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ROLE OF THE DIRECTOR AND HIS ACTIONS IN THE PROCESS OF DEVELOPMENT OF CONFLICT

Statement of the problem. For today almost all enterprises successfully function due to perfect and persistent labour of the workers. In fact without people there is not organization. And without initiative, active and creative people any organization will be able to attain the aims and survive. And there where people are, there can be conflicts. Undoubtedly, that a management of labour resources is one of major aspects of theory and practice of management.

Conflict management is an important component of the regulation of social and industrial relations in the organization. For that, to realize him in practice managers need: to realize probability of pre-conditions and reasons of origin of conflict situations; to understand the mechanism of development of conflict as to the process; to be able to apply the methods of decision of conflicts in practice.

Analysis of recent researches and publications. The problems related to theoretical and methodological studies of conflict management for entities engaged in such leading Ukrainian scientists as Grishina N.V. [1], Hudzynskyy O.D., Piren M.I. [7], Emelianenko L.M. [3], Lozova V.I. [5], Leonov N.I. [4], Nemtsov V.D. [6], Sergienko T.I. [7], Sviridyuk N.P. [8], Yadov V.A. [9] and others. However, with the increasing role of human factors in the enterprise acquires relevance of the permanent monitoring and finding ways to resolve conflicts.

The task of the research. The aim of the research is to expose the theoretical foundations of conflict situations and to develop practical skills to implement effective ways to resolve conflicts and improve stress-resistance of the stuff of the enterprise.

The main material of the research. Each organizational system changes its internal environment in time and space. It aims to develop in dynamic and to adapt to external factors to ensure the effective functioning of the organization as a whole thing. During these changes there are various situations in resolving which involved the whole stuff, groups of workers, individuals. They are characterized by different levels of competence, interests and values and so on. Each of them has his own view of the situation that often leads to conflict [2, c. 265].

Timely fixing of conflict and the correct evaluation of level of its development allows the direktor of the organization not just to respond to confrontational situation in the organization, but to resolve differences between the subjects of conflict interaction in right way. Proper selection of the methods of conflict management in the organization provides both save normal social and psychological atmosphere in the team and increase productivity and efficiency of the organization.

Conflict situations are different, so the manager chooses a particular style of influence on people. The level of optimal choice depends on the competence of the manager. The components of individual styles of managers is the distribution of power in the leadership; the dominant methods of management; technology of adoption and implementation decisions; manager's relationship to the advice and comments of subordinates; the nature of communication with subordinates; the nature of the tasks solved by organizational system; the mechanism of control over subordinates and their responsibility in activity; psychological tact of the manager and ethics of his behavior; the level of democratic principles of management; the character of demands; attitude of the direktor to the innovations of others and to himself; activity level, initiative, discipline of manager and subordinates; effectiveness of organizational system with manager and in his absence; the level of entrepreneurship in organizational system; comparison in development of active and passive adaptive responses of the organization; directions for future behaviour of organizational system; the overall image of the organization and so on.

The direktor has the main role in resolving of conflicts in the management of personnel behaviour in conflict situations. The direktor is a person, because of his official position, interested in supporting conflict of functionally positive direction, and prevention and rapid overcoming of destructive conflicts that cause its adverse effects and damage teamwork. The company direktor has the power and can influence their subordinates, their behaviour in a particular conflict. The direktor in conflict can be in two positions: the subject (direct party of the conflict); mediator - arbitrator (mediator of the parties).

As a subject of conflict the direktor is in the role of one of the opponents, who defends his point of view, certain interests and occupied position in relation to subordinate people or partners in business relationships from other units (organizations). Often directly involved in conflict the direktor is in the following cases: official ethics violations; deviations from the norms of labor law; unfair evaluation of work and behaviour of subordinates.

Official ethics violations include such negative features as rudeness, arrogance and disrespect to other people; the failure of promises and any deception; abuse of his position, hiding information unfavorable for him, intolerance of other opinions that differ from his own and others. These qualities are inherent mostly for people with deformed will, ill mannered, who do not have basic skills in communication culture, prone to belittling the dignity of subordinates to clamp criticism in his address. Those conflicts are related to deviations from labor laws, show on the one hand, legal illiteracy, on the other hand - the attempts by some leaders (especially those unscrupulous companies) to circumvent the law, identify arbitrariness. For example, it is often allowed non-essential requirements of the Labor Code about breaking the employment contract by the administration.

As a subject of the conflict director or manager of the investigated enterprise gives an example of respectful attitude to law, loyalty and moral traditions of labor, the desire to partner interaction.

Partiality of the director that causes conflict can be a result of underestimated and overestimated evaluation of the performance and behaviour of subordinate employees. Among the common errors inflated estimates are friendly relationship based on informal communication, the desire to be kind and generous, personal preferences and so on. Underestimating is possible as a result of deliberate desire for punishment, personal dislikes or "loop" bad reputation, employee's disable effectively present the work and so on. Injustice of the director in evaluating performance and behaviour of his subordinates is, in particular, in the practice of rewards and punishments, setting salaries and the size of additional benefits, filling vacancies and frequent indiscriminate unsubstantiated criticism for sham error, trying to hide unpleasant information, neglect persuasive arguments.

The main thing for the director is to inspire employees, to ensure their coordinated cooperation, to save from undeserved offences that inevitably rise the disorder, to withdraw from selfishness and unhealthy competition.

Mediation and arbitration of direktor in the conflict interaction between members of the stuff.

Describing the mediation and arbitration role of the director in the conflict conditions is important to take note of the following provisions: personnel management, including conflict resolution, is not limited to the impact of orders, command people, but rather concern for the management of human resources in terms of the interests of both organizations (company), and each employee individually. And the manager has to reckon with the interests of the founders (owners) of the company, employees of the firm, consumer goods and services, always see in the market economy possible mismatch of interests of different social groups and their representatives - the difference that often becomes a source of complex problems and causes conflicts.

The main task of the company director is to be able to regulate - to identify and to enter into conflict at an early stage. Found that if the director is managing conflict in the initial phase, it is solved by 92 %; if in the recovery phase - 46 %, and in the acute stage, when passion strained to the limit - 5 %, conflicts settled or resolved very rare. When forces are committed to combat (stage "acute") comes downturn. And if the conflict is not resolved in a subsequent period, it grows with a bang, as a recession can be brought the new ways of fighting.

The director must always remember that conflict management involves not only regulation of contradictions that have arisen, but also to create conditions for its prevention. Moreover, the greatest significance of these two problems is prevention. It is well placed to work with conflict prevention will reduce their number and exclude the possibility of destructive conflict. [6]

The activity of the director as mediator includes an analysis of the situation and resolve the conflict. Analysis of the conflict is to obtain information about the conflict, to collect it, to analyze and to check its validity, to evaluate conflict. The process of settlement includes choice of method and type of settlement mediation, the chosen method of implementation, specification information and decisions, removal of post-conflict stress in relationships opponents experience conflict analysis [3, c. 293-294].

The director receives information about the conflict from different channels. He can be a witness of conflict between members of the organization. One or both members may apply to the director to help solve the problem. Information can come from the closest opponent. Finally, information about the need to resolve the conflict between subordinates may come from the director. If the information indicates the development of a dangerous conflict, confrontation between opponents, director stops or limits their interaction.

Collect data about the conflict going on during the whole analytical work. It is information about contradictions that are the basis of the conflict, its causes and positions of participants that are moored, about the purpose of their relationship. Sources of information are opponents (director talk with each party separately, taking steps to reduce their negative emotions from each other), their managers or subordinates, informal leaders of the team, their friends, witnesses of the conflict, members of their families.

It is important to give up the negative perception of conflict in general and each of their opponents in particular. The director should be objective, not to distort the perception and understanding of the information received.

Analyzing the conflict director has to understand the problem, what are the contradictions between opponents that are subject of the conflict. Manager evaluates at what stage of development is a conflict and the damage caused opponents to each other. It is important to identify the causes of conflict. Usually

conflicts arise under a number of reasons, one or two of them are dominative. It is important to identify all causes of conflict.

Analyzing the positions of conflict, it is necessary to define the purpose and interests of the parties, what their needs are not met and therefore generate conflict behavior. It is important to evaluate the possibilities of opponents in acquisition the target on the conflict. Sometimes for one of the opponents is better give up, because the object is unattainable for him. It is necessary also to find out the opponents' relationship before the conflict and their current state, assess who support each party, the attitude of other people towards conflict. We refine the socio-demographics, individual and psychological characteristics of opponents, their formal and informal status in the team. [7]

The possibility of the received information should always be checked on, refined and complemented using personal observations and meetings with different people. In parallel with the analysis of conflict director evaluates it. Assessing the correctness of the opponents, what to expect from conflict and its consequences for various options of development. The director evaluates his own ability to resolve conflict and identify opportunities of opponents and the public.

The effectiveness of solution of conflict depends on director's selection of methods. Having the power under subordinates, the director can implement each of the types of mediation (arbiter, arbitrator, mediator, assistant observer). There are two approaches to understanding the role of director in resolving conflict. The first is that director should focus on the conflict as a mediator rather than an arbitrator.

The second approach is that director need to be able to use all types mediation. The main role is as an arbitrator and mediator, and additional - as arbitrator, assistant and observer.

The director should use the role of an arbiter in the conflict settlement vertically, especially if opponents share a few steps of the hierarchical pyramid. Implementation of the chosen method includes individual interviews with opponents, preparation for a joint discussion and cooperation with opponents and fixing the conflict. The director may bring the problem out at staff meetings or meetings of experts, bring to the mediation the informal leaders and opponents' friends.

The post-conflict period is characterized by feelings of participants, their understanding of their behavior. There is a correction of the self-evaluation, aspirations, attitudes toward partner. To relieve post-conflict stress the director should help opponents to make self-critical analysis of what occurred, to prevent the occurrence of negative aspects in relationships. It is required honest, objective and constructive analysis of the conflict with the definition of future development cooperation.

It is important to control the behaviour of opponents and to correct their actions to normalize relations. Negative attitudes, that was formed, may persist for some time, and people will spontaneously feel antipathy towards his former opponent, express negative thoughts about him and even do damage to him.

Conclusions and further research. Prevention specific conflicts is possible, changing employee's attitude to the problem situation, and behavior in it, and even affecting the psyche and behaviour of the opponent. Analysis of the experience allows to director to understand his actions in the conflict, to optimize the algorithm of the conflict among subordinates. [3]

Therefore, to improve the competitiveness and efficiency of enterprise director should to anticipate, to analyze and to be able to manage conflict effectively. Successful conflict resolution requires from the director the relevant knowledge, creativity and is possible in case of developing a strategy that takes into account all aspects of the conflict.

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Nykonchuk V.M., Tsymbriyak K.S. ROLE AND ACTIONS OF THE SUPERVISOR IN THE PROCESS OF CONFLICT DEVELOPMENT

Purpose. The research aim is to uncover theoretical bases of the origin of conflict situations and to develop practical skills for implementation of effective ways to resolve conflict situations and increase the stress endurance of the enterprise body.

Methodology of research. For preparation and writing of the scientific article the next methods of research were used: systematic approach; abstractly logical (for theoretical generalizations of results and formulation of conclusions); statistically-economic, graphic (for the exposure of progress of the investigated phenomena, establishment of change reasons of separate parameters); monographic; methods of individual and group expert estimations.

Findings. As a result of research the authors:

1. have substantiated the origin of conflict situations in organizations and their variety;
2. have considered the styles of influence on the subordinates depending on the competence of leader;
3. have defined the role of leader in resolving of conflict situations among the employees.
4. have optimized the algorithm of leaders' activity on the settlement of conflicts among subordinates;
5. have developed the strategic management of conflicts with the use of professional, creative knowledge and skills and practical experience with a collective.

Originality. Effective directions of solving the conflict situations by a leader of the enterprise, essence of which consists in the deepening of professional, practical and intellectual capabilities of the manager working with subordinates have been offered.

Practical value. The practical introduction of research results will contribute to solving conflict situations, help managers to understand its actions in the conflict, optimize the algorithm of activity on the settlement the conflicts among subordinates.

Key words: ILeader, subordinates, conflicts, diagnostics of conflict situations, regulation.