

Conflictological Component in the Work of the Human Resources Department

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Abstract— The article presents the results of a theoretical analysis of the concept of conflictology in the activities of a professional team, the main aspects of its formation and functioning in organization. The main approaches to the problem of conflicts in the system of organization, factors of their appearance and the main methods of prevention and impact on them, including in the personnel management service were considered. The main stages of conflictological competence building were identified and formulated. The definition of conflictological competence and its significance under the conditions of team building along with the role and functions of a manager in conflict management were studied.

Keywords— *conflict, conflictological competence, competence building, conflict management, personnel management services*

I. INTRODUCTION

First of all, any organization operates, as a system of relations between the subjects of personnel. The relationship of team members should be in a stable state regardless of the building principle, where there is the balance of organization interests including mutual interests of team members and the individual ones of each separate employee.

According to the numerous sociological studies, there is a significant increase in the occurrence of conflicts in the modern conditions of the functioning of organizations. As they are considered as a factor in reducing the staff morale and the interaction of the system, as well as reducing the effectiveness of personnel policy, conflicts contribute to the disruption of organization functioning process. The need to prevent and overcome their negative consequences, requires the scientific development of this problem.

The regulation and resolution of conflicts is the task of the head of the organization. It necessitates the existence of high level of conflictological competence. This means the manager must have a sufficient level of conflictological theoretical

knowledge, the skills in working with conflicts, and also have a certain set of professionally significant personal qualities.

II. RESULTS AND DISCUSSION

The development of the problem of conflictological competence of a manager is in the field of studying such sciences as conflictology, sociology, psychology, acmeology and management. Such researchers as K. Levin, M. Weber, and L.A. Petrovskaya, S.N. Yemelyanov, A.A. Ershova, N.V. Grishina et al, dedicated their efforts to studying issues of conflicts. V.G Zazygin, A.V. Zhuravlev, A.I. Shilov studied conflicts in the management system of the organization.

Despite the growing interest of modern scientists, nowadays, the issue of the conflictological competence building is not sufficiently observed. It makes it relevant for its study.

At the present time, there is no single definition of conflict. In psychology, it is understood as the interaction of people based on the contradiction of interests and values and accompanied by a certain emotional background. In sociology, conflicts are characterized by the aggravation of contradictions and confrontation caused by the opposition of interests and positions of subjects. Management specialists, in turn, define conflict as a way of systems interacting and overcoming contradictions in the environment where contacts between people take place [1].

Thus, the conflict can be defined as a manifestation of social connections and interpersonal relations, which is the result of a collision of incompatible positions and attitudes [2].

Conflicts in organizations are a complex economic, industrial, socio-psychological phenomenon which has an impact on the efficiency and effectiveness of the entire organization [3].

Researcher S.A. Kozlov connects the appearance of conflicts in the workplace first of all, with management errors

related to activities in the organization. The main task of the manager is to bring all the elements of the organization into a single system. At the same time, management mistakes made should be corrected on-time and their consequences should be minimized [4].

As the emergence of conflicts in the team slows down or completely stops the process of performing the functions of the organization, one of the priority functions of the head is the impact on it. This impact includes identifying the participants and causes of the conflict, the patterns and mechanism of its development, carrying out measures for its prevention and making effective decisions for its regulation and constructive resolution.

There are the following main functions of manager in conflict regulation:

- Informative explanation for the employees about the requirements to their work (how they must perform professional functions, the expected result of their work). So the manager can eliminate the conflicts associated with a lack of information.

- Development of corporate goals (integration of individual parts of the organization into a single mechanism. It causes team building).

- Integration of elements of the organization (in case of disagreements of subordinates on a specific issue, help them make a decision, or communicate on this issue with the managers of other departments).

E.M. Babosov studied the features of conflict management. The main task, in his opinion, is to manage people, besides it is necessary to identify all objective and subjective factors and motives of their behavior. Making management decisions should not be related to the status of the parties to the conflict, but should be based on an analysis of the situation. Unaware interests of the parties to the conflict should also be established. In the case of a longtime conflict and the impossibility of its total elimination it is necessary to work continuously minimizing its consequences. It should be born in mind that non-confrontational methods are the most effective means of conflict management [5].

The conflict management system includes the activities of forecasting, evaluating, preventing, regulation, managing and resolution conflicts.

The regulation and resolution of conflicts directly depends on the choice of strategy for influencing the manager on him. For this, it is necessary to have an appropriate level of conflictological competence.

As any conflict has both constructive and destructive consequences, with a sufficient level of conflict-related competence, the manager has the opportunity to minimize the destructive consequences and direct attention to the improvement of organizational relations.

Before considering the concept of conflictological competence, an understanding of the term "competence" should be defined. According to a comprehensive analysis of the existing definitions of this concept, competence can be defined

as the ability to act adequately in certain situations. Its level and boundaries depend on the ability to learn and the readiness of a person to adequately respond and act in a given situation. Competence is an individual characteristic of a person.

Conflictological competence is considered as an element of managerial culture and a necessary parameter for the effective management of conflicts in an organization.

Conflictological competence is understood as a system of knowledge and practical skills, involving the ability to manage conflicts in the interests of the organization. It is one of the most important features and criteria of professionalism leader. The high level of conflictological competence of the leader contributes to the favorable development of the conflict [6, 7].

The high level of development of conflictological competence allows the manager determining in a timely manner the causes of conflict interaction of employees, their individual psychological characteristics which contribute to its development and determine strategies for resolving it [8].

B.I. Hassan proposes to consider conflictological competence at two levels:

1. Ability to recognize the conflict which occurred and the ability to regulate the existing conflict interaction;

2. The ability to design and construct conflicts to achieve certain results [9].

First of all, it is necessary to diagnose the building of conflictological competence. Diagnostics is necessary at the initial stage of its formation to determine its falling components in a specific case [8].

Diagnosis of conflictological competence can be carried out with the help of specially developed psychological methods, as well as during conversation, observation, etc.

In order to determine the methods and techniques that effectively contribute to the formation of conflictological competence, two directions should be singled out: theoretical training and the development of practical skills in its application. It should be noted that in the modern educational system in the training of specialists, whose activities one way or another can contain the resolution of conflicts, the theoretical aspects of this problem are studied. However, practical experience by young professionals is gained in the process of carrying out professional activities, while resolving real situations in the workplace. Thus, the acquisition of conflictological competence is a long process from the acquisition of knowledge to the reflection of their own activities [10].

Training of managers for conflict management should be aimed primarily at the formation of the following competencies:

- timely diagnosis of the causes of conflicts in the team;
- prevention of negative phenomena in the field of interpersonal interaction of employees of the organization;
- formation of conflict management technologies in the framework of the personnel policy of the organization;

- settlement and resolution of conflicts of employees of the organization;
- organization of the training system for the conflictological competence of staff;
- Negotiation skills in conflict situations, etc. [11].

The implementation of the conflictological competence building is most effective with training in the form of training - an active learning process which allows not only gaining knowledge, but also developing directly practical skills of professional or interpersonal behavior in certain situations. As part of group trainings, participants have the opportunity to gain real experience in resolving conflicts [3].

The program for the of conflictological competence building of managers should include the formulation of goals and objectives of training, the development of an algorithm for conducting classes, the choice of training methods and techniques, and the definition of a system for evaluating learning outcomes.

The formation of the conflictological competence of managers includes the following main stages:

1. Introduction to the fundamentals of theoretical aspects of conflict management in an organization;
2. Formation of readiness to work with conflict and extreme situations;
3. Formation of a creative view on conflicts and an approach to managing them;
4. The development of psychological personal and professionally-significant personality characteristics of the leader;
5. Formation of conflict management skills.

First of all, it is necessary to study general data on the concept, essence, role, structure, diagnostics, typology, factors of occurrence and peculiarities of conflict development at the stage of introduction to the theoretical aspects of organizational conflictology. In addition, this stage requires the formation of knowledge of ethical and legal norms governing relations between people, the definition of a specific area of activity of a manager when participating in solving conflicts, an understanding of the model for predicting negative phenomena in a team, the ability to set goals and objectives related to the impact on conflicts, willingness to cooperate with colleagues in solving difficult situations and decision-making in conflicting circumstances, etc.

At this stage, in addition to obtaining the basic theoretical knowledge of conflict management, the conflictological culture of the leader should be actively formed.

The process of conflictological competence building of managers at the stage of theoretical study of aspects of organizational conflictology can be provided by applying lectures, seminars, problem, situational, projection, dialogue classes, as well as with the participation of the teacher in maintaining the culture of participants in resolving conflicts.

At the stage of formation of readiness to work with conflict and extreme situations, the main task is to develop the leader's motivation for this type of activity. A necessary condition is also the actualization of the personal experience of the participants, the consideration of their personal professional achievements and subjective motives for learning. In addition, participants need an understanding of the social significance of the role of a leader in resolving conflicts in a team and the main problems arising in the process of its implementation.

Solving the tasks of this stage is possible with the use of debates and discussions, work in pairs and groups, brainstorming, etc., which contributes to the understanding of the significance of the problem of conflict and its resolution, the exchange of experience between the participants and the definition of their own role in solving this problem.

At the stage of forming a creative view on conflicts and the approach to managing them, it is necessary to organize active cognitive and practical activities of the participants. During implementing this task, the following techniques are effective:

Business games (contribute to the development of opportunities for adequate interaction with people and the actualization of the creative potential of the participants, the application of theoretical knowledge and the determination of the individual characteristics of the perception of the conflict);

Discussions (active discussion of the issue, consideration of different points of view and their advocacy);

Cases (analysis of specific real situations: the collection and analysis of information, the process of finding an effective conflict resolution);

The method of introspection (starts the mechanisms of self-analysis and reflection, allows looking at one's own conflict situation, which contributes to the emergence of new information) and so on.

Using active teaching methods and the interaction of participants with each other develop skills to establish and maintain interpersonal relationships.

The main problem in teaching conflict resolution and resolution skills is determining and developing the optimal strategy and position of a manager for an objective vision of the situation and making effective decisions and actions.

It is important to note that the level of conflictological competence of a manager is associated with its individual psychological features. Thus, at the stage of development of psychological personal and professionally significant characteristics of the personality of a manager, its attitudes, experience of conflict interaction and individual behavioral characteristics developed in his process should be taken into account. In the presence of negative traits, often a great deal of psychological work is required. A significant factor in such work is the awareness of the need and readiness of a person to change.

In addition, at this stage, the development of such professional and significant managerial qualities as stress resistance, the ability to control one's own emotions and behavior, etc. is required, if necessary. The formation of

conflict management skills is a lengthy process of gaining experience that requires constant practical development in the organization, that is, the introduction of acquired knowledge and skills into the organization's activities.

As a result of the formed high level of conflictological competence of the manager, the personnel policy of the organization, its safety, the managerial culture of the manager, staff productivity, maintenance of the team's psychological health and moral and psychological climate in the team are improved [11].

III. CONCLUSION

To sum up, conflictological competence is a system of knowledge and skills involving the ability to manage conflicts. It is the most important component of the manager's professionalism, which influences the development of the conflict and allows them being effectively managed in the interests of the organization.

One of the important components in the formation of conflictological competence is to obtain theoretical knowledge and practical skills of organizational conflictology, as well as the development of psychological personality and professionally significant characteristics of the personality of a manager.

The conflictological competence building of managers is most effectively carried out with the help of active forms of training (trainings).

For future research, a promising direction is the development of new methods and forms of forming conflictological competence, taking into account modern realities and the problems of the functioning of organizations. First, confirm that you have the correct template

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