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Community conflicts and their management mechanisms

Boronova Khilola Akramjanovna
Teacher of Kokand State Pedagogical Institute
Email: xboronova5@gmail.com

A B S T R A C T

Conflict is a state or conflict of attitudes, opinions, views, values, interests, goals, needs of opponents, which arises in the solution of certain personal, professional, social issues. Conflict is a specific person or group. that there is no compromise between two or more parties. Each side seeks to gain its own point of view, preventing the other side from doing so. Conflict is often equated with aggression, threat, debate, hostility, war, etc., and is always perceived as an undesirable event that needs to be avoided as much as possible, or resolved as soon as it arises. This attitude towards conflict is reflected in the works of the authors of the "scientific school" and the "school of administration". The authors of the school of "human relations" also believed that conflicts could be avoided. They saw the conflict as a sign of inefficiency and poor management. They believed that a good relationship in the company could prevent conflicts.

Introduction

From a modern point of view, there are not only some conflicts in well-managed enterprises, but they also need to exist. Of course, conflict is not always positive. In some cases, it interferes with the needs of an individual or an entire enterprise. But in most cases, conflicts help to express different points of view, and additional information allows for alternative solutions. This makes the decision-making process more efficient and allows people to express their opinions. Thus, conflict can serve a specific function and increase the efficiency of the enterprise, or it can hinder the performance of a task, personal satisfaction and may lead to a decrease in the efficiency of the enterprise.In order to manage

conflicts, it is necessary to know the causes of the conflict situation. There are four main types of conflict: internal conflict of an individual, conflict between an individual and a group, conflict between individuals, conflict between groups. occurs as required. In this case, the main reason for the conflict is a violation of the principle of sole leadership. An individual's internal conflict also arises as a result of the fact that the requirements of production do not correspond to the personal interests of employees. As a result, there is conflict at work and in the family.

Main part

The most common type of conflict between individuals is manifested in different ways in the enterprise. Often it is the struggle of leaders for power, resources, capital and labor. Every manager believes that because resources are limited, they should only be allocated to his or her business. Even if there are two candidates for the same vacancy, there can be a long-running dispute between them. Conflict between individuals can also be seen as a conflict between two people. People with different verbs, worldviews, values are often unable to come out.

A conflict can arise between an individual and a group if the individual has a different point of view than the group. For example, in the process of discussing the issue of increasing sales in the meeting, if many people are in favor of achieving this by lowering the price of the product, one can say that this can lead to a reduction in profits and the perception that product quality has deteriorated. This situation will definitely lead to conflict, or let's take another example. The manager's efforts to strengthen discipline may not be to the liking of the staff. In this case, the group can change its attitude towards the leader and reduce productivity.

Conflicts between groups can occur when there are disagreements between groups and, for example, between the trade union committee and the administration, between the line management of the enterprise and the headquarters managers. Line managers often do not accept the recommendations of staff experts, claiming that they are subordinate to them on every issue. Staff members, in turn, complain that they are not able to make their own decisions. This situation is an example of a conflict of duty. The main reasons are limited resources, interdependence of problem solving, differences in purpose, values, differences in life experience and behavior, unsatisfactory communication. Some organizational systems and relationships creates conditions for conflicts arising from interdependence. Therefore, the heads of the related departments should be subordinated to a single general manager, as this will reduce the likelihood of conflict. For example, the department of labor and wages, the department of finance are interdependent, subordinate to one leader - the chief or the chief economist, and the greater the specialization, the greater the likelihood of conflict. The goals of specialized organizations are different, they are relatively independent in decision-making. Differences between imagination and values can also lead to conflict. For example, if the supervisor thinks that the employee has the right to express his / her opinion, the supervisor should express his / her opinion only when asked for his / her opinion, and at other times to do the assigned work. and demand freedom, not to restrict their interests. Conflicts can arise when the head of the department is in strict control of the work of each problem. Differences in people's behavior and life experience can also lead to conflict. Sometimes there are people arguing over every word. Such people can lead to conflict. Unsatisfactory

communications, that is, the difficulty of exchanging information, can be both a cause and a consequence of a conflict.

For example, if the responsibilities of each department or employee are not clearly defined, it can lead to conflict between both departments and individual employees. The presence of multiple sources of conflict increases the likelihood of a conflict situation.

Such conflicts arise when one party tells the other that his or her point of view is correct. There are a number of effective ways to manage a conflict situation, which can be divided into two categories: structural and personal. the main reason is that people should not assume that it consists of a verb. Of course, such differences can lead to conflict, but they are often among the factors that lead to conflict. Before resolving a conflict, the manager must analyze the causes of the conflict in different ways. There are four ways to resolve the conflict: to explain the demand for work, to use coordination and integration mechanisms, to set a common organizational goal, to create a system of incentives. Explaining job requirements is one of the best ways to manage a conflict situation. Each employee should explain the results of the work of the department, the system of their basic rights and duties.

Another way to manage a conflict situation is to use a coordination mechanism - a chain of command, the division of powers. If there is a disagreement between one or two employees on certain issues, they can turn to the general manager for a decision to avoid a dispute. A unified leadership approach can help prevent a conflict situation because the manager knows who the subordinate is subordinate to. Managing the conflict situation requires the use of integration tools such as management hierarchy, task-linking services, and target groups. For example, in a company where there is a dispute between the sales department and the production department, the problem can be solved by organizing the services of departments that coordinate the order and sales facilities. Defining a common set of organizational goals is another structural way of managing a conflict situation. For example, if three shifts in a production department are in conflict with each other, the task should be assigned to the entire enterprise department, not to each shift. In the same way, goal setting for the whole enterprise leads department heads to make important decisions not only for the department but for the whole enterprise.

Rewarding, which affects people's behavior, can be used as a way to manage conflict. People who take a deeper approach to problem solving should be thanked, rewarded, or promoted. There are five ways to resolve conflicts.

Restriction means that a person tries to avoid conflict, not to get into a situation where conflicts may arise, and not to discuss issues that lead to conflicts.

Grinding means not getting angry in vain, employees should not be angry with each other because they are members of the same team. U.S. scholars on conflict, R. Blake and D. Mutton, have shown that a person's desire for conflict can be suppressed by emphasizing that the problem is not so important, that good things should be thought of at the moment. As a result, peace will be restored, but the problem will not be solved.

It is the forcible acceptance of a proposed point of view. The person who does this is not interested in the opinion of others, the conflict is suppressed by force, by submission to the will of the leader. This method is useful in situations where the leader has a high regard for his subordinates. The

disadvantage of this method is that it stifles employee initiative. Rape leads to protests among younger and more educated employees.

An agreement is a degree of acceptance of the other party's point of view. The ability to compromise is highly valued because it eliminates conflicts and leads to mutual consent.

Resolving the issue involves acknowledging that there are different perspectives and getting to know them to understand the causes of the conflict, as well as taking action that is acceptable to all parties. It is possible to analyze conflicts in depth and resolve them, but it requires experience, patience and the ability to work with people. Thus, using a specific method of problem solving in a complex situation where conflict views arise it is necessary to be able to manage. It is important for all parties to the conflict to find a solution that is appropriate.

Many leaders are accused of harming the health of subordinates and showing them mercy in the face of depression in families. But research shows that such views are wrong: the leader, some researchers say, supporting the family complicates the situation. Employees should be supported in times of depression when it is argued that being a party to a family dispute, or justifying it, leads to increased conflict. Even the most exemplary family will not be able to cope with the trauma of work, and the leader will have the opportunity to do so. A good leader always takes care of his employees, creates conditions for productive work without emotional shocks, and is always aware of the situation of his subordinates. He does not try to do his job on his own, but entrusts them with their responsibilities and tries to make them work independently. Such a leader stems from the importance of teaching a hungry person to catch a fish rather than giving it to a hungry person. A trustworthy leader saves his subordinates from unnecessary problems. An experienced manager can protect employees from the physical and mental stress that can result from emotional trauma. Researchers have shown that employees who are often traumatized but have managerial support are twice as likely to get sick as employees who do not have such support.

Interestingly, employees who felt that more support from their families was worse off were more likely to suffer from mental illness. This is even the case with those who are influenced by social factors such as high wages or senior positions. Factors that reduce the risk of depression include eating disorders and physical activity. If a manager with some knowledge in the field of psychology is attentive to a depressed employee, a manager with a misconception can be detrimental to the employee's health.

Conclusion

It is normal for conflicts to develop in a team. Their constructive solution is a feature that ensures the efficiency and stability of the work of the leader and his staff. The basis of constructive resolution of conflicts in the team is the high managerial skills and psychological literacy of the team leader.

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