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## CONFLICT MANAGEMENT IN THE LABOR COLLECTIVES OF UZBEKISTAN ENTERPRISES

**Abstract:** The article discusses some of the measures and strategies to prevent and reduce conflict and conflict situations in the work community. To this end, the article describes a detailed and comprehensive analysis and study of the impact of conflict in the community and its causes - the consequences on the activities of the enterprise, reveals, assesses the situation and considers some areas of its consequences, draws conclusions.

**Key words:** work team, conflict, conflict situations, manager, psychological environment, prevention and resolution, strategy, employee, measures

**Language:** English

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### Introduction

Leadership is not just a title, it's a talent. The leader must be innovative, creative and take into account human factors he must be able to develop high human qualities in the team, such as cooperation, mutual assistance, work discipline, responsibility to the team, to work in a successful team. Should create a healthy spiritual state.

Conflicts, of course, are one of the factors that worsen the morale of the team, negatively affect people's mood and reduce their ability to work, and increase staff dissatisfaction. Therefore, the leader should always pay attention to these issues, effectively manage the team, and use all the opportunities to prevent conflicts in the company as one of the conditions for staff stability.

However, one of the most serious mistakes of managers in today's Uzbek enterprises is that they do not recognize conflicts in the community, do not develop measures to prevent them, and reduce their importance in the production process. In management

practice, most conflicts are open, so the manager needs to have a good understanding of the subject matter of the dispute, the organizer, and the technology for resolving disputes rationally [4,11,12,13].

This is because a community, as an object and a subject of governance, cannot exist in a conflict-free environment, because conflict is a social form of resolving conflicts that arise in its life activities.

It is clear that in team management, the focus of leaders on resolving conflict and the conflicts that arise in its life activities is the most serious and urgent issue.

In this regard, the prevention of conflict situations leads to a moderate socio-emotional environment in the community and, based on it, to the economic stability and competitiveness of the enterprise.

### LITERATURE REVIEW

A number of studies and researches on the management of conflict and conflict situations in labor

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communities conducted and also being held today. According to many experts, the improvement of the labor management system is one of the most important issues today.

Conflict management in enterprises and organizations, like any other management activity, has its own methodological framework and conceptual pragmatism. In this regard, it is important to take a comprehensive approach to identifying and resolving conflicts that affect the organization's operations. As an integral element of enterprises and organizations, the development of techniques and technologies for conflict management is of particular importance.

At the same time, scientists from around the world and Uzbekistan are studying various conflicts and disputes that arise in enterprises and organizations with different forms of ownership.

The above analysis of the scientific research work in the field of conflict management in traditional enterprises and organizations to check for conflicts, disputes, appears to be the nature of the properties, dynamics, optimization of technologies dedicated to the analysis of the theoretical and methodological framework.

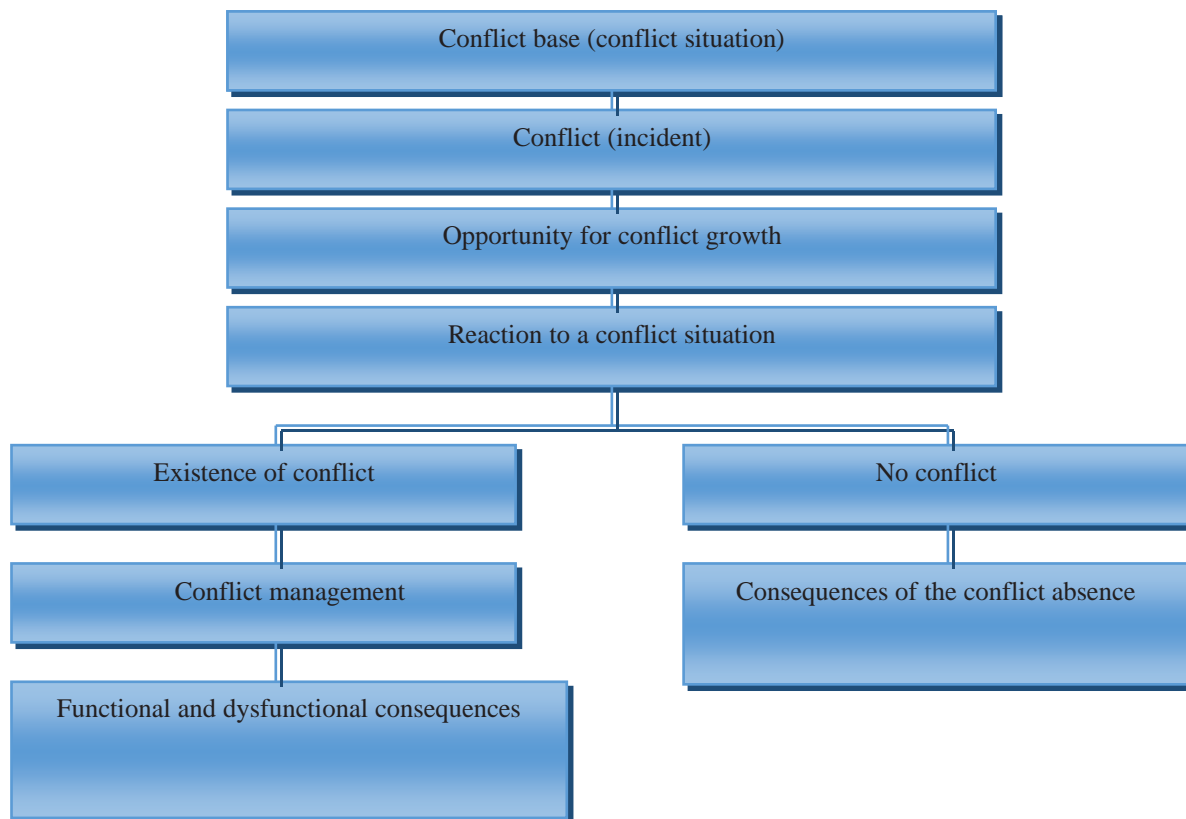
Now, it has become necessary for managers to move to the problem of identifying the factors and conditions affecting the emergence of conflicts in

labor communities in enterprises and organizations of different forms of ownership, the study of different strategies for conflict prevention and resolution.

In this regard, one of the most important issues for a leader is conflict resolution. It is well known that conflicts arise in all places that unite people - in social institutions, in social groups, in the family, between people. Conflicts can occur in different places. One such conflict is the conflict that can occur in the work community where you and we work. There will be specific features of conflicts that may occur in the community. Conflicts that occur in a team inevitably affect all employees who work in that team.

**ANALYSIS OF RESULTS**

To someone who has never thought about the nature and nature of conflict, conflict may seem like an obstacle to survival, disrupting relationships between people, negatively affecting work, health, causing intolerance, stress, tension, and more. That's why most people don't like conflict and are afraid of them to some degree. In fact, a person's personality arises according to the level of acceptance of the conflict. However, such a conclusion suggests the complexity of the conflict relationship, the versatility and diversity of the conflict.



**Figure 1. Conflict models**

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In order to understand the conflict clearly, it is necessary to pay special attention to the key concepts - opposition and desire. However, not all contradictions lead to conflict, only the following can lead to conflict:

- compels the individual (or group) to realize that the interests that create the conflict are incompatible;
- determines some level of motivation and action appropriate to the conflict.

It is at this point that the conflict arises, which manifests itself as confrontation between the conflicting parties, and the conflict itself, says N.V. Grishina [1] goes through the following levels:

- in the joint activities of individuals and groups;
- in interpersonal relationships;
- in the person of the parties to the conflict.

Another important factor that can lead to any conflict is the irrational organizer. It's the kind of community some critics call artificial looking.

From a psychological point of view, the situation that has the most devastating effect on people is not the conflict itself, but its consequences. Conflict can lead to negative emotions, such as fear, panic, and animosity. If these experiences are strong and last a long time, the person may develop and strengthen a protective reaction.

It has been found that post-conflict mood swings in working communities and the time it takes to calm down are three times longer than during the pre-conflict preparation period [2]. This is because

negative situations as a result of a conflict can lead to certain changes in a team member's feelings, behavior, thinking, and even character. These changes are reflected in the employee's behavior, spread to other situations in which the subject is involved, and begin to take over a wider range of relationships. From this point of view, in all cases, the causes of the conflict and the circumstances that led to it should be carefully analyzed by the manager. The causes of conflict situations in team activities can be divided into 3 groups.

1. Deficiencies in the organization of production.
2. Inability to place employees in accordance with their qualifications and mental characteristics, shortcomings in the field of management that arise behind the administration.
3. Deficiencies in interpersonal relationships within the team (conflicts between progressives and backward people, conflicts between older and new employees)

The outcome of a dispute depends on how the leader manages it. So he needs to know not only its nature but also the types of conflict.

There are many types of conflicts in a leader's work team, and each one is confronted with a conflict. On the basis of Table 1 below, we provide information on conflicts that occur in the management of Uzbek enterprises and should be taken into account by the management.

**Table 1. Conflicts in team management that need to be considered by the leader and their psychological organizers**

<b>№</b>	<b>Types of disputes</b>	<b>Psychological conflict of the recipients</b>
1	Constructive and destructive conflicts	On the fundamental problems arising from labor activity
2	Personal	Internal conflicts of the person
3	Interpersonal	Unbalanced character of employees, non-compliance with management methods, communication disorders, low qualification of employees
4	Between an individual and a group	Deviation from the norms of interaction, labor activity and behavior within the group
5	Between groups	The existing problems between formal and informal groups in the community are the presence of social competition in the organization
6	Social	The goals and interests of classes, nations, states, social institutions and communities, the traditional methods of action
7	Hidden or open potential, grounded	Two persons in conflict
8	Structural	Between organizational departments (for example, production departments-accounting and development planning)
9	Innovative	Related to the development and structural changes of the organization
10	Conditional	Emerging in the field of interests of one or another social entity within the organization
11	Resourceful	Emerging in the processes of allocating and using resources
12	Dynamic	Occurring in the process of socio-psychological changes in the activities of the organization

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13	Vertical	Occurs between a manager and an employee, which at a glance is the result of a claim to leadership, pressure from above, merging around other employees or forces from below, selection
14	Horizontal	It occurs as a result of the opinions of some members among the staff being accepted by some with objections
15	Spontaneous and periodic, provocative	Intentional unscrupulous act committed by the initiator
16	The situation of innovation, and value	Conflicts in inter-form and inter-group relations
17	Organizing - Texnologik	The imbalance of jobs, careers distribution
18	In the administrative - economic system	Organizational - technological and economic reasons, the structure of contractual obligations, inaccuracies in the information
19	Informal institutions associated with the	Conflicts in the interests of formal and informal systems, incompatibility of formal and informal solutions to management problems
20	It is related to the functioning of the system of socio-psychological relations	The struggle for group leadership, the conflicts for group interests, values and goals
21	Socio-economic in the organizational system	Wage protests, delays in payment, increase in labor standards and reduction of wage rates; organizational management errors

What causes different conflicts in labor communities.

There are several reasons for this:

- incompatibility of individual and public interests;
- the behavior of individual team members contradicts social and group norms (disorder, discipline, product defects, inefficiency, etc.);
- inconsistencies in the views of team members;
- differences in work organization and attitude to work [3];
- inadequate distribution of responsibilities among employees, etc.

A research to identify the causes and factors that lead to conflict situations in a team shows that a manager’s lack of respect for the individual in employee relationships, a manager’s lack of understanding of employees, and a manager’s failure to act based on interpersonal norms lead to conflict in the team. In order to work effectively with team members, a leader needs to know the psychology of each member and the psychology of the group, its needs, because knowing the psychology of others is the only way to dominate them” the British scholars wrote [14,15,16].

In fact, leaders have become accustomed to avoiding conflict and, in particular, not looking for its causes. In fact, in any unresolved conflict, the leader forgets that one end of the conflict is in the leader himself. The point is that the leader must know exactly which conflicts will lead to the development of the team and which will lead to a crisis of spiritual and social status, and that the conflict will be able to manage the conflict.

The manager should not say that any conflict that arises in the team can damage the reputation of the enterprise and its management. After the conflict, the efficiency of the staff decreases sharply, the team has

an unhealthy moral environment, which undermines the efficiency and stability of the enterprise.

No matter what the causes and factors of the conflict, no matter what its nature and how big it is, in all cases the causes of the conflict and the circumstances that led to it must be carefully analyzed by the leader.

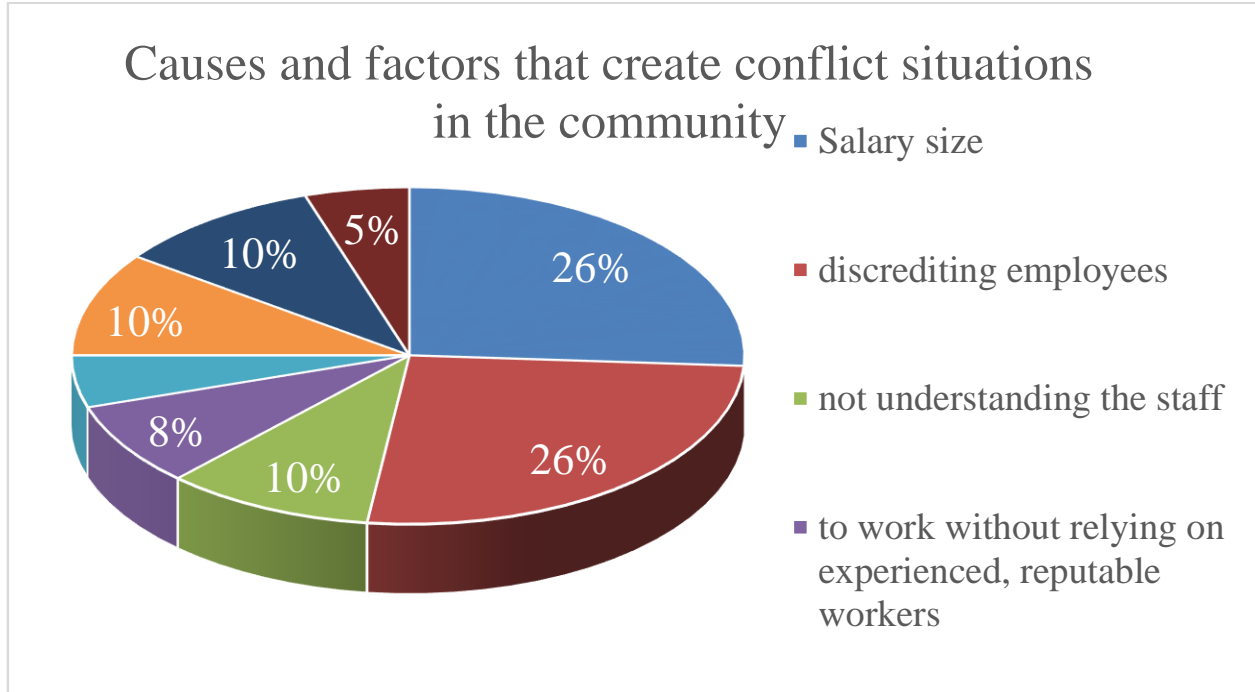
In the process of analysis, it is advisable for the manager to identify the causes and factors of conflict and conflict situations, the presence of conflict situations in the team, the characteristics of their manifestation, to use methods to study the views of team members

Using these methods, we also tried to draw attention to the existence of conflict situations in the community in our research, as well as the issue of studying the views of team members on these aspects (Figure 1).

Research to identify the causes and factors that lead to conflict in a team shows that the manager has little respect for the individual in the relationship between the employee, the manager rarely understands the employee, and the manager does not act based on the rules of behavior in the relationship. causing conflicts. It is clear that the leadership should seriously consider this issue. Because these situations cause resentment between the employee and the manager, which in turn is more likely to lead to the conflict situations listed above [20-28].

This shows that the attitude towards the leader in the work team is not the same for everyone, and there are dissatisfaction in the team. It can be concluded from this that highly qualified employees of a joint-stock company demand independence and freedom, without restricting their interests. At the same time, it is clear that the situation is likely to escalate if the management strictly monitors each case.

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**Figure 2. Causes and factors of conflict in the Uzbek business community**

The results of the survey show that the employee pays more attention to the material and moral rewards of team members (5%). This makes it necessary to meet the secondary needs rather than the primary needs of the workforce operating in the joint stock company.

In the second place, the causes and factors of the conflict are the incorrect distribution of work among employees. It is well known that the lack of a clear definition of the responsibilities of each department or employee can lead to conflicts between departments and individual employees. The presence of multiple sources of conflict increases the likelihood of a conflict situation in the community. Conflicts arise in the process of socio-psychological changes in the dynamics of the organization, as a result of which one party tells the other that his point of view is correct [24-25].

The results of our observations show that in the enterprises of our country, the leader of the labor collective is mainly a conflict of socio-psychological changes in the dynamics of the organization, conflicts between individuals and groups, conflicts of value type, interpersonal vertical in the team, "person-group" type. Conflicts are required to pay special attention to socio-economic conflicts in the organizational system. This is because the development of measures to prevent such conflicts by the leader develops the personal activity of subordinates, stabilizes a healthy spiritual and psychological environment in the community and creates a business environment.

The results of research to identified the causes and factors of conflict in the community by age group (Table 2).

**Table 2. Causes and factors of age-related conflict**

Young employee (25-40 years old)	Middle- aged employee (40-55 years)	Employee' s age (55 and above)
The imbalance of jobs, careers distribution	Leaders of the group for the benefit of the group, carried out for the purpose, values and conflicts	Staff nature of bilateral asymmetry,
The adequacy of the staff 's poor	Problem management - have not be suitable for formal and informal methods of resolution	Non- compliance with management methods
Salary for protests	Disruption of communications	Imbalances in the skills of workers
The time delay payment of wages	An increase in the norm of labor and a decrease in the wage tariff	Not relying on experienced, reputable workers



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Disproportions in the qualifications of workers	Arrogance in group members	Arrogance in group members
The difference between imagination and values	A feeling of dissatisfaction with not being able to do the work due to the large volume of work	The difference between imagination and values
Conflicts in family life, disagreements	Most of the staff in subverting	Most of the staff in subverting
Employees of an arrogant thing is for the concept	Good relationships with employees	Good relationships with employees
Awarding the material's low	Low material and spiritual reward	Low moral reward
Do distribute the right job	The distribution of work - up	Misallocation of work
The leader should not treat everyone equally		
The lack of a healthy environment, full of - stable		

The data in the table show that the causes and factors that lead to conflict situations in the team are mainly the product of the needs and requirements of the employee. Therefore, it is advisable for managers to organize management taking into account the characteristics of the needs of employees in the team [27-28].

The results of the above study describe the following problems for JSC "Fergana Oil", which significantly increase the efficiency of management in the enterprise and have a significant impact on the occurrence of conflicts:

- reproducibility and regularity of work;
- low level of authority and trust from management;
- insufficient recognition and praise;
- lack of open and constant feedback from managers
- low use of psychological methods in personnel management;
- the motivation system is not well developed;
- the adaptation process is not implemented in the adaptation system;
- low level of career guidance in the enterprise in the vocational guidance system;
- insufficient funds to implement social programs aimed at improving the welfare of their employees [4].

**CONCLUSION**

Based on the above problems and the analysis, we put forward the following proposals that will be effective in preventing and reducing conflicts in the management of employees in the enterprises of the republic:

- it is necessary to differentiate the forms and methods of corporate governance of the employee on the basis of functional responsibilities, to act together and to identify issues individually;
- encourage employee confidence and resolve personal issues within the organization. Social self-confidence has a direct effect on confidence in the

production process, and vice versa. In either case, self-confidence increases efficiency;

- supporting high innovation activity of employees, which serves as an incentive to demonstrate the creativity of the employee [5,14];
- formation of a stable corporate spirit, the formation of creative teams responsible for production tasks and management [6];
- create a flexible personnel management system, thereby forming stable, effective specialized teams for specific production and management issues [23];
- creating an institutional framework governing the social and labor relations of all participants in the labor process. Develop norms and rules that take into account the participation of employees in the production process, continuous improvement, revision of existing ones;
- technical and technological modernization of industries in the Republic of Uzbekistan and the introduction of modern quality management methods in enterprises based on the experience of Japanese companies will have a positive impact on the development of enterprises [7,12,28];
- the application of IBM's experience in establishing fair relations between management and all employees in the corporate governance system in our country can lead to the successful development of enterprises [8];
- the use of common forms and types of social protection in German enterprises, such as ensuring the participation of employees in the company's income and capital, has a positive effect on the social protection of employees [9];
- in order to fully demonstrate the potential of employees in large enterprises of the country, it is necessary to increase funding for training and retraining and attract the most qualified specialists [10];
- continuous introduction of innovations in the activities of enterprises is one of the key factors in their development [11].

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