

**PSYCHOLOGICAL MODELS OF CONFLICT
MANAGEMENT IN ORGANIZATIONS**

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Abstract: The objective of the article is to introduce the author's model of conflict management in organizations. It includes two blocks: "Diagnosis" of subjective (socio-psychological) and objective factors and "Strategic actions" at the subjective and objective levels for their correction.

Key words: conflict management, socio-psychological factors, diagnosis, strategic actions.

According to M. Afzalur Rahim [1, p. 86-89] the process of managing organizational conflict consists of such stages as: Diagnosis (measurement and analysis) and Intervention. Bernard Mayer [2] suggests diagnosis of conflicts with the three dimensions model. The Dimensions of Conflict (cognitive, emotional, behavioural) model is directed at understanding the dynamics of how conflict unfolds, and how it interacts on different levels. It allows the practitioner or manager of the organization, when diagnosing a conflict, to assess the depth of three important "dimensions". Cognitive dimension considers what the disputants think about and how they perceive a conflict. In addition to their thoughts and perceptions, people also react emotionally to conflict and express wide range of feelings. In addition to our perceptions about a conflict and our feelings, we also take actions, behave in a particular way in response to conflict. These three dimensions must be seen as being

both interrelated with the other two dimensions and at the same time quite independent, requiring their own assessment [3].

Developed by the author of this paper as a result of the research Conflict management model, includes two blocks: “Diagnosis” of subjective (socio-psychological) and objective (organizational and managerial) factors and “Strategic actions” at the subjective and objective levels for their correction (table 1).

Table 1
Conflict management model

Diagnosis	
Subjective (socio-psychological) factors	Objective (organizational and managerial) factors
<i>cognitive</i> aspect: the level of knowledge about conflict and its prevention; <i>emotional</i> aspect: emotional intelligence, assessment of the psychological atmosphere in the team; <i>behavioural</i> aspect: diagnosis of styles of behaviour.	material support (wages); technical support; working conditions; satisfaction of basic needs; work load; leadership style.
Strategic actions	
<i>Subjective level</i>	<i>Objective level</i>
Complex approach to conflict management in organizations taking into account cognitive, emotional, behavioural aspects (analyzing the results of diagnosis and taking measures to correct them).	Application of monetary and non-monetary motivation systems. Creating favorable working conditions. Use leadership styles that are relevant to the interests of employees.

Diagnosis can be carried out in the form of interviewing, testing and observing. During diagnosis stage of subjective factors, it is important to gather information about all three aspects.

1. *Cognitive*:

How does staff (conflicting sides) perceive conflict? What do they know about conflict prevention measures? What facts do they focus on? At the cognitive level, members of the staff have certain beliefs and perceptions of conflict. For example, the needs, desires, values of one side may be incompatible with the other. Such a belief makes it impossible to evaluate the situation objectively, and is an obstacle to a joint resolution of potential problems.

2. *Emotional*: What feelings does the conflict evoke? What are the individual and psychological characteristics of a particular individual? How effectively can team members control their negative emotions? It is very important to evaluate the conflict within the emotional realm: what are the feelings of colleagues in the team and how those feelings can affect the process of conflict.

3. *Behavioural*: How does behaviour affect an opponent's actions, feelings, perceptions? What behaviour influences the conflict between colleagues? At what level is conflict resilience developed? What type of behaviour is used by team members in a conflict situation? How will the change of behaviour affect conflict prevention?

All three aspects are interconnected and, at the same time, independent and require separate evaluation. Diagnosis for each of these components will allow to understand which of them has the greatest impact on the occurrence of conflict in the organization and to begin the search for the strategic actions that will be the most effective for managing it.

Equally important is the diagnosis of objective organizational and managerial factors, which can influence dissatisfaction with work and subsequently occurrence of conflicts. Using the method of observation, surveys, questionnaires, it is necessary to collect data on working conditions, workload, degree of satisfaction of basic needs (physiological, security), leadership style, etc.

Having realized the diagnosis and analyzed the results, it is necessary to start strategic actions. If the results of the diagnosis detect problematic issues, steps should be taken to improve this state of affairs. Cognitive dimension can be improved with

the help of lectures, presentations, seminars, master classes. During the lectures and practical activities, employees will gain sufficient knowledge, change negative attitudes towards the phenomenon of “conflict”.

Emotional state can be improved through autogenic training, individual psychological counseling, definite activities and games. Dealing with behavioural dimension efforts should be made to create the conditions for constructive interaction and cooperation as a style of behaviour. It is necessary to develop the rules of conduct in the organization. Promote a culture of communication, develop effective listening skills. All the corrective actions for the three aspects discussed above can be combined into a system of corporate training for staff of the organization.

Creating favorable working conditions (pleasant interior, technical support, flexible working hours, etc.); the use of monetary and non-monetary motivation systems; creation of a favorable psychological climate; personnel policy (a set of provisions, principles, methods of work with personnel in order to create a team that meets the necessary requirements) □ all these actions are effective for conflict management in organizations.

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