონ და შედეგად, სამუშაო პროცესი გააუმჯობესონ.

კონფლიქტი შეიძლება იყოს ფუნქციური და ორგანიზაციის წარმატებით საქმიანობას უწყობდეს ხელს, ან შეიძლება იყოს დისფუნქციური და იწვევდეს ჯგუფის წევრებს შორის უთანხმოებას, კომპანიის ეფექტურად მართვის შემცირებასა და ორგანიზაციული ამოცანების დასრულების შეფერხებას.

კონფლიქტის როლი, ძირითადად, დამოკიდებულია მართვის ხარისხზე. კონფლიქტური სიტუაციების მართვისას აუცილებელია ვიცოდეთ კონფლიქტის წარმომქმნელი მიზეზები. ხშირად მენეჯერებს ჰგონიათ, რომ მიზეზი - პიროვნული დაპირისპირებებია.

კონფლიქტური სიტუაციების მოგვარების საშუალებებია:

- სრული აგრესია. მხარეები ხედავენ გამოსავალს პრინციპით “გამარჯვება ან დამარცხება!”
- დათმობა. პარტნიორის ნებისმიერი გადაწყვეტილების მიღება.
- თავიდან არიდება. საკითხი ბანალურია, თან სდევს გულგრილობა: არ არის აქტიური ოპოზიცია, არ არის აქტიური თანამშრომლობა. ნებისმიერი იმპულსი შეიძლება ახალი კონფლიქტის გამომწვევი იყოს.
- თანამშრომლობა. შესაძლებელია საერთო საქმე, საკამათო საკითხები, უბრალოდ, არ განიხილება.

• კომპრომისი. რთული საკითხების დროებითი გადაწყვეტილების მისაღებად ან მნიშვნელოვანი მიზნების გამო - შესაძლებელია ურთიერთშეთანხმება და ურთიერთდათმობები.

ნებისმიერი კონფლიქტი შესაძლებელია დამთავრდეს მოლაპარაკებით. სასურველია სიტუაციის შესაფერისი კონფლიქტის გადაწყვეტის საშუალების მიგნება და ბევრად უფრო მარტივია ეს პროცესი, თუ წინასწარ გაანალიზებულია კონფლიქტის წარმომქმნელი მიზეზები და მათ აღმოფხვრას დასაწყისშივე ვეცდებით.

ЭТИКА КОНФЛИКТНЫХ СИТУАЦИЙ

ТАМАРА БЕРИДЗЕ

Асоц. профессор ГТУ

НАИРА ГАЛАХВАРИДЗЕ

Асоц. профессор ГТУ

Типы конфликтов: мотивационные конфликты, конфликт коммуникации, конфликты власти и безвластия, внутриличностный конфликт, межличностный конфликт, конфликт между личностью и группой, межгрупповой конфликт.

Конфликт может быть *функциональным* и вести к повышению эффективности организации. Или он может быть *дисфункциональным* и приводит к снижению личной удовлетворенности, группового сотрудничества и эффективности организации. Роль конфликта, в основном, зависит от того, насколько эффективно им управляют. Чтобы управлять конфликтом, необходимо понимать причины возникновения конфликтной ситуации. Слишком уж часто управляющие считают, что основной причиной конфликта является столкновение личностей.

Варианты разрешения конфликта:

- *Полный антагонизм.* Стороны видят выход из конфликта по принципу: «Победа или поражение!»
- *Уступка.* Принять любое решение партнера (вышестоящего руководства).
- *Уклонение (избегание).* Изоляция и безразличие: нет активного противостояния, нет активного сотрудничества. Любой толчок может вновь обострить конфликт.
- *Мирное сосуществование* (возможна совместная работа, а спорные вопросы просто не обсуждаются).
- *Компромисс.* Возможны и взаимная договоренность, и взаимные уступки.

Любой конфликт разрешается с наименьшими потерями и проще, если заранее проанализированы предпосылки конфликта и если он конструктивно устраняется на ранних стадиях.