



METHODS AND TECHNIQUES FOR PREVENTION OF CONFLICTS IN THE STATE ADMINISTRATION

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Abstract: As practice shows, the behavioral styles of participants in organizational conflict largely determine the process of its development and its consequences. Often organizational conflicts arise due to inconsistency. As a result, it is necessary to organize the work process so that everyone is busy at work, has the necessary powers, bears the responsibility specifically assigned to him, knows the objectives and the tasks, the rights and the obligations to receive Reliable and timely information in any real manufacturing situation.

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INTRODUCTION

The main idea of modern management is the optimal use of staff. Every respectful organization puts people as the main driver of its progress, which means that it must exercise serious care when selecting, managing, and improving the quality of life. This general approach is reflected in a number of principles, the realization of which ensures that in the organization the level of cooperation between people is increased, their cohesiveness and in this sense increases the anti-conflict potential of the organization.

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For the purposes of the study, a two-tier model for conflict research in the state administration presented in Figure 1 is proposed.

First of all, the conflict within the state administration and the methods for its prevention will be considered.

Secondly, we will address the conflict – between an individual (a group, a corporation, a legal entity) and a state institution. Third, the stages of conflict prevention in the state administration will be examined.

1. Investigation of the conflict within the state administration

In fig. 2 there is a pattern of conflict research within the state administration – conflict of interest and proposed: a system of conflict measures, evaluation of the results; identifying conflict of interest, managing intragroup conflicts to prevent it.

2. Managing intragroup conflicts

As practice shows, the behavioral patterns of participants in organizational conflict largely determine the process of its development and its consequences. To define behavioral styles, an essential socio-psychological tool capable of helping to manage intragroup conflicts, we believe is the “management grid” developed on the basis of a series of experiments by the great American specialists in the theory of management R. Blake and J. S. Mutton. These authors build a grid (schema) that includes 5 basic styles of leadership

Blake and Mutton describe the middle and the four end positions of the grid, such as: 1.1 – Poor control. Only minimal effort is required on the part of the management to achieve a quality of work to avoid dismissals;

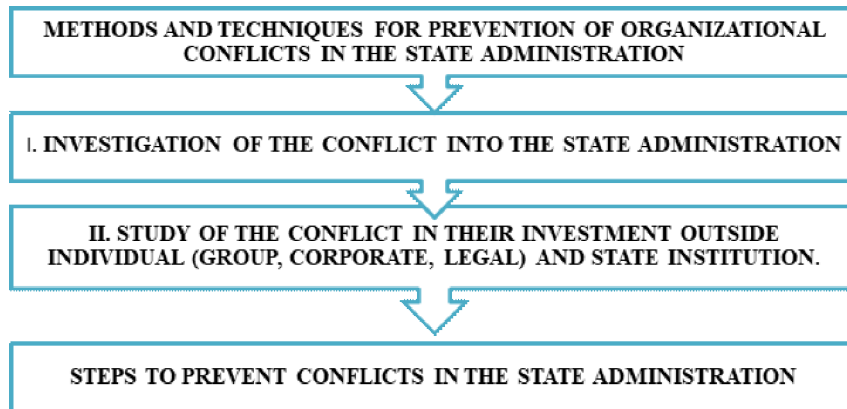


Fig. 1. A two-tier model for conflict research in the state administration

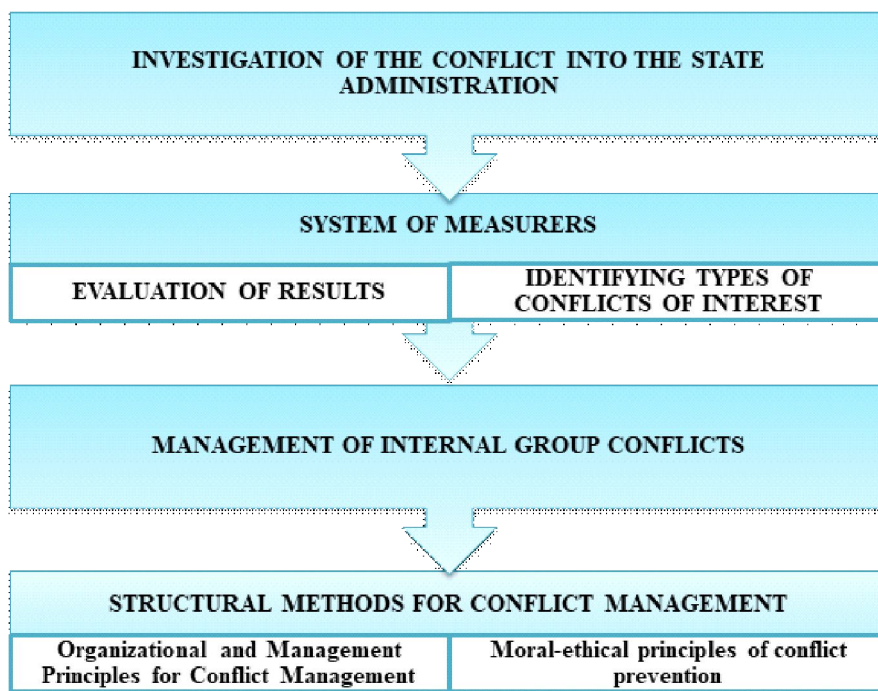


Fig.2. Theoretical model for the study of the conflict within the state administration

1,9 – holiday home. The head focuses on good, warm human relationships, but takes little care of the performance of tasks;

9.1 – authority – obedience. The manager takes great care of the performance of the work done, but pays little attention to the moral adjustment of the subordinates;

5.5 – Organization – The leader achieves an acceptable quality of performance of the tasks, finding a balance between efficiency and good moral adjustment;

9.9 – team – Due to the increased attention to the subordinates and the efficiency, the supervisor achieves the fact that the subordinates consciously join the organization’s goals. This also provides a high moral setting and high efficiency.

The authors of the methodology proceed from the fact that the most effective style of the guide – the optimal style – is the behavior of the manager in position 9.9. In their opinion, such a manager combines a high level of attention with his subordinates and also such attention to productivity. Despite the fact that very few empirical studies have been carried out, there are many examples of the effectiveness of this methodology.

3. Structural methods of conflict management

A typical structural method is the precise distribution and clarification of the rights and duties, powers and responsibilities of the contributors. Often organizational conflicts arise due to inconsistency. As a result, it is necessary to organize the work process so that everyone is busy at work, has the necessary powers, bears the responsibility specifically assigned to him, knows the goals and the tasks, the rights and the obligations to receive reliable and timely information in any real manufacturing situation.

The use of integration and coordination structures and mechanisms also applies to structural methods. Above all, the management hierarchy that arranges information flows, decision-making processes and staff interaction is concerned here. The principle of unity as the basis of the hierarchy allows the manager to prevent or resolve conflicts between the subordinates who are required to follow his instructions. In the event of a disagreement, the contributors may address him directly, and he will resolve the dispute in principle and prevent it from spreading into interpersonal conflict, example production, supply, etc.

A very important place is the personal methods of conflict management, called directly to influence its participants. These include:

- Use of power, positive and negative sanctions, incentives and penalties directly with respect to the participants in the conflict;

- Changing the conflicting motivation of assistants by influencing their needs and interests with administrative measures (for example, to raise the position of a worker who deserves this and thus to eliminate his growing dissatisfaction, to send someone out of "overcrowded "job-seekers, etc.);

- Persuading participants in the conflict, including pedagogical and psychological measures such as explanatory and educative work, providing psychological help, etc. It is necessary for the parties to the conflict to be convinced that the common goals of proving the mutual benefit from the joint work, and to analyze the causes of the conflict in order to show its bankruptcy;

- Changing the composition of the participants in the conflict and the system of their interaction by creating the so-called "organizational buffer" eliminating many of the official conflicts or relocating people within the organization, dismissing or urging for voluntary departure as the ultimate means. It is advisable to move or dismiss both employees involved in the conflict and only when other management options are exhausted

- Involve the leader in the conflicting relations of subordinates as an expert and / or an arbitrator and seek agreement by negotiation and compromise. This method is often called "expert".

The expert method is applied sufficiently broadly. W. Mastenbrook takes a detailed look at the effectiveness of this method, the dependence on the nature of the tasks that the one who intends to take over the conflict management functions puts in place. The performance criteria of the expert method for diagnosing organizational conflicts are outlined in Table 1.

Table 1. Efficacy conditions for the expert method

Aspect of relations	Expert method
Achieving authority	Developing, demonstrating independence, clarifying your intention
Managing the structure of the parties' relations	Understanding the internal structure, structuring the relationship between the central government and the participants in the conflict
Maintaining a certain balance between the parties	Equal distribution of attention, establishing a balanced influence of the parties on the process of conflict development
Maintain a certain "optimal" level of conflict intensity	Using the "cooling period", identifying the consequences of continuing conflicts, studying the parties' willingness to carry out the recommended changes

Recommendation of interference taking into account different types of conflict	Selection of such interventions that correspond to this classification
Conflict detail, confrontation, synthesis	Step-by-step view of conflict, confrontation and use of impasse for its further details
Accuracy and determination in determining realistic procedures, facilitating constant progress	Recommendation of accurate and clear procedures, termination of cyclically recurring discussions

4. Universal means of resolving the conflict

These are the means we call strategic, because of the need to take into account in every conflict situation of some genera the general properties of the psyche that are inherent in every person. They relate to the sphere and the way of behavior, not thinking. Typically, these ways are divided into negative and positive.

4.1. Negative methods.

To them we refer to those who should not be used in a conflict situation, given that the participants want it to be constructively resolved, such as: permanent interruption of the partner during the conversation;

- manifestation of the other person's dislike and antipathy;
- Nudges unrelated to the essence of work;
- humiliation of the partner and negative evaluation of his / her personality;
- attempts to intimidate the interlocutor through threats; highlighting the difference between me and the partner;
- Devaluation of the partner's contribution to the overall activity and exaggeration of own merits;
- systematically refusing to accept the constructive proposals of the other party;
- manifestation of falsehood and hypocrisy; at a non-verbal level, violation of the partner's privacy and offensive gestures on his part.

4.2. Positive methods.

They are aimed not only at resolving the conflict but can also play a prophylactic role and prevent potential conflicts. They are divided into four groups recommendations of a general nature

- they relate not only to the conflicting relationship but also to every kind of communication between people. They are usually in the form of such rules as: constant attention to the interlocutor; benevolent and respectful attitude towards it; constantly maintaining feedback with the interlocutor; striving to live together, compassion and empathy;
- a block of methods to be used in the initial, possibly verbal, negotiation phase – to enable the interlocutor to speak without interruption; to show him with mocks and gestures that you understand his condition; to reduce the social distance that usually divides them;
- main recommendations for the actual part of the negotiations – it is necessary even for a short time to distract and draw the attention of the interlocutor from the subject of the conflict; to acknowledge the right of the interlocutor where he really has reason to do so; to highlight in the process of discussion the general, and not just, differences in the interests of the parties; to pay attention to the good qualities of the interlocutor;
- Recommendations of a universal nature – these are special, operational approaches that can be used in complex conflict situations. We include the reporting of weak and vulnerable places both in the position of the interlocutor on the subject of the conflict and in his behavior as a person.

CONCLUSION

To sum up, it can be concluded that the effectiveness of applying different methods of conflict management depends on the specific situation, the specificity of the organization, its structure and culture, the style and the technique of leadership, the personal qualities of the participants in the conflict, and his arbiter-leader, the subjective significance of the subject of the conflict, the chances of success of each party, and a number of other factors.

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