

CONFLICTS BETWEEN A MANAGER AND EMPLOYEES IN THE PEDAGOGIC STAFF

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ABSTRACT

Defining the causes of the conflict and finding feasible solutions to eliminating negative environment among the pedagogic staff is the key of success. And it is clearly related to the action of the manager of the institution. The causes of conflicts and the role of manager in identifying conflicts and the way of finding appropriate solution have discussed in this article.

Keywords: Conflict, resolve, pedagogic staff, manager, environment, situation.

INTRODUCTION, LITERATURE REVIEW AND DISCUSSION

Today, the movements of modern information space are so intense and fast. Due to this, it is impossible to be unconcerned to the events as saying that this event has gone far beyond us, and it does not mean that it has nothing to do with it. We are for living together with the whole world and international community in the sake of peaceful coexistence, freedom and prosperity as well as mutually beneficial cooperation. There is appreciated high moral concepts such as dignity, shame, diffidence, abstinence and temptations for centuries, in the minds of our ancestors, have been shaped over thousands of years.

Everyone, every citizen, must reflect his own responsibility and duty in the progress and renewal of the society, the protection of our spiritual lives from various threats and attacks, as a relationship that meets the requirements of a strong civil society that we are trying to establish in accordance with our lifestyle. Until finding a solution to the problem, the conflict cannot be resolved positively. If the conflict is ignored, the problem will not be solved, it will not disappear, but can lead to serious consequences. Special knowledge can be used to find a feasible solution to conflict situations. Overall efforts to resolve the problem will prevent it from deepening and causing severe consequences. Therefore, when a conflict is arisen, it is important not to be far away from it, but to be more active. An active response to conflict is the use of special knowledge and skills dealing with conflicts.

Conflicts can occur in different places. One of these conflicts are the conflict that may occur in a staff, whom you work with. There can be specific features of the conflicts occurred in the community. Conflicts occurred in the staff will have an impact on all employees, who work in this team. Despite the occurrence factor of the conflict in the staff, it will take over all the staff working in the team.

Why are there different conflicts in the labor community? There are several reasons for this:

- disagreement between individual and public interests;
- contradictory behavior of some individual staff members to social, group norms (irregularities, disruption of discipline, product breakdown, inefficiency of work, etc.);

- differences in the views of staff members;
- Difference in work organization and attitudes to work;
- wrong allocation of responsibilities among employees, etc.

You can not be outside of the conflict in the staff. Even if you are not involved in the conflict at all, you are asked to comment on the conflict, and you will have to express your own thoughts and feelings about the conflict situation.

This forces you to focus on the interests of one or the other party on some issues, and support one another. You will not be able to feel confident that the conflicts are developing, that the parties behave themselves, and that eventually you are in conflict with the fact that you are in the same staff every day, even when you target yourself politically and independently of the community. It is preferable to be active, not passive, to any conflicts that appeared in the community. You are trying to figure out how to deal with this conflict, not just as you have learned before, one by one, or subordinate to another. You have to draw your attention to the whole staff not to inspire interpersonal relationships, but to identify the problem, find its solution, bring each other's interests closer, and mobilize both sides to find mutually acceptable solutions. In the working staff, employees try to work together with respecting each other and not to harm each other.

However, sometimes there are problems among them, which result in a breach of community ethics by the team leader. These include the following:

- 1) infringement of managing regulations by the manager using his / her position of his / her arrogant behavior;
- 2) to behave himself as a lofty, disrespectful them;
- 3) Do not keep his/her promises;
- 4) dislike other opinions, disagree with the dependents' opinions and keep them under pursuit;
- 5) to avoid critical comments;
- 6) restriction of the rights of his/her employees;
- 7) to impose personal obligations and to demand their execution, except for the responsibility of the employees;
- 8) hiding some of the information that is important to them and leaving them uninformed (for example, shrinking work place, commissions for rewards or business trip or study tour in abroad);
- 9) to engage in criticism of human dignity;
- 10) deliberate scandal and discordance among employees;
- 11) to cause for arising conflicts between employees and divide them into small bad-behaved groups;
- 12) not saving employee's time (for example, if the employee wants to get advice or to consult with the manager on very important issue. He/she is forced to wait for a few days or wait longer for him);
- 13) talking with the person in the room without lifting his/her eyes off the papers;
- 14) not to invite the visitor to "sit down" and so on.

System Conflict Management Procedures (In classical theory, different ways/solutions are offered in the conflict management (CM). They are as following in our opinion):

1. Confess and study the presence and existence of the conflict.
2. Study conflict inquiries, contraventions of the conflict and non-related participants in the conflict situations, the impartial opinions of all staff of this team on the conflict.

3. Identify the core content and origin of the conflict. Indicate the form of conflict as an interpersonal conflict or a conflict between the parties. Moreover, define a violation of the environment in the staff, which can lead to a negative impact on the team, whether or not there is a person who causes a work injury. Studying subjective and objective origin of the conflict in general. If there are defined objective reasons, for example, damage to the computer, flying out of the electricity or a paper deficiency, take precautionary measures,

4. Planning the solution of the conflict, development of various alternative techniques, ways and scenarios for conflict resolution. Determine how the Conflict can develop and grow. Take prevention measures against the growth of the conflict.

5. Involve all employees to the process of conflict resolution. In most cases, define collaboratively the content of the conflict, its origin and solutions and indicate the measures for solving it. This will contribute to justifying the conflict situation, harmonizing the mutual interests of the parties, finding common goals, and bringing the two sides closer together based on harmony. Putting the issue into open discussion implies a sincere expression of the ideas and opinions of each employee and the expression of the views of each party on the conflict resolution can prevent from any tension, oppression, gossip, distress, thoughts, and the spread of uncertain information.

6. The focus on and direct the whole staff to understanding the content of the conflict, the essence of the problem gives good results. Because the conflict is not the end of the process of the activities of the staff in life or community. The staff should also work together with cooperation in future.

There may be different contradictions on the job. Business contradictions need to be considered as a process of setting up a new relationship through a new situation to improve the workflow, an opportunity to increase productivity, and to eliminate disputes in the process of work. Conflict is a simple and natural process of life, even when it is occurred in the team. Conflict often provides a great opportunity for a reorganization of the unnatural and conflict situation in the staff or team reformulated in a new meaning. In the huge product producing process, in the activities of business structures conflict considers one of the most important and essential features of increasing labor productivity and revitalization of the work process. The new situation that has appeared after the conflict occurrence has led to the new solutions. It reveals problems that have been existed for a long time. They direct all the staff members to find an appropriate solution. No matter how the atmosphere seems so peaceful and calm in the organization, its internal developmental tendencies are planned and naturally settled.

The conflict through the evident and clear vision, the perception of the problem inside the staff, and its solution creates conditions for identifying new advanced and evolving trends. This situation shows its creative potential, hidden in the content of the conflict. If the head of the organization can predict the possible occurred controversies in the community during the work beforehand or can develop existed conflicts by the principles of creativity without taking fright at the conflicts inside the staff or community, there will be a development and an increase in growth in this organization.

7. Ensure the implementation of decisions made in the field of conflict resolution and bring the conflict situation into a jointly agreed solution. The actions of each party should be clear, mutually compatible, matching, rational and simple. Keep in mind, the well-timed solution of the problem ensures that the conflict does not intensify.

8. Ensure timely implementation of resolutions and conclusions made in the conflict situation. It is incorrect to think that the conflict is settled automatically once the decision taken in conflict situations. The implementation of the decisions related with the solution of the conflict can be the real and feasible solution of it. The situation can show the way that found

to solve the conflict, but the fulfillment the solution of the conflict directly depends on your ensuing action.

If you endure mistrustful at the stage of finding a conflict resolution, the conflict will never find its solution, and it will continue to keep its conflict situations. Therefore, it is necessary to pay constant attention to the conflict. It requires that the manager should have a very broad outlook, to be patient, sharp-minded, culturally and spiritually minded in the implementation process of correct resolution of the conflict in the team or staff. Each decision will result in the collapse of the team or its co-operation.

In conclusion, it should note that for getting positive results on resolution by deeply ingrained analysis of the conflict situation, in patience and taking into consideration of the individual or public opinions of workers. The correct solution of the conflict will save not only the staff, but also every member of the staff and their loved ones, from negative consequences and will not violate the peace of mind.

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