TÍTULO: El conflicto como sujeto cognitivo en Psicología de la Gestión.

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RESUMEN: El artículo considera diferentes enfoques para el análisis y la solución de conflictos. El objetivo de los autores es contribuir a una teorización más exhaustiva y allanar el camino para una evaluación empírica del vínculo entre las situaciones de conflicto y sus reacciones. El artículo presenta una definición discursiva de conflicto. Es importante que el vínculo entre la comunicación conflictogénica y la disposición a la manipulación, el egoísmo, la agresión desplazada y el dolor, se teorice más a fondo y se evalúe empíricamente. El cuestionario propuesto brinda la oportunidad de estudiar situaciones de conflicto como un fenómeno integral. Los autores creen que contribuirá a comprender y aplicar diversas técnicas de gestión de conflictos y estilos de resolución de conflictos para formar relaciones sólidas en una organización.

PALABRAS CLAVES: conflicto, situaciones de conflicto, conflictología, conflictogénico.

TITLE: Conflict as a cognition subject in Psychology of Management.

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ABSTRACT: The article considers different approaches to the analysis and solution of conflicts. The authors' aim is to contribute to a more thorough theorization and to pave the way for an empirical assessment of the linkage between conflict situations and reactions to them. The article introduces a discursive definition of conflict. It is important that the linkage between conflictogenic communication and disposition to manipulation, egoism, displaced aggression, and soreness, is theorized more thoroughly, and empirically evaluated. The proposed questionnaire provides an opportunity to study conflict situations as an integral phenomenon. The authors believe it will contribute to understanding and applying various conflict management techniques and conflict resolution styles in order to form strong relationships in an organization.

KEY WORDS: conflict, conflict situations, conflictology, conflictogenic.

INTRODUCTION.

At present, conflicts practically arise in all spheres of human life. Conflictology is a special field of knowledge arose since the role of conflicts and their resolution is so great in modern society. The huge contribution was made by philosophers, sociologists, political scientists, teachers, and psychologists in its development. 80% of conflicts arise as observations show despite the desire of their participants because of the peculiarities of our psyche. There are some elements of conflict are singled out in modern psychology (Bandurka, Bocharova, & Zemlyanskaya, 1998):

- Sides (participants, subjects) of the conflict.

- Conditions of conflict.

- Images of the conflict situation.

- Possible actions of the parties to the conflict.

- The outcome of the conflict situation.

Conflictogenics - conflict words and/or actions (or inactions) play a large role in the development of conflicts. They contribute to the emergence and development of conflict eventually leading to a conflict (Morozov, 2000).

It is possible to single out the main types of conflict agents (conflictogenics):

- Striving for excellence.

- Demonstration of aggression.

- Expression of selfishness.

Therefore, the following question arises - How can we avoid conflict in the process of communication and interaction with other people?

1. It must be firmly remembered that any of our careless statements due to the escalation of conflict agents can lead to conflict.

2. It is necessary to show empathy to the counterpart (It is necessary to imagine how your words, actions will resonate with that person) (Abykanova, Idrissov, Saltanova, Shazhdekeyeva, & Syrbayeva, 2017).

The lack of consent occurs due to the presence of various points of view, interests, views, opinions. Collision, the conflict occurs only when existing contradictions, disagreements violate the normal interaction of people and hinder the achievement of the set goals. Its participants are allowed to express opinions, to identify alternatives with a positive sense of conflict in the process of conflict interaction (Tashkeyeva, Abykanova, & Idrissov, 2014).

In order to understand the essence of the conflict and effectively solve it, it is necessary to establish the causes of the conflict. The experience of conflict resolution in practice shows that it is necessary to know the formulas of the conflict (Abykanova et al., 2019a).

DEVELOPMENT.

Formula One: CONFLICT SITUATION + INCIDENT = CONFLICT

Conflict situation - the accumulated contradictions, containing the true cause of conflict.

The incident is a combination of circumstances that are the cause of conflict.

Conflict is an open confrontation, as a consequence of mutually exclusive interests and positions.

To resolve the conflict means a) To resolve the conflict situation; b) To exhaust the incident.

Formula Two: CONFLICT SITUATION + CONFLICT SITUATION + … = CONFLICT

Sum of two or more conflict causes a conflict. Same time, each conflict situation is independent, not arising from one another. The key role in conflict resolution is played by the ability to correctly identify and formulate a conflict situation (Abykanova, Bilyalova, Makhatova, Idrissov, & Nugumanova, 2016).

Conflict situation is a diagnosis of the disease, as they say, whose name is "conflict" and only the right diagnosis will give hope for healing. Let us spell out a few rules:

Rule 1. Remember that the conflict situation is what needs to be eliminated.

Rule 2. A conflict situation occurs before a conflict.

Rule 3. The formulation should suggest what to do next.

Rule 4. Ask yourself "why?" questions until you get to the root cause leading to other reasons.

Rule 5. Formulate a conflict situation in your own words, if possible, without repeating words from the description of the conflict.

Rule 6. In the formulation, use a minimum of words (Abykanova, Nugumanova, Yelezhanova, Kabylkhamit, & Sabirova, 2016).

Everyone should remember that true victory is when no one feels defeated (Sheynov, 1996).

Conflict management includes ways to resolve conflict situations. Participants in a conflict situation are one of three possibilities of their actions in the given circumstances. Conflictologist N.V. Grishina (1983) has identified three principal opportunities for resolving the conflict situation:

1. The path of "Struggle", to achieve the desired outcome by all available means.

2. Avoid conflict.

3. Negotiating to find an acceptable solution to the problem.

In practice, the model of K. Thomas and R. Kilmann is used to describe strategies and tactics of conflict interaction. In a graphical format present in the form of the Thomas-Kilmann's grid, which allows to analyze the conflict and choose the optimal behavior style, which, therefore, allows each person to develop his strategy for resolving the arisen conflict.

R. Blake and J. Mouton singled out the strategies of behaviors in the conflict situation:

1. Cooperation aimed at finding a solution that satisfies the interests of all parties.

2. Compromise - the settlement of differences through mutual concessions.

3. Avoidance, consisting in the desire to get out of the conflict situation, not solving it, not giving up on one's own, but not insisting on it.

4. Adaptation-the tendency to smooth out contradictions by compromising oneself.

Psychologists have developed recommendations for conflict management. These recommendations are as follows:

1. You need to know how the conflict develops and what stages are going on.

a. The emergence of disagreements.

b. Increased tension in the relationship.

c. Awareness of the situation as a conflict at least one of the participants.

d. The actual conflict interaction, the use of interpersonal conflict resolution styles.

e. The resolution (outcome) of the conflict (Thomas, 1973).

2. The causes of the conflict are explained, and the subject of disagreement is determined.

3. The problem is defined in the categories of objectives, not decisions, different positions are analyzed.

4. Focuses on the interests, not on the positions. Our interests are what motivated this decision, in them the key to solve the problem.

5. Distinctions are made between the parties to the conflict and the problems that have arisen. "Your problem is not the fault of others", as stated by conflict management specialist R. Fisher and W.L. Ury (1992).

6. Fair and unbiased attitude to the initiator of the conflict.

7. Do not expand the subject of conflict, reducing the number of claims.

8. Keep rules of "emotional containment".

All conflicts can be divided into two groups according to the criteria: one part of conflicts comes from misunderstanding the situation, inability to behave, that is, unconsciously, the other part, arises consciously by the will of one of the conflicting parties, in order to expose out their aggression on the interlocutor, relieve tension (Abykanova, Tashkeyeva, Idrissov, Bilyalova, & Sadirbekova, 2016). As the proverb says: "The gastric ulcer is not caused by what we eat, but what eats us" (Sheynov, 1996). Psychological research should be based on the principles that should be followed when resolving a conflict:

1. Conflict resolution considering the nature (subject) and content of the conflict.

2. Conflict resolution considering its objectives.

3. Conflict resolution considering the emotional conditional.

4. Conflict resolution considering the specifics of its participants.

5. Conflict resolution considering its dynamics.

Based on the research of leading psychologists, the main types of conflict personalities are:

1. Conflict personality is a Demonstrative type.

2. Conflict personality is a Rigid type.

3. Conflict personality is an Uncontrolled type.

4. Conflicting personality is a High precision type.

5. Conflict personality is a Non-conflict type (Shevardin, 1995).

Basic personality attributes determine people with specific psychological characteristics.

The resolution of the conflict is as follows:

- Partial (when conflict is non-actioned, but the conflicting impulse remains).

- Complete (the conflict is eliminated on the level of external behavior and at the level of internal motivations).

There are few options for resolving the conflict:

- Complete resolution at an objective level due to the transformation of an objective conflict situation.

- Partial resolution at an objective level by transforming an objective conflict situation in the direction of creating disinterest in conflict actions.

- Complete resolution on the subjective level due to a radical change in the images of the conflict situation.

- Partial resolution on the subjective level at the expense of a limited, but sufficient for the temporary cessation of the contradiction of the change of images in the conflict situation (Abykanova et al., 2019b).

Do we offer a questionnaire by K. Thomas on How you act in a conflict situation?

There are 30 sets of behaviors in a conflict situation in the questionnaire. In each set, you must choose one of the behaviors ("a" or "b") and indicate in the questionnaire. Indicate your choice with a "+" (plus) sign next to the corresponding behavior.

Question 1.

A) Sometimes I imagine the opportunity for another to take responsibility for solving a contentious issue.

B) Instead of discussing what we disagree, I try to pay attention to what we both agree on.

Question 2.

A) I try to come to a mutual agreement in a dispute.

B) I try to settle the dispute considering all the interests of the other person and my own.

Question 3.

A) I usually strive to achieve my goal.

B) Sometimes I sacrifice my interests for the sake of the interests of another person.

Question 4.

A) I try to agree based on mutual concessions.

B) I try not to hurt the feelings of another person.

Question 5.

A) In settling the disputable situation, I always try to find support from the other one.

B) I try to do everything to avoid useless tensions.

Question 6.

A) I am trying to avoid trouble for myself.

B) I try to achieve my goal.

Question 7.

A) I try to postpone the decision of a contentious issue, to eventually solve it finally.

B) I consider it possible to concede one thing in order to achieve my goal in another thing.

Question 8.

A) I usually strive to achieve my goal.

B) I, first of all, try to understand in the dispute which and whose interests are affected and around which the dispute arose.

Question 9.

A) I think that it is not always necessary to worry about some disagreements that have arisen.

B) I will do my best to win a dispute.

Question 10.

A) I strive hard to succeed.

B) I am trying to find a solution to a problem that would suit both people.

Question 11.

A) First of all, I try to determine what are the interests affected in the dispute due to dispute arose.

B) I try to calm the other side and most of all to preserve our relationship.

Question 12.

A) I often try not to take a position that can cause controversy.

B) I allow another person to stay somehow with his opinion if he also compromises.

Question 13.

A) I propose a middle ground position in the dispute.

B) I insist that everything must be done my way.

Question 14.

A) I inform my counterpart about my point of view on the problem and ask about his views.

B) I try to convince the other one the correctness and advantage of my views.

Question 15.

A) I try to calm the other side and to keep our relationship good.

B) I try to do everything necessary to avoid tension in the relationship.

Question 16.

A) I try not to hurt the feelings of the other one.

B) I usually try to convince the other one in the advantages of my position.

Question 17.

A) I usually persistently strive to achieve my goal.

B) I try to do everything to avoid useless tension.

Question 18.

A) If it brings satisfaction to another side, I give up the right to insist on his point.

B) I allow another person to stay with his opinion if he also compromises.

Question 19.

A) First of all, I try to determine what did cause the dispute and whose interests are affected.

B) I try to postpone the controversial issue, to eventually solve it finally.

Question 20.

A) I try to overcome our disagreements immediately.

B) I try to find the best combination of wins and losses for both of us.

Question 21.

A) By settling down the dispute, I try to be attentive to the other's point of view.

B) I always lean forward to a direct and open discussion of the problem.

Question 22.

A) In a dispute, I try to find a middle ground position between mine and the position of another person.

B) I strongly advocate my position.

Question 23.

A) I usually consider satisfying the desires of each of us.

B) Sometimes I let another one take responsibility for solving a contentious issue.

Question 24.

A) I try to compromise my point if the other side considers his point very important.

B) I try to convince the other side to come to a mutual agreement.

Question 25.

A) I try to convince the counterpart in my rightness.

B) Solving controversial issues, I try to be attentive to the arguments of the counterpart.

Question 26.

A) I usually suggest the middle-ground position in the dispute.

B) I almost always try to satisfy the interests of both of us.

Question 27.

A) Most often, I try to avoid disputes.

B) If it brings satisfaction to another side, I give up the right to insist on own point.

Question 28.

A) I usually strive to achieve my goal in a dispute.

B) In settling down the conflict situation, I usually seek support from another one.

Question 29.

A) I suggest the middle-ground position in the dispute.

B) I think that it is not always worth worrying about the arising disagreements

Question 30.

A) I try not to hurt the feelings of the other one in a dispute.

B) I always take a certain position in a dispute to succeed.

To determine the main behavior in a conflict situation - it supposed to count the number of respondents' answers corresponding to certain styles using the table key of the K. Thomas questionnaire. If a participant chooses the statement "A" (1 "A", then he is assigned one point in the "Avoidance" style; if he chooses statement "B" (1 "B") then - one point in the style of "Adaptation".

Table 1. The table key to the questionnaire "How do you act in a conflict situation?" per participant.

Name of the participant: ....

Statement No.	Style of behavior in a conflict situation	
	Avoidance	Adaptation
1	A	
2	A	
3		B
4		B
5		B
Total:	.... A	...... B

The style of behavior the participant received the maximum number of points is considered distinctive or domineering for this survey participant.

CONCLUSIONS.

One of the most important cure measures preventing negative phenomena associated with the emergence of conflicts in a team, group, or organization is a development and maintenance of a healthy socio-psychological climate.

The psychological compatibility of members of team, group or organization is one of the most important factors affecting the psychological climate in the team; and defined as the effect of a combination of people, which results in a maximum activity/effort with minimal psychological actors, i.e., the absence of conflictual relationships. On the other hand, psychological incompatibility is not just a difference in values, lack of friendly connections, rejection of one another, but inability to coordinate their actions in critical situations, the lack of synchronicity of

motor reactions, significant differences in attention, thinking and other innate and acquired personality traits that can prevent joint activities and cause the conflicts (Tashkeyeva, Abykanova, Sariyeva, Sadirbekova, & Marhabaeva, 2016).

A human factor is an essential tool for creating a favorable atmosphere for joint activities. So, all participants should implement and adhere to the basic communication rules such as be polite, tolerant, fair, not to humiliate other people's dignity, to help in a difficult situation, not to use other people's failures in their benefit. It should be remembered that the efforts on conflict management should start with an analysis of its causes, the structure and dynamics, as there is no universal way for conflict situations and their solution (Bandurka et al., 1998).

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