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CONFLICTS BETWEEN MANAGERS AND EMPLOYEES IN ORGANIZATIONAL MANAGEMENT AND WAYS TO PREVENT THEM

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Abstract: This article analyzes the nature, types, and causes of conflicts that arise between managers and employees in the management process. The negative impact of conflicts on organizational performance is examined, and the main approaches to preventing them — namely restriction, coercion, compromise, and cooperation — are substantiated. Furthermore, the role of democratic management style, effective communication, and motivational tools in reducing conflicts and fostering a positive work environment is highlighted.

Keywords: conflict, manager, employee, management, communication, motivation, conflict resolution, work environment.

Introduction

One of the fundamental conditions for successful management in modern organizations is building cooperative relationships between managers and employees. However, practice shows that in any team, conflicts inevitably arise as a result of clashing interests, views, and goals. If such conflicts are not resolved in a timely and appropriate manner, they can cause serious harm to the internal climate of the organization, employee productivity, and the overall efficiency of the enterprise.

Although the causes of conflicts in management practice are highly diverse, researchers particularly emphasize ineffective communication as the most common source. As the renowned management theorist P. Drucker noted, effective communication is the foundation of management. Therefore, preventing and managing conflicts largely depends on the manager's ability to establish communication with employees.

The purpose of this article is to analyze the types, causes, and consequences of conflicts between managers and employees in organizational management, and to examine effective ways to prevent them from a scientific and practical perspective.

Main Body

A conflict is a state of confrontation between two or more parties (individuals or groups) arising from the absence of compromise and the collision of views and goals.[1]

A conflict represents a state of opposition between people that arises from incompatibilities in ideas, interests, goals, or perspectives. In management, four main types of conflict are generally distinguished:

- Intrapersonal conflicts
- Interpersonal conflicts

[1] Qosimova D. S. *Menejment nazariyasi*: Darslik - Toshkent, «Tafakkur-bo'stoni». 2011. 336 b

- Conflicts between an individual and a group
- Intergroup conflicts[2]

Conflicts in a team may arise due to the following factors:

- Unfair distribution of resources
- Arrogance and stubbornness
- Freedom and mutual independence
- Interdependence of tasks
- Autocratic management style of leaders
- Ineffective communication

It is also worth noting that foreign managers emphasize that the biggest obstacle in management is ineffective communication between managers and employees. As P. Drucker stated: "Effective communication is the foundation of management."[3]

The above views demonstrate how critical communication is in management. In my opinion, as long as effective communication between managers and employees is not established, even the best plans and optimal decisions may not yield the expected results. This is because incorrect or unclear transmission of information can lead to conflicts among employees, mutual distrust, and a decline in labor productivity. Therefore, management effectiveness in any organization is closely linked to the quality of communication.

When a manager employs a democratic management style, mutual understanding and exchange of ideas between managers and employees is strengthened, which in turn serves as one of the key factors in preventing conflicts and managing them effectively.

Conflicts in an organization give rise to a number of negative outcomes. First, conflicts lead to a deterioration of the psychological climate within the team, and misunderstandings, tension, and distrust among employees may increase. Second, the stability coefficient among employees decreases, which may result in higher staff turnover. Such occurrences in an enterprise reduce process efficiency and negatively affect labor productivity. It should also be noted that as a result of conflicts, the organization's status and overall performance indicators may decline.

In order to prevent conflicts from arising, managers employ the following approaches:

- Restriction
- Coercion
- Reaching a compromise
- Establishing cooperation[4]

[2] Wall,J.A.,&Callister,R.R(1995). *Conflict and its management*. Journal of management,21,515-558
[3] Drucker P.F. The Practice of Management. — New York: Harper & Row, 1954.
[4] Qosimova D. S. *Menejment nazariyasi*: Darslik - Toshkent, «Tafakkur-bo'stoni». 2011. 336 b

In addition to the above, the use of A. Fayol's management principles, D. McGregor's theories, and motivation concepts is also considered effective.

Motivation is the process of encouraging employees to achieve goals.[5] To reduce conflicts, managers are advised to use the following types of motivation:

- Intrinsic motivation — this stems from the employee's own internal needs and interests.
- Extrinsic motivation — this refers to incentives provided to employees by external factors.[6]

Conclusion

Conflicts arising between managers and employees are an inevitable phenomenon in the management of any organization. However, they can be properly managed and prevented. According to the findings of this study, the main sources of conflicts include unfair distribution of resources, autocratic management style, and ineffective communication.

In effectively managing conflicts, it is important to apply restriction, coercion, compromise, and cooperation approaches depending on the situation. Applying A. Fayol's principles, D. McGregor's theories, and motivational tools serves to foster a stable and positive work environment within the team.

In conclusion, a modern manager must not only be a professional administrator, but also a person capable of resolving conflicts constructively, applying a democratic management style, and motivating employees. Only then can effective cooperation and high labor productivity be achieved within the organization.

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