Psychology of Conflict and Conflict Situation Management in Leadership

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Abstract:

this article analyzes the nature of conflict, constructive and destructive conflicts, conflict types. In addition, conflict resolution strategies, perception system as a conflict factor are explained. Scientific recommendations on ways to prevent and eliminate conflicts are given.

Keywords: leader, conflict, conflict situation, constructive, destructive, personal, interpersonal, social conflict.

Conflict refers to opposing views, conflicts expressed through intergroup or interpersonal relations related to unpleasant emotional experiences.

From a psychological point of view, it is not conflicts themselves, but their consequences that have a destructive effect on people. As a result of conflicts, negative feelings such as fear, panic, enmity arise in the human psyche. If these experiences are strong and last for a long time, a protective reaction can appear and strengthen in a person. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoreticalbasis in terms of research goals and objectives.[1]

Negative situations resulting from conflict cause certain changes in a person's feelings, actions, thinking and even character. These changes are manifested in a person's behavior, spread to other situations in which this subject participates, and begin to occupy wide areas of mutual relations. For example, a person raised in an environment of fear and danger is likely to become the source of the same environment later. He even raises his children in such an environment or manages his subordinates in this manner. When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.[2]

It was found that the time that passes from the conflict to the last mood disturbance and calm in

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[1] Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.
[2] Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. Vital Annex: International Journal of Novel Research in Advanced Sciences, 1(3), 1-12.

labor teams is three times longer than the period of preparation for this conflict.

As a result of researching the causes of conflict in communities, a number of factors that cause conflicts have been identified. These include limited labor resources, interdependence of production issues, uncertainty of employees' perceptions of the future of the organization, dissatisfaction with communications within the organization, low level of personnel training, and similar reasons.

Conflict can play a positive role in the life of the community if the source of the conflict is not hidden when the conflict of opinions is manifested. Scientists call this characteristic of the conflict "constructiveness of the conflict". Constructive conflicts in the organization arise primarily due to fundamental problems arising from labor activity. When there is a conflict of interests, the workplace is important for someone, and the work they perform has a great status. Meanwhile, another employee considers personal motives unrelated to work to be the main issue. In this situation, if the problem that caused the existing conflict is solved, this conflict will also disappear. However, a conflict arising from a business can have a strong impact on a person's emotional sphere and show its destructive nature. Destructive conflict has a negative effect and reduces the effectiveness of group work.

Constructive conflict is always aimed at identifying the source of this conflict and changing it as much as possible for the benefit of the parties. In a destructive conflict, the parties focus on secondary issues, such as personal pride, and the root cause of the conflict is left aside. Therefore, constructive conflicts have a functional nature and they help the organization to move forward.

While conflict creates the need to solve organizational problems, constructive conflict focuses on a positive outcome, helps make informed decisions, and develops team relationships.

The following main types of conflict are distinguished:

Personal;

Interpersonal;

Between the individual and the group;

Intergroup;

Social.

A leader faces each of the conflicts listed in his management activities. In this regard, we will provide information about them below. Team mood-a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.[3]

Personal conflicts. This type of conflict is sometimes called internal conflict. This appearance of the conflict is caused by the internal conflicts of the person, and the factors that cause such differences can be divided into two groups:

1) a person's need, aspiration and value are in conflict with the responsibility he assumes;

2) internal conflicts as a result of the opposition to the demands imposed on it.

As an example, we can recall the following situations that occur at the level of the organization: An employee wants to complete a task thoroughly, but the deadline for completing the task is rushing him. As a result, there is a conflict between two desires, such as the desire not to be late

[3] Said oʻgʻli, S. S., & Abdurasul oʻgʻli, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.

for the deadline and the serious attitude to work. Therefore, such inconsistency between a person's worldview and habits is the basis of an internal conflict. Another example of an internal conflict is when an employee receives an assignment from two managers at the same time and struggles with which one to complete first. In both of these examples, the cause of the conflict covered is determined by the external environment.

Interpersonal conflict. This type of conflict is common in labor unions. According to most managers, the only reason for such a conflict is the mutual disproportion of the characters of the employees. However, the analysis of the situations related to this dispute shows that, in most cases, objective reasons lie at the basis of interpersonal conflicts. One of these is the limited resources in the organization. For example, problems arising from the use of means of production, their ownership, compliance with working hours, and the demand for labor force are included. Usually, any employee believes that he needs such resources, and not anyone else. When there is a conflict between the manager and the employee, the employee may consider the amount of work assigned to him to be unfair, and the manager may think that the employee is treating the work coldly. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.[4]

A conflict between an individual and a group. Within any group, norms of interaction, labor activity and behavior are formed. Each member of the group must fulfill the requirements arising from these norms. Deviation from the accepted norm is considered a negative event and causes conflict between the individual and the group. This type of conflict occurs even between a leader and subordinates. For example, a change in the management style used by the leader, in many cases, can cause conflict between him and the employees.

Most of the problems at the level of the organization arise on the basis of intergroup and social conflicts. In solving such conflicts, the leader needs the support of his colleagues and assistants.

Intergroup conflict. One source of this conflict is existing problems between formal and informal groups in the community. For example, disputes that arise between the management of the organization and employees, between informal groups within the department, between the administration and the trade union are examples of this.

Unfortunately, an example of the frequent occurrence of intergroup conflict is the disagreement between the upper and relatively lower levels of management. Such a conflict greatly damages the organization's reputation and work efficiency, creates confusion and ambivalence among employees, leads to a loss of confidence in the future, and as a result, work motivation weakens. One of the main causes of intergroup conflict is the presence of social competition in the organization. In this case, the members of one group evaluate the aspects characteristic of another group as negative, they perceive them as having bad behavior. As a result of this conflict, aggression against another group is observed. Consequently, as a result of intergroup conflict, the employee evaluates his group relatively higher and more positively.

In the intergroup conflict, a phenomenon known as "attribution" is observed in the science of psychology, and according to this, representatives of the other side are considered to belong to one or another characteristic in an unjustified way. For example, it becomes common to believe that a foreign group is the cause of some negative events. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a

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[4] Dilmurod oʻgʻli, Q. B., & Usmon oʻgʻli, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, *1*(3), 10-15.

person is considered as twofold: dispositional and situational determination.[5]

Social conflicts occupy a special place in the analysis of conflicts.

Social conflict is expressed in the clash of classes, nations, states, social institutions and communities.

Social conflict is a complex phenomenon that includes several aspects. In such a conflict, the goals and interests of the opposing parties, traditional methods of action are expressed.

Dynamics of the conflict process. Resolving conflicts requires identifying and analyzing their internal laws. It is possible to intervene and manage conflicts only by knowing the nature of their occurrence and development. This issue makes it necessary to distinguish the following stages in the development of the dispute:

1. Understanding the existing conflict.

2. Understanding the conflict situation.

3. Implementation of controversial behavior. At this stage, actions are carried out that have a conflicting direction and have an emotional appearance.

4. Evaluation of the end of the conflict and the event by the participants of the conflict. The development of the dispute can be graphically expressed as follows:
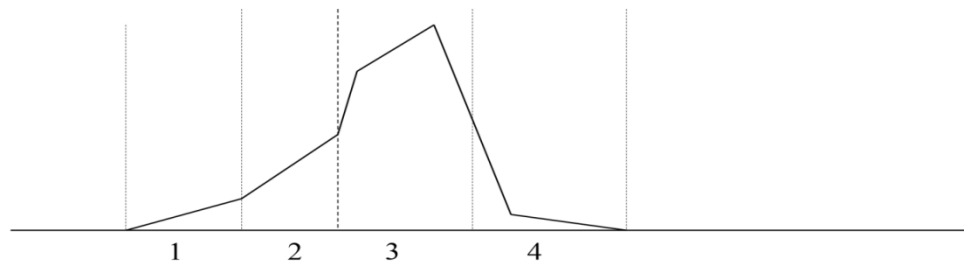
1. Picture. The dynamics of conflict development

In the first stage shown in the image, a person realizes his inner feelings towards others. Some people try not to develop a conflict in this situation and avoid continuing the dialogue. As a result of continuing a conflicting relationship, a conflict situation arises, and the participants of the dialogue realize that a conflict is emerging in the middle. As a result of the development of this situation, a direct conflict takes place, and this third stage is characterized by a clear aggravation of the relationship. At the emphasis stage, the parties step directly into the dispute process and focus on defending their own interests, as well as blaming and defaming the other. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social organization, etc. In this case, the object of ―relations contrary to the charter" is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.[6]

At this stage, conflictual relations can rise to a peak, and this situation can be expressed by the expression of conflict. In this case, the participants of the conflict are unable to control not only the situation, but also themselves, and are completely overwhelmed by emotions. After the end of the conflict, there is a phase of fading of the conflict, and a person has the opportunity to look at

[5] Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, *1*(2), 13-22.
[6] Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of "Relations Contrary to the Charter"(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, *1*(5), 17-21.

the event with a critical eye. If someone regrets the event, the other person even enjoys the "achievement" they have achieved. However, the leader who chooses the way to manage the conflict tries not to aggravate the situation as much as possible and turns the conflict into a constructive direction. It is a matter of a leader with such an intention to accept the conflict as another loss and to regret the incident after the conflict is over. Therefore, the main method that ensures the constructive approach of the leader to the conflict is to find a way not to aggravate it in the first, second and third stages of the conflict, and to direct it in a constructive direction as much as possible during this period. However, many years of experience in conflict management show that when a person enters a conflict situation, he often loses control of himself and flows in the direction of the conflict as if caught in a whirlpool. So, what should a person do in order not to fall into the flow of conflict, what is the possibility to restrain oneself in the initial stages of a conflict and, therefore, to manage a conflict situation?

Building a relationship within the scope of the dispute. The best opportunity for conflict management is in the first two stages of the process. It is during the period of understanding that a mutual conflict and a conflict situation is arising that a person cannot move on to the next stages and prevent feelings that have not yet begun to stir. In this period of conflict, it is necessary to focus on the subject of the conflict. The cause of any conflict is in its subject. Consequently, the development of the conflict is characterized by the transfer of attention from the object to the sphere of relations. Conflict relations arising from mutual conflict are reflected in emotional stress. It is not for nothing that emotion is defined as a process of reflection of human relations in the science of psychology. Based on the above points, the need to act within the scope of the dispute is emphasized below as the main condition and opportunity to stop the conflict situation. In such an action, it is necessary to focus all attention on the cause of the conflict and to solve the problem, as much as possible, try not to go into the sphere of public disclosure of personal relations. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.[7]

Shifting attention. As soon as it is realized that a conflict situation is developing, it is necessary to shift attention to something, to pay attention to foreign objects. At such a time, it is necessary to make fun of the situation, find an excuse to leave the room, and in general, distract attention from the situation.

It was found that self-control is not always an easy task, even if a person has a lot of knowledge about the stages of conflict and each of their features. In this regard, it is possible to offer the following simple exercise that forms the skills of managing a conflict situation. After the occurrence of any conflict situation, visualize the beginning, development, passing of each stage of this situation. Recreate the process in your mind using movie-like imagery. Ask yourself in which part of the conflict you acted proactively and where I had the opportunity to stop the process. After that, watch the "movie" of this event in reverse, that is, reimagine the situation from the end of the dispute to the point of its beginning. Reliving an event from beginning to end and over again increases the ability to control similar situations, and looking at the process with a cool head is the first step in creating the ability to observe a similar situation from the outside when it happens again. In the initial stages of a conflict, a person who has the quality of being able to detach himself from the situation, chooses not to develop the conflict, to discuss it calmly or, if not, to focus on other things for the time being and return to the discussion after the other side has calmed down. will be able to.

Another group of reasons for the occurrence of conflict can include the system of perceptions that arise in human perception in a conflict situation. Russian researcher A.G. While studying the

[7] Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of "Relations Contrary to the Charter". *Web of Scholars: Multidimensional Research Journal*, *1*(5), 22-28.

factors causing conflicts in small groups, Shmelyov justifies the escalation of a conflict situation to the level of a conflict with such a system of ideas1. In particular, in the "egocentric system of imagination" that occurs in human perception, the conflict participant puts his interests, goals and needs at the center of the whole situation. Such a person analyzes the outcome of the conflict only from the point of view of the satisfaction of his personal interest. Surrounding people, things and events are perceived as a means to achieve the goal. Such an approach to the situation caused by the conflict will lead to further escalation of the conflict.

The second type of attitude towards the conflict situation and the participants is based on the "alterocentric system of ideas" and the main focus is on satisfying the interests and goals of the other party. All surrounding events and events (including the participant himself) are reflected as a means of satisfying the other party's goal. It is in this category that those who consider themselves the main sinners as the cause of any conflict situation can be included. Such a person is overly moody, pays close attention to other people's interests and desires. The conflict with the participation of this category of people does not rise to the level of a conflict, but as a result of concern for the benefit of the other person due to the necessity of the situation, his internal conflict develops and the fire of enmity towards the other party starts to flare up. Underneath the outwardly calm and peaceful relationship, there are signs of frustration and injustice. These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.[8]

The third form of attitude formed in a conflict situation is called "system of sociocentric ideas". Such a system, unlike the previous two monocentric (one-centered) systems, has a polycentric, i.e., multi-centered appearance. In the "sociocentric system", the solution of the situation is aimed at the benefit of all participants in the conflict, and a person assumes the needs of the majority when solving a problematic situation.

Of course, a successful and positive resolution of a conflict situation is provided by a person's inclination to the "Sociocentric system".

It should be noted that any person has experience on the three listed systems as required by one or another conflict situations. However, when a conflict situation arises, it is the desire and will of any leader and employee to act within the "Sociocentric system" as much as possible.

The essence of conflict resolution strategies is to look at the situation as coolly as possible and not to get emotional as much as possible. Another approach based on this observation requires separating the source and the addressee of the conflict situation. In many cases, the real cause of the conflict is left aside, and there are cases where we direct our grievances and aggression to others. It is a pity that in many cases, a person is not able to analyze his internal conflicts and differences, which are the real cause of the conflict. The inclination to such an analysis is a condition that requires certain skills and psychological competence, and it is this kind of psychological authority that allows us to quickly understand the root cause of our internal conflicts and build a balanced relationship with the people around us. In such a situation, one of the ways to relieve our internal tension is to engage in physical activities. Usually, any mental stress is reflected in different parts of our body. Therefore, reducing tension in the body through physical activity is one of the ways to reduce internal conflict. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.[9]

[8] Usmonjon o'g, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY, 2(5), 230-235.

[9] Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.

"You-Me" information. Usually, any party to the conflict claims that its interests are being discriminated against and often tends to blame the other party as the cause of the conflict. In many cases, the development of a conflict situation begins with the exposure of the faults and shortcomings of the other party and progresses to mutual insult. The attention of the participants in the conflict is focused on the scope of the other person's personality and lifestyle. For example, "If you hadn't done this, this result wouldn't have happened", "...did you forget again...", "How many times do you need to assign this task...". If you pay attention, the main form of communication in the escalation of the conflict is the focus on the person and even the personality of the other person. When such a relationship is built, it is natural for the conflict to develop further. But there is a way to stop this development and turn the process in a positive direction. It also consists in focusing attention on one's own inner experiences, not on others. For example, moving to the process associated with the phrase "I" instead of "You" in the subject of the sentence - "Because you didn't bring my book, I got into a very awkward situation, after all, I wanted to prepare for class today", "I looked for you for 1 hour When I stood there, I had various feelings, I was very worried that something had not happened...", "It is very uncomfortable for me to remind You of this task several times, I feel as if my requests will remain unanswered." If you pay attention, the participant in the conflict is focusing the conflict process not on the honor of someone else, but on expressing his own internal experiences caused by this situation. This method is called the transfer of information directed to "You" to the form of "I". When this technique is used, the other side often gives up on defending itself and even starts trying to make amends.

Conflict management. Any conflict in the organization can damage the authority of the management. After the conflict, production efficiency drops dramatically, and an unhealthy atmosphere in the team is created. Therefore, the leader needs the ability to organize measures to prevent conflicts and resolve them competently when a conflict occurs. The leader can even be the main factor in mitigating the conflict situation. The leader's personal culture, attitude to conflict and problematic situations are of particular importance. If the leader is creative, can approach the problem in many ways, gradually this quality will be reflected in the behavior of the employees under him. In addition, the calm attitude of the leader towards the tense situation, the ability to observe with coolness creates conditions for softening the conflict.

The methods used in the resolution of conflicts within the organization can be included in the following three groups and these can be interpreted as management capabilities. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.[10]

1. Organizational measures: The measures included in this category have the power to warn of the occurrence of conflict in the organization. Measures such as a well-thought-out work plan, full consideration of the interests of the parties involved in production, rational and fair distribution of labor resources, and the implementation of the principles of social justice at the enterprise level are included in this category of tasks. Organizational methods of dispute management have also been developed by the representatives of this direction. These include the following organization-wide activities:

 A clear statement of requirements. In order to prevent a dysfunctional conflict, it is necessary to explain the requirements regarding the work result to each employee. It is appropriate to apply

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[10] Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

these requirements not only to employees, but also to departments. It is important to clearly and perfectly express the rules of work performance, rights and obligations.

Use of coordination mechanisms. Strict preservation of the principle of autonomy in the labor team facilitates the management of major conflict situations. In such a situation, the employee knows exactly whose order to follow. If there is a disagreement among employees regarding any production issue, they can turn to a "third arbiter" - their superiors. A special integrated service designed to eliminate the "struggle of interests" between different parties can be organized at the enterprise level.

Establishment of a common goal, formation of common values. In the activities of this direction, it is necessary to inform all employees about the policy, strategy and perspective of the organization. The existence of a common goal makes the employee understand how to behave in a conflict situation.

Formation of incentive system. Performance-based compensation for all employees in the organization increases accountability and prevents intergroup conflict. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term "shadow economy" still remains popular, which is one of the most significant and relevant topics of our time.[11]

2. Pedagogical measures: The main goal of this series of measures is aimed at forming an acceptable outlook and belief in the team member. The management of the organization achieves to further harmonize the group and strengthen its spiritual and moral aspect through the activities in this direction. Conducting educational work with the participants of the conflict, encouraging them to perceive the conflict situation truthfully by convincing them, and encouraging them to morally evaluate one or another actions are common among these measures. When using the persuasive method, the other person's thinking is influenced and acceptable emotions are achieved. As a result, a person's volitional tension is awakened, and changes occur in the field of decision-making and behavior. The main guarantee of success through persuasion is the leader's reputation among team members. If there is no respect for the leader in the team, if the employees do not recognize him, then it is impossible to influence the employees through persuasion. When resolving conflicts in the team, the leader should be able to show the conflicting parties the negative consequences of the conflict, and should be able to arouse relevant emotions and attitudes in the employees. For this, a good speaking skill based on vocabulary is also required from the leader.

Nizoli vaziyatni yumshatishning asosiy sharti - tomonlar bilan munosabat o'is to observe moral and cultural norms in installation. The polite, calm and quiet behavior of the leader does not fail to have its effect on the parties.

1. Administrative measures: There are several options available to the leader to resolve conflicts. One of such opportunities is to learn about the atmosphere in this team, character traits of people, and invisible connections in the group during the resolution of the conflict. Even the behavior of the employee during the resolution of the conflict situation, his attitude to the situation also gives information about many things.

However, in the process of management, there are situations when the leader has to use his position and authority to resolve the dispute administratively. When such a measure is used, the parties will quickly get out of their emotional state, the work will return to the rhythm, and under the external silence, the feeling will develop according to its own law. Sometimes the leader should and must use this method. The need to resolve the dispute by administrative means can be used in the conditions of time shortage, in the demonstration of the priority of the principles of justice, in the case of a recurring dispute. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public

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[11] Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.[12]

Ways to prevent and resolve conflicts between National Guard officers and citizens are as follows:

1) ensuring wide transparency in the activities of employees. Openness and openness strike against various rumors, slander and fabrications spread by our friends who follow our every step;

2) re-analyzing the situation in service teams, the working methods of leaders, organizational activities, reorganizing work, introducing new working methods;

3) speedy investigation of crimes related to the work of employees and open discussion of its results among members of the service team and punishment of the guilty;

4) proper organization of training of employees, military servicemen, timely informing them of new decrees, orders, regulations, decisions, explaining their essence, organizing seminars for this purpose, testing their knowledge;

5) proper implementation of educational activities, monitoring and controlling the behavior of servicemen and employees during service and off-duty time;

6) ensuring the establishment of relations of military personnel with various labor teams, associations, public organizations, effective use of them in the fight against crime, promotion and promotion of legal knowledge;

7) formation of the national independence ideology, organization of training employees in the spirit of being intolerant towards crime and dealing a severe blow to it; Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.[13]

8) to apologize to those wrongly accused or imprisoned for any reason or due to the fault of the employees, to inform the people and neighborhood that they are innocent, to be in constant communication with the public, to share their pain.

Summary

In conclusion, it can be said that psychological conflicts are a socio-psychological phenomenon that destroys the atmosphere in the team, leads to a sharp decrease in work efficiency, and causes the employees to lose their enthusiasm for work. In order to prevent this situation, every leader and commander should regularly study the psychological environment in his team, public opinion, and try to solve the conflicting situations in a rational and fair manner.

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