

Conflict and Stress Management in Management

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Abstract:

this article examines the conflict and its causes. In addition, the types of conflict, the management of individual situations, and recommendations on ways to eliminate problems related to it have been given. At the same time, information is given about the state of mental shock (stress) and its management. Avoiding conflict situations or "Secrets of achieving peace" are explained.

Keywords: intense excitement (stress), conflict situation management, type of conflict, coordination and integration, use of mechanisms, incentive system, nature of intense excitement, management of mental shock.

Conflict is always an undesirable event and should be avoided as much as possible and resolved as soon as it occurs. is the case. A conflict is a disagreement between two or more parties (individuals or groups). Each side tries to convince the other side that their point of view or goals are correct and prevents the other side from doing the same ¹.

Disputes related to service and work in society have become a familiar situation for almost all people. Organizations with ideal relationships among employees, departments, etc. are very rare in life. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives. ²

Conflict-free leadership can be achieved by establishing management aimed at eliminating all conflict situations in purposeful cooperation with others. This has its own challenges. But a recognized real leader has a lot of knowledge and experience that will bring the target even closer. Failure to use these opportunities effectively means losing the leadership position.

The relevance of such topics is that at present, low-level leaders and employees do not have basic knowledge about etiquette and culture. Their knowledge of peaceful conflict resolution is also insufficient. Many leaders prefer to resolve conflict situations by force, unfortunately not realizing that there are peaceful and constructive ways to resolve their conflicts. When a person

¹ Meskon MX, Albert M., Khedouri F. Basic management : Per. s ang. - 2nd izd. - M.: Delo , 2001. - P.759.

² 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.

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.³

There are different definitions of conflict, but all of them imply the presence of opposition, which takes the form of a disagreement that arises under human interaction.

Conflict (*lat. conflict* - conflict) is a clash of opposing goals, interests, locations, opinions or opinions of opponents or subjects of interaction.

Conflicts can be hidden or open, but they always indicate a lack of agreement between the parties. Therefore, "conflict" can be defined as a lack of agreement between two or more parties - individuals or groups.

Observations show that 80 percent of conflicts occur outside the will of the participants. This is due to the peculiarities of our psyche and the fact that most people do not know about them or do not care about them.

Avoiding conflict or eliminating it means preventing conflict from occurring. The prevention of conflicts is based on the ability to know them beforehand (prediction). In this case, measures are taken to reduce or stop the influence of the factors causing the conflict.

In the explanatory dictionary of the Uzbek language, the concept of conflict is interpreted as follows:

"Conflict is a mutual disagreement or confrontation, enmity, a state behind enmity, relationship, discord, discord."

Due to enmity, discord, discord, mutual quarrels occur. When people think of conflict, they think of unpleasant things like hostility, intimidation, aggression, argument.

Conflict is often equated with aggression, threats, debate, hostility, war, etc., and as noted above, is always perceived as an undesirable event, to be avoided as much as possible, or to be attacked as soon as it arises. they count. This attitude towards the conflict is reflected in the works of authors belonging to "Scientific Management" and "Administrative School".

Authors belonging to the "Human Relations" school also believed that conflicts could be avoided. They viewed conflicts as a sign of organizational inefficiency and poor management. According to them, good communication in the organization can prevent conflicts. 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.⁴

From today's point of view, effectively managed organizations not only have some conflicts, but they must exist. Of course, conflict is not always positive. In some cases, it prevents meeting the needs of an individual or an entire organization. But in most cases, conflicts help to express different points of view, provide an opportunity to have additional information, alternative decisions. This makes the decision-making process more efficient and allows people to have their say.

A conflict in the management process is a situation that arises between the leaders, workers and other employees due to the inability of the parties to come to an agreement on certain issues.

³ 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.

⁴ Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.

Conflicts in production negatively affect people's mood and reduce their work ability, worsen the "mental climate" in the team, and increase staff dissatisfaction. Therefore, constant attention to these issues is one of the conditions that ensure the management of labor teams and staff stability. It is necessary to use all possibilities to prevent conflict situations in production.

Regardless of the nature of the conflict and how large it is, in all cases, the causes of the conflict and the circumstances that gave rise to it should be carefully analyzed. The leader must get to the bottom of each specific situation with fairness and objectivity, draw appropriate conclusions.

Research by sociologists has shown that where the "mental climate" is good and discipline is high, not only economic indicators are high, but also conflicts are much less, and employees get great satisfaction from their work. stands Employee dissatisfaction can also have positive causes, as a result of high demand and the desire to improve some aspects of production, thereby increasing labor productivity.

The principledness of the team members and the desire not to compromise with shortcomings is caused by the high activity and initiative of the team.

Conflict situations in production can arise for various reasons. **Among them:**

1. deficiencies in labor organization;
2. non-improvement of payment;
3. poor working conditions;
4. violation of labor laws;
5. unsatisfactory level of leadership;
6. it is possible to indicate a low level of the culture of mutual relations, etc.

Most of the conflicts among team members arise due to the following reasons: (Table 18.1).

Table 1. Reasons for the conflict⁵

T/r	Reasons	Explanation
1.	<i>Injustice in the distribution of resources</i>	Even the largest organizations have limited resources. It is important that the management distributes materials, labor and financial resources to the departments under its control from the point of view of the implementation of the overall organizational goal. Allocating too much to one person and too little to the other will inevitably lead to conflict. Everyone is in the process of charging more. There are a number of effective ways to manage conflict situations. They can be divided into the following large group. ⁶
2.	<i>Reciprocity of tasks dependence</i>	The division of labor connects all the joints with each other. In such conditions, the work done by one person or a group of people becomes dependent on the work of another person or another group. For example, the production department blames the low level of labor productivity of the employees on the maintenance department, associating it with the poor repair of their equipment. And the maintenance department, in turn, complains to the personnel department, which did not hire the necessary specialists for the department on time, and so on. As you can see, there are protests in all the joints. These are the

⁵M. Sharifho ' ja y ev, Yo. Abdullah y ev. Management. Textbook. - T.: "Teacher" 2001, p . 540 .

⁶ Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.

		reasons for the conflict.
3.	<i>Diversity of goals</i>	The deeper the specialization, the more the departments focus their attention on the achievement of their own departmental goal rather than on the overall goal of the organization. For example, in order to increase the scope of its work and strengthen its competitiveness, the sales department requires the production department to increase the range of products as much as possible. However, it is better for the production department to produce a non-varied product range than to produce a diversified product range from the point of view of cost and efficiency. As you can see, there are different interests here.
4.	<i>Diversity of freedom, independence and self-worth</i>	This reason is one of the most common reasons. For example, if a subordinate says that he always has the right to express his opinion, and the leader responds by saying that "you can only say your opinion when we ask", then a situation for a conflict will arise. Why should a qualified employee not know his worth? He also has the right to give advice.
5.	<i>Arrogance, stubbornness</i>	There are employees who only approve of their opinion and do not compromise at all. Such people are the worst. It is necessary to deal with them extremely carefully.
6.	<i>Unsatisfactory communication</i>	Lack of communication, or poor communication, can be both a cause and a consequence of conflict. If the management does not provide timely information about the newly introduced salary system to the employees, then the interest of the employees in increasing the labor productivity will not change.

Experts distinguish six categories of "conflict" individuals, which cause excessive conflicts among people : (Table 2).

Table 2. It causes too much conflict persons

T/r	Quality of individuals	Explanation
1.	<i>A demonstrative person</i>	These are: always strive to be the center of attention. They are the initiators of any passionate debates.
2.	<i>An arrogant person</i>	These are: - have a high opinion of themselves; - they do not consider other people's opinions; - they do not look at their behavior from a critical point of view; - jizzaki, thin-skinned, will be offended; - they "mix" and spread the poison to the surrounding people.
3.	<i>Unbridled personality</i>	These are: - have very poor self-control; - are distinguished by involuntary actions; - they are aggressive; - people who cannot be understood at all.
4.	<i>A very specific person</i>	These are: - they are too demanding ; - are always in doubt; - they become nervous; - they are indecisive.
5.	<i>Goal oriented person</i>	These are: - see the conflict as a weapon in the realization of their personal

		interests; - they cheat others and use tricks for their own benefit.
6.	<i>Non-conflict individuals</i>	These are: - as soon as they are satisfied with their actions, they create new conflicts.

Types of conflict.

An organization can be seen as a network of interrelated organizational units as people work together to achieve their goals. Strategic management is understood as the skillful management of interdependence. The relationship between organizational units greatly affects the interdependence of these units. There are four main types of conflict in relationships. 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.⁷

An internal personal conflict arises when a person is given conflicting tasks, the final demands of the leader do not match each other, and the executor does not know what to do in such a situation.

For example, let's say that the head of the department in a department store demanded that the salesperson serve customers without smiling. And if he later complains to the seller that he finally spent a lot of time on this job and as a result did not fill the department with new products, such a request will contradict the previous request. As a result, the seller does not know what to do.

Here is a conflict situation for you.

Another example. If the head of the production department requires the worker to produce a large number of products, the head of product quality requires him to increase the quality of the product, even if it does not exceed the plan. So what's the poor worker to do? He is torn between "two grasses" and does not know what to do. As you can see, we are facing a conflict situation here as well.

In our first example, a conflicting situation arose as a result of one person's conflicting and conflicting demands, and in our second example, such a situation arose as a result of the violation of the principle of sole governance. 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 person is considered as twofold: dispositional and situational determination.⁸

Studies and observations show that such situations arise as a result of the employee's dissatisfaction with his work, lack of confidence in himself and the organization, as well as the frequent occurrence of nervous breakdowns in the employee.

Interpersonal conflict is a common conflict in life. Such disputes can be cited as follows :

In the family:

- between husband and wife;

⁷ Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.

⁸ Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

- between father and child;
- between mother and child;
- between child and child and so on.

in development:

- between employee and employee;
- between the employee and the manager;
- it can be between leader and leader and so on. This can be illustrated as follows (Figure 18.2).

In most cases, the conflict between individuals arises due to the incompatibility of their views on this or that issue, the distribution of resources between managers, and unsatisfactory working conditions between employees and managers. There are cases of such disputes even when two candidates are nominated for the same position.

Personality conflict can also be due to interpersonal conflict. After all, people of different categories and verbs do not always understand each other. Although it may seem so at first glance, 75-80 percent of interpersonal conflicts are motivated by material interests. 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.⁹

Conflicts between a person and a group usually arise due to the fact that the opinion or interest of some individual does not match the opinion or interest of the group. Let's say that an associate professor of a university works in 2-3 other places, including a company, in order to earn money in addition to his main job, it is against the interest of the department. Because the team of the department is not interested in him working in so many places and not being able to finish the work at the main workplace. Such a contradictory situation causes a conflict between them.

In a similar situation, inappropriate punishment applied by a leader to employees of a department can lead to a conflict between the leader and the group.

Conflict between an individual and a group in the population is also a result of disagreement between an individual and a group.

For example, one of the ways to increase the production of a product is to reduce its price relatively. During the discussion of this issue at the meeting of the organization, one group of employees says that such a way will enable the organization to fulfill the plan, while another employee says that such a way will reduce the quality of the product, and moreover, the quality of the product currently being produced is the same as that produced in competing organizations. he tries to prove this way wrong by implying that such kind of product is of inferior quality.

Here, the opinion of a group of employees does not match the opinion of an individual employee. Such a situation is also a reason for conflict.

In each production team, the interaction of employees is in two structural frameworks:

- 1) formal (official);

⁹ 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.

2) takes place in informal (informal) circles.

The formal group indicates the administratively strengthened formal relations of the employees in the production and social activities. A formal group is defined according to the mutual relations of people arising from job duties.

An informal group represents informal relations based on personal sympathies and antipathies, common interests, similarity of characters, and mutual understanding.

Both groups are constantly influencing each other, and in this process conflict situations arise.

Intergroup conflicts:

- between departments and departments;
- between the administration and the trade union;
- between departments and administration;
- An example would be department-union disputes.

This type of conflict is particularly evident in conflict situations between unidirectional management groups and headquarters management groups. 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.¹⁰

Those employed in headquarters management teams tend to be younger and more talented than those employed in unidirectional management teams. They often like to deal with "*street*" words. This makes the interaction between the groups more serious. Leaders in one direction can reject their recommendations by stating that they are subordinate to the headquarters leaders in terms of receiving information.

In extreme circumstances, the leaders of one direction will deliberately choose such an option of the recommendations made by the headquarters leaders, that this option will ultimately cause the failure of this work. This action would be an attempt to "*replace*" or retaliate against the experts. Infuriated by this, the headquarters leaders make it more difficult for the leaders in one direction to penetrate the information and make them more dependent on them.

In such cases, a conflict situation arises, and gradually it matures into a confrontation.

Conflicts often arise because the goals of departments within the same organization do not coincide with each other.

Intergroup conflicts are mixed conflicts by their nature, because their emergence is influenced by all the above types of conflict.

Depending on the abstraction, conflicts can be open or closed.

Open disputes usually arise directly in front of the opposing parties. They are fully matured before the collision occurs. Since such conflicts are under the management's control, they pose little risk to the organization and are easy to manage.

¹⁰ 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.

For example:

- a certain department of the organization prefers to get a high profit by selling its products abroad, and to get a profit by buying them at a low price to departments within the same organization;
- medical personnel employed in the day shift may complain about the medical personnel employed in the evening shift due to the low level of service to workers, and vice versa;
- the sales department always wants to have more than enough product in the warehouse to satisfy the demand of consumers, and the production department is not interested in this, because such behavior leads to an increase in production costs, which in turn, it leads to an increase in the price of the product.

Closed conflicts are extremely dangerous. Such disputes can be likened to a mine that explodes gradually at the appointed time. If the conflict is not yet *"ripe"* or hidden from people's eyes, in other words, the conflict is *"within" people*, know that it is ultimately dangerous and very difficult to manage. 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.¹¹

Hidden disputes often arise as a result of development in the form of conspiracy, incitement, trickery, corruption. They are aimed at discord and destruction, and lies, fabrications, and slander are the main weapons of the opponents.

Open disputes often arise as a result of development in the form of an exclamation. They are expressed in open calling, sounding, calling. In this case, a group of employees tries to turn the interests of official or informal groups that are opposed to them to their own benefit.

Depending on their nature, disputes are divided into objective or subjective disputes.

Objective disputes include disputes related to real shortcomings and problems that arise during the development of the organization. These conflicts are practical conflicts that serve to develop production, improve the leadership style, and create a normal *"spiritual climate" in the organization*.

Subjective conflicts include conflicts that arise as a result of different personal opinions of people about this or that reality. By nature, these conflicts arise as a result of emotion, emotion, and curiosity. Usually, such disputes arise as a result of conflicting opinions of people who cannot see each other spiritually or do not understand each other or do not want to understand each other.

Depending on the outcome, conflicts are divided into constructive and destructive conflicts.

Constructive conflicts imply that appropriate changes will be made in the organization, and as a result, the object (cause) of the conflict will be eliminated. If the conflict has no basis, then this conflict is called a destructive conflict. Such disputes destroy the relations between the employees, then the production process, the managers are on the verge of derailment. 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

¹¹ 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.

and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.¹²

It should be considered that any constructive conflict, if not prevented in time, will turn into a destructive conflict, that is, people show their hatred towards each other, look for dirt under the fingernails, every word. They are trying to find a hook, knocking down the dignity of the people around them, forcing their own opinion, and refusing to solve the problems that have arisen. In most cases, the transformation of constructive conflicts into destructive conflicts is related to the personal characteristics of the participants in the conflict.

The emergence of a conflict and the occurrence of a conflict is a whole process, which includes the following stages.

At the first stage of this process, a situation arises for a conflict, that is, the conflict of interests of the parties is objectively demonstrated. But there is no open conflict. Such a situation may arise at the initiative of either party or under the influence of an "inherited" residual dispute.

The conflict situation can be objectively caused by the opposing side or its opponents. They are wealthy parties of varying degrees. For example:

Level 1 opponents are individuals;

Level 2 opponents are groups;

Level 3 opponents are organizations;

Level 4 opponents are individuals who make decisions on their own during dialogue. In the development and occurrence of the conflict, the influence of religion is almost negligible.

Another element of a conflict situation is the object that causes this situation. Often, a conflict situation arises due to the inability to "share" this object or the injustice of "having" it. As a result, the conflicting parties try to take a decisive position in their interests.

There are also external elements of the conflict situation. These are:

- excessive emotionality;
- inability to express one's opinion clearly;
- not wanting to understand each other;
- baseless ingratitude, etc.

Several functional consequences of conflict are known. These results indicate that conflict management has had a positive effect. 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.¹³

It is manifested in the adoption of a favorable decision for both parties in the resolution of the dispute. Opposing parties are satisfied that the solution of the dispute is approached from the point of view of equal interests. **Such a consequence, in turn, creates barriers to decision-making on conflict resolution, i.e., dividing the opposing parties into each other:**

¹² Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.

¹³ Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

- enmity;
- hostility;
- hostility;
- allows for the mitigation or complete elimination of biased barriers such as unfairness.

Another aspect of the functional consequence is the tendency of the opposite parties to cooperate more, and even to avoid conflict in the future.

The functional consequence can be reflected in the mutual secrecy of the opposite parties, in the thoughts that are deliberately left unsaid under the suspicion that "the thought being expressed is against their interests." As a matter of fact, such a consequence encourages the improvement of the quality of decision-making, because such a situation encourages a more in-depth analysis of the causes and objects of the possible conflict of the opposite party, and a "diagnosis" of it.

The functional consequence can be manifested in open protests. They allow the parties to reveal the essence of different points of view, get additional information, and find alternative solutions.

If effective ways of conflict management are not found, then the following dysfunctional consequences may occur that prevent the achievement of the goal, **namely**:

- dissatisfaction, displeasure, displeasure;
- bad mental state;
- increased dissatisfaction;
- decrease in labor productivity;
- decreased cooperation in the future;
- greater loyalty to one's own group and less competition from other groups;
- suspecting the opposing party as only "enemy", thinking of one's own goal as positive, and the goal of the opposing party as only "negative";
- ending cooperation and entering into a dispute with the opposing party;
- weakening mutual relations and cooperation, increasing enmity, enmity;
- change the emphasis: focus more on "winning" the conflict process rather than solving the real problem.

These consequences work only in a negative direction, and if the conflict is not reached - to mature, if it is stagnant - to provoke, if it is not serious - to make it more serious, if the conflict is likely, to make it happen serves. In short, it feeds the mill of hostility.

Conflict management ¹⁴.

There are several effective methods of conflict management , which can be divided into two categories:

- structural;
- between individuals.

A leader should not assume that the root cause of conflict is people's actions. Of course, such differences can cause conflict, but they are often only among the factors that lead to conflict. Before eliminating the conflict, the leader should analyze the causes of its origin using various methods.

¹⁴ DS Qosimova. Management theory. Textbook. A think tank. 2011, p. 130.

There are four structural methods of conflict resolution:

- explain job requirements;
- use of coordination and integration mechanisms;
- defining a set of general organizational goals;
- application of the incentive system.

Clarifying job requirements is one of the best ways to manage conflict. It is necessary to explain to each employee, what results are expected from the department's work, and the system of their basic rights and duties. 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.¹⁵

Another way to manage a conflict situation is to use coordination mechanism - chain of command, distribution of powers. If there is a disagreement between one or two employees on some issues, they can turn to the general superiors for a decision to avoid conflict. The single leadership method allows to avoid conflict situations, because the leader knows exactly who he is subordinate to. conflict management, it is necessary to use integration tools such as management hierarchy, task linking services, and target groups.

There are five interpersonal styles of conflict resolution¹⁶:

Limitation (distancing). A perfect person tries to stay away from quarrels. When the dispute escalates, he does not participate in the discussion. Such a method is used by the parties who are not interested in resolving the conflict situation and want to maintain the apparent good relationship. This type of conflict is observed in cases where the positions of the conflicting parties are not yet reached or the positions of the conflicting parties are close.

If the conflict is due to subjective reasons, then the avoidance strategy is the preferred strategy. Because it allows the parties to calm down, once again reflect on the situation, understand it with understanding, and finally come to the conclusion that there is no reason to continue the conflict. If the conflict is caused by objective reasons, the strategy of distancing will lead to defeat on both sides. Because during the period of distancing, time is extended, the reasons for the conflict situation deepen, in short, "the wound gets eaten".

Polishing. This method aims to resolve conflict by encouraging people to do good. In a conflict situation, opposing parties are urged to be polite to each other, to not get angry over trivialities, and in general, to "rock" the boat that is sailing together at the same time. This method is used in cases where one of the two parties has a higher position or position and he does not consider it necessary to enter into an argument regarding this conflict. In this case, the side that refuses to engage in conflict allows the opponent to get what he wants, but the terrible "fire" between the two sides is extinguished, and it is possible to maintain a good relationship in the future.

Coercion is the acceptance of the will and word of one of the parties by force. The party that wants to pass its word does not consider the opinion of the opposite party, it denies it. A side that uses this strategy aggressively forces its will on the other side. This method is mostly applied to those who work under the leadership.

The coercion strategy stifles the initiative, leads to the instability of the "spiritual climate" in the organization. Especially, this method arouses hatred among highly qualified, relatively young professionals.

¹⁵ Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

¹⁶ М. Sharifho ' ja y ev, Yo. Abdullah y ev. Management. Textbook. - T.: "Teacher" 2001, pp. 554-556 .

Agreement. The most important condition for successfully getting out of a conflict situation is the ability to compromise. Amicable dispute resolution is a highly valued strategic method that provides a solution that is satisfactory to both parties.

Problem solving - this method is based on an in-depth analysis of the causes of the conflict and taking into account the opinions of all parties in order to find a solution that satisfies all parties. Proponents of this method want to achieve their goal not through the goals of others, but at the expense of finding the most reasonable solution to the conflict.

For example, in an organization where there is a conflict between the sales department and the production department, the problem can be solved by organizing the services of units that coordinate orders and sales objects.

Thus, it is necessary to be able to manage it using a unique method of problem solving in a complex situation where conflicting views have arisen. It is important to find a solution to the problem that is acceptable to all parties to the conflict. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public 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.¹⁷

A conflict between management and employees in an organization can have a bad effect on only "selected" people, not the "whole team". It is impossible to solve such a conflict in one way, on a large scale. In solving this conflict, the leader should strive for cooperation with *his intelligence, justice, and cultural level*, that is, he should find a solution based on equality, not in the position of governor, in this conflict situation. **For example, the following are very important in this process:**

- mutual recognition of the parties;
- listening without interrupting;
- demonstrate understanding as another person;
- understand how another person perceives (understands) the situation in the conflict process;
- clearly imagine the topic under discussion;
- forming a general view of the topic;
- determine the outcome being compromised;
- writing down (analyzing) the content of the dispute;
- choosing a common way to resolve the conflict in cooperation;
- common in cooperation come to a conclusion (compromise).

Such a path is a difficult but wise path. Biming requires experience.

In today's conditions, a leader should not only know his field well, but also be a good organizer, psychologist and educator. For this, every manager should independently acquire the following disciplines: sociology, psychology, pedagogy, and professional ethics. It is necessary to work with them in conditions of serious changes in our life, activation of the human factor, collective self-management.

Such a leader organizes his work correctly, successfully fulfills the goals and plans assigned to the team on time. To create a healthy mental climate in teams, the leader should :

¹⁷ Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14–17.

- to the personal qualities of various employees;
- age, ability, qualification, talent;
- solidarity among workers;
- to the ritual of social communication that closely binds mutual assistance;
- that the competitive environment is organized;
- to the level of strengthening the sense of responsibility of each employee for the final results in the organization;
- productivity of team members;
- motivation level should be paid attention to.

The leader should solve every conflict situation calmly and without haste.

Summary

Conclusion , it should be said that being able to find a way to the heart of every person who is a member of the team is of the main importance in the work of my teacher. A leader who knows this will be able to solve all kinds of conflicts that arise in the work process within the team, together with public organizations, without sending it to higher organizations. Being able to find a way to the heart of every person who is a member of the team is of the main importance in my work. A leader who knows this will be able to solve all kinds of disputes that arise in the work process within his team, together with public organizations, without sending them to higher organizations.

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