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Reasons of intrapersonal conflicts in activities of the enterprise and principles of management by them

Yevtushenko N.O.

PhD, Associate Professor,
State University of Telecommunications

Kovtun Y.O.

Student
State University of Telecommunications

The article is devoted to topical issues relatively reasons intrapersonal conflicts in the enterprise and principles of management by them. In the process of research reviewed known classifications of conflicts, listed their features and shortcomings. Were considered main reasons appearance intrapersonal conflicts. It has been clarified main problems intrapersonal conflict management in the enterprise. Were offered intrapersonal principles solutions conflict situations in the organization.

Keywords: conflict, intrapersonal conflict, classification, manager, enterprise, principles, conflict management.

Євтушенко Н.О., Ковтун Ю.О. ПРИЧИНИ ВИНИКНЕННЯ ВНУТРІШНЬООСОБИСТИХ КОНФЛІКТІВ В ДІЯЛЬНОСТІ ПІДПРИЄМСТВА ТА ПРИНЦИПИ УПРАВЛІННЯ НИМИ

Статью присвячено актуальним питанням щодо причин виникнення внутрішньоособистих конфліктів у діяльності підприємства та принципам управління ними. У процесі дослідження здійснено огляд відомих класифікацій конфліктів, зазначені їх особливості та недоліки. Розглянуто основні причини виникнення внутрішньоособистих конфліктів. З'ясовано основні проблеми управління конфліктами на підприємстві. Запропоновано принципи вирішення внутрішньоособистих конфліктних ситуацій в організації.

Ключові слова: конфлікт, внутрішньоособистий конфлікт, класифікація, менеджер, підприємство, принципи, управління конфліктами.

Евтушенко Н.А., Ковтун Ю.А. ПРИЧИНЫ ВОЗНИКНОВЕНИЯ ВНУТРИЛИЧНОСТНЫХ КОНФЛИКТОВ В ДЕЯТЕЛЬНОСТИ ПРЕДПРИЯТИЯ И ПРИНЦИПЫ УПРАВЛЕНИЯ НИМИ

Статья посвящена актуальным вопросам относительно причин возникновения внутриличностных конфликтов в деятельности предприятия и принципов управления ими. В процессе исследования осуществлен обзор известных классификаций конфликтов, указаны их особенности и недостатки. Рассмотрены основные причины появления внутриличностных конфликтов. Выявлены основные проблемы управления конфликтами на предприятии. Предложены принципы решения внутриличностных конфликтных ситуаций в организации.

Ключевые слова: конфликт, внутриличностный конфликт, классификация, менеджер, предприятие, принципы, управление конфликтами.

Statement of a problem in a general view. The process of functioning of any enterprise is a kind of system that lives according to its laws and principles. The development of the enterprise involves the emergence of contradictions, both inside and outside it, which in the course of their activity develop into conflicts. Modern research shows that for the effective management of conflicts it is not enough to determine the type of conflict as positive or negative. In the conflict situation, the main is to determine the source of the conflict and ways to eliminate it. Actual in these conditions is the formation of an effective conflict management system based on the principles of governance, especially in relation to intrapersonal conflicts.

Analysis of the last researches and publications. Issues of conflict were actively considered both at the end of the nineteenth century and at the present time. Western psychologists made the greatest contribution to its study and analysis, in particular Sigmund Freud. Together with him, the theory of intrapersonal conflict was considered by K. Levin, K. Rogers, A. Maslow, A. Adler, E. Fromm, E. Ericson, as well as domestic psychologists A. Luria, V. Merlin, F. Vasiljuk, A. Leontiev, N. Vishnyakova.

Theoretical and practical problems related to the prevention and minimization of the negative consequences of conflicts at enterprises are studied in the works of such scientists M.Kh. Meskon, M. Albert, R. Jeffrey, P. Dean, He Sung, F. Hedouri, F.M. Borodkina, N.M. Kovsh,

I.V. Vashchenko, M.V. Zastavlyu, T.V. Dutkevich, and many others.

Allocation of previously unresolved parts of a common problem. Scientists made a significant contribution to the study of conflict and its components, methods of conflict management, which made it possible to study these concepts both as separate and as interrelated. However, the presented studies do not sufficiently consider the reasons appearance for the emergence of intrapersonal conflicts and the principles of their management.

Formulation of the objectives of the article (statement of the problem). The purpose of the article is to examine the specifics of conflicts by classification criteria and to identify the causes of the emergence of intrapersonal conflicts in the activities of the enterprise, which will make it possible to systematize the basic principles of managing intrapersonal conflicts.

Exposition of the main material of the research. In the process of studying conflicts, the main problem is the use of information about their variety. In a general sense, information about conflicts was systematized according to classification criteria, and the results are presented in Table 1.

Analyzing the classification signs of conflicts, we conclude that conflicts are most common in content. Since the continuous operation of the enterprise is due to its employees, the most frequent conflict is the intrapersonal one. By its nature, this kind of conflict is latent and, it can even be argued, unpredictable. It is not known when and under what conditions, it may appear.

As well as any other phenomenon, an intrapersonal conflict has a basis. This may be the contradictoriness of positions, the impossibility of satisfying a certain need, the opposite of

Table 1

Classification of the conflicts

Feature	Types
Based on the results or results	functional, dysfunctional, ineffectual
According to the content	Interpersonal, interpersonal, conflict between person and group, intergroup, conflict between control and managed systems
By source	Structural, innovative, positional, resource, dynamic conflicts
By the time of the conflict	Acute and chronic; Fleeting, long, slow
According to the form of manifestation	Conflicts of one or another course of action, behavior, conflicts of one or another quality, intensity of action, behavior, conflicts expressed in verbal or non-verbal ways, by the type of relationship structure - hidden, open, by social formalization - official and unofficial conflicts, conflicts of rights and Duties "
By degree of severity of contradictions	Discontent, disagreement, opposition, enmity, war
By type of functional system	Organizational and technological conflicts, conflicts in the socio-economic system of the organization, conflicts in the administrative and management system, conflicts related to the functioning of the informal organization, conflicts associated with the functioning of the socio-psychological system of relations
By the degree of conflict intensity	Basic and non-core, realistic and unrealistic
Behind the tendency to change and the possibility of resolving the conflict	Constructive and destructive, or non-constructive
Behind the stage of the current	Short-term, long-lasting, protracted; Controlled, weakly controlled uncontrollable; Spontaneously terminated, suspended by the parties, suspended by the outside party
From the point of view of the motive	Personal, group, program (close, remote), open (latent)
For the service-communicative orientation of interaction	Vertical and horizontal
In the dynamic aspect	Spontaneous, planned, and the rest - provoked and initiated

Compiled by the author [1, p. 120-121; 2, p. 289-290; 3, p. 517-518; 4, p. 323; 5, p. 578; 6, p. 270-272; 7, p. 38; 8, p. 110; 9, p. 41-42]

goals, desires, motives, interests or means of achieving a goal under certain conditions.

Freud believed that the psyche of man is contradictory in itself. It is connected with socio-cultural and biological desires, human drives, between the unconscious and the conscious, which leads to a constant contradiction within the personality. Those. To internal conflict.

E. Erikson, using the idea of stages of psychosocial development of the individual, concluded that at each age stage, either a positive overcoming of the crisis or a negative one occurs. But it is not possible to pass the selected stage, the person has the prerequisites for the emergence and development of an intrapersonal conflict.

The intra personal conflict according to E. Erikson [10]:

Stage	Psychosocial Crisis	Basic Virtue	Age
1	Trust vs. mistrust	Hope	Infancy (0 to 1 ½)
2	Autonomy vs. shame	Will	Early Childhood (1 ½ to 3)
3	Initiative vs. guilt	Purpose	Play Age (3 to 5)
4	Industry vs. inferiority	Competency	School Age (5 to 12)
5	Ego identity vs. Role Confusion	Fidelity	Adolescence (12 to 18)
6	Intimacy vs. isolation	Love	Young Adult (18 to 40)
7	Generativity vs. stagnation	Care	Adult hood(40 to 65)
8	Ego integrity vs. despair	Wisdom	Maturity (65+)

In modern conditions of life, it is very difficult to remain balanced. The political situation in the world, problems in the family and at work negatively affect the psychological state of the individual. As you know, it has a strong influence on human behavior. Often, intolerance conflicts also lead to a violation of the psychological state. They are a destructive phenomenon not only for the person himself, but also for the environment.

Intrapersonal conflict (internal conflict) is a difficultly solvable contradiction, caused by a clash between roughly equal in strength, but oppositely directed interests, needs, inclinations, etc. [11]. Intrapersonal conflicts are one of the most complex psychological conflicts. It is impossible to imagine a man who at least once did not experience it. On the contrary, people face this type of conflict constantly.

Internal causes of intrapersonal conflicts at the enterprise have deep roots in the divergence of the need-motivational components:

- psychological deadlock, doubt in their principles, reduced self-esteem, difficulties in making a decision – all this is the cognitive sphere of an intrapersonal conflict;
- increased stress, deterioration of the adaptation mechanism – an integral indicator;
- decrease in the quality of activity and satisfaction, negative emotional background of communication – behavioral sphere;

- mental and emotional tension, negative experiences – the emotional sphere.

An employee of the enterprise can provoke other kinds of conflicts, in particular, interpersonal conflict or intergroup conflict quite often, because of the experience of internal conflict. Any of the named conflicts has a different level of threat for the enterprise. If the conflict develops in the person himself, it will be much easier to eliminate it than between two people and even more so if the conflict has arisen between different divisions.

External causes of intrapersonal conflicts are the result of contradictions between:

- congestion at work and the inability to leave the workplace;
- rigidly set task and lack of organization of the procedure for its implementation;
- unacceptable requirements, the norms of the organization as a whole, and the needs, motivations, value orientations of employees;
- poor working conditions;
- the absence of moral norms in the process of obtaining high incomes;
- the presence of conflict of social roles (prevalence of the clan type of organizational culture).

Therefore, it is important that the manager of the enterprise (both individual units and the entire organization) should be able to not only

determine the maturing conflict between employees, but also to find, so to speak, a hotbed – a colleague exposed to internal conflict. For this, one does not need to be a psychologist; the main thing is to know how this or that type of conflict manifests itself and the methods for their resolution. Also, the manager of the enterprise needs to be stress-resistant and be able to keep his emotions under control.

Of course, some knowledge of how conflicts manifest themselves, their basic characteristics and ways to solve them is not enough. The manager needs to know how to prevent their occurrence altogether. After all, it is impossible to completely protect the organization from conflicts, but it is possible to make the probability of their appearance lower and it is under the authority of the manager. Therefore, the simplest decision of a manager at an enterprise, regarding the prevention of an intrapersonal conflict of his employees, will be observation of behavior.

In the process of obtaining information about the intrapersonal conflict of one of the employees, the manager of the company should conduct a personal interview with the employee. In such situations, one cannot give advice directly, since a person can:

1) to close in himself. This will lead to a worsening of the employee's condition – the conflict inside it will only grow;

2) stop trusting others. In this case, already this point will lead to interpersonal conflict, which can grow into a larger one;

3) to break. Many people do not like it when they are given advice and taught something, and it does not matter whether these motives are good or not. In this case, the employee will behave aggressively towards someone who is trying to interfere in his personal life.

The comprehension of the reality of the emergence and process of an intrapersonal conflict is impossible without clarifying its essence through a set of general concepts and principles. In the process of regulating intrapersonal conflicts in the enterprise, the manager of the enterprise not only needs to choose an algorithm of his activity to eliminate this conflict. It is important that the actions of the manager take into account the principles of conflict management of the enterprise. These principles include:

1) systematic, which will make it possible to use in a comprehensive way technological methods of influencing the dynamics of conflict interaction;

2) situational approach, which takes into account the phenomenon of diversity of images and forms, qualitative and quantitative differences, sequence and features of conflict manifestation;

3) objectivity and transparency;

4) coherence of personal and organizational goals. Timely information of the employees of the enterprise allows solving tasks not by coercion, not out of fear of punishment, but with desire, by virtue of one's own convictions, interest, sense of duty and understanding of responsibility;

5) the principle of conformity, which was laid more than a hundred years ago by F.U. Taylor. The essence of this principle is the scientific selection and placement of personnel in accordance with the level of development of workers of professionally significant qualities, in demand in this professional activity;

6) advanced training, when the employee must be confident in his professionalism and the effectiveness of his potential;

7) optimization of management, which regulates the need for a tactical managerial response to the manager in response to changing operating conditions.

Conclusions from this research. Researches of the content of an intrapersonal conflict prove that it is a potential threat to the enterprise. It is important that the manager of the enterprise (department or structural unit) should be able to determine the internal conflict among his subordinates, as well as to prevent the emergence of interpersonal and larger conflicts. By lowering the efficiency of one person, an intrapersonal conflict can lead to conflict in the whole team, which will certainly affect the organization as a whole.

Since conflicts in the enterprise are an unavoidable factor, the manager of the enterprise needs an effective conflict management system based on the principles of management. In the author's opinion, effective management principles are: systemic, situational approach, objectivity and transparency, coherence of personal and organizational goals, the principle of correspondence, advanced training, and management optimization.

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