Resolution of conflict situations in the labor sphere

M.N. Abdykalikova*[1] , **G.K. Aikinbayeva[2]**

[1]Academy of Public Administration under the President of the Republic of Kazakhstan, Astana, Kazakhstan
[2] L.N. Gumilyov Eurasian National University, Astana, Kazakhstan

(E-mail: Marta.Abdykalikova@apa.kz , gulden_1975@mail.ru)

Abstract. Interpersonal conflicts in the workplace represent a significant source of stress that causes suffering, because they lead to the contesting of certain resources belonging to employees, or they are also rooted in the threat or loss of certain resources. The purpose of the research work is to analyze the actions of a third party that impedes the organization's ability to limit the occurrence of conflicts, punishable practices, and limit the individual and collective consequences of such behavior when they occur. The results and practical recommendations presented in the paper can be used in the work of management bodies, become the basis of lecture courses for management personnel on conflict management training in organizations, and also be used as a training manual for seminars. The results of the study provide recommendations for various levels of conflict prevention and resolution mechanisms at various levels within an organisational setting. The integration of conflict prevention mechanisms is crucial for minimising the hidden costs associated with conflict within organisations. Our review of the scientific literature shows that this is extremely relevant, since conflicts involve hidden, but high costs, and that any organization will benefit if it takes this issue into its own hands. Faced with the growing restrictions imposed on workers, the reduction of their autonomy and the collapse of labor collectives, workers need help. The proposed mechanisms and methods in the article provide such assistance, providing both a "valve" for mitigating painful events, and friendly listening, as well as a set of tools for improving organizational life.

Key words: labor, labor sphere, conflicts, workplace, settlement, third party.

Introduction

The relevance of the chosen topic is due to the fact that conflicts, including interpersonal ones, are often found in organizations, and most of them are not resolved satisfactorily. This problem is also a social problem for Kazakhstan. So, in 2022, as part of the consideration of Kazakhstan's ratification of Convention No. 190 of the International Labor Convention [1], the Ministry of Health, together with the UN structure for Gender Equality and Empowerment of women "UN-Women" conducted a study on the level and main causes of conflicts in the workplace between men and women in Kazakhstan. As part of the study, a sociological survey was conducted, in which 1,340 women and 208 heads of organizations took part [2]. About 13% of women surveyed reported that they had been subjected to psychological pressure in the workplace, and 10% of employers received complaints from female victims. It is worth emphasizing that no facts of physical violence were announced during the survey. Unpleasant touching, flirting, courtship, kissing attempts (17%), inappropriate jokes (16%), comments and gestures of a non-working nature (16%) were noted among the most frequently recognized types of psychological pressure.

The Government of the Republic of Kazakhstan is carefully studying this issue, amendments to the regulatory framework are planned, as well as information and explanatory work among employers to introduce aspects to the content of corporate ethics codes aimed at preventing psychological pressure in the workplace.

However, we believe that this is not enough, a systematic approach to this problem is needed, as well as new methods and mechanisms for solving conflict problems in the workplace. In this regard, within the framework of the scientific article, the authors propose to study the international experience of solving this problem in order to apply it in Kazakhstan. It is worth noting that in this article we consider only new methods, tools and approaches in the context of conflict resolution technologies.

During the review of conflict resolution in the workplace, we found out that the basis for resolving any conflict situations is the regulatory framework, which includes the International Labor Organization Convention No. 190 "On the Elimination of Violence and Harassment in the Workplace" [3], the Criminal Code of the Republic of Kazakhstan: articles 123 and 131 [4], and also the Labor Code [5] in accordance with paragraph 1 of article 64, as well as an official appeal to the management and the trade union of the company organization.

Despite the existence of a legislative framework, there are no other institutions on the territory of Kazakhstan, as well as scientific research that would help prevent or resolve the conflict in the most effective peaceful manner. Such a successful example of the development of new technologies for conflict resolution in the workplace for Kazakhstan can be the conflict resolution units in Switzerland [6].

Thus, the purpose of the research work is to analyze the actions of a third party that hinder the organization's ability to limit the occurrence of conflicts, punishable practices and limit the individual and collective consequences of such behavior when they occur. Accordingly, the

object of the study is a third party, which plays a key role in the prevention and resolution of conflicts. The subject of the study is conflicts in organizations, the peculiarities of their course, the causes of their occurrence, the dynamics of development, active forces and methods of their settlement.

The purpose of the study was to identify the following tasks:

• to analyze theoretical and methodological approaches to the analysis of social conflicts;

• to study modern research, statistical data, as well as surveys related to conflict situations at work within the framework of international experience and in Kazakhstan;

• based on the material of sociological research and international experience, to analyze the main causes and features of conflicts in organizations and develop on this basis specific practical recommendations for their prevention and resolution.

The research methods and tools were selected and applied by the authors in accordance with such scientific principles as objectivity and universality, historical specificity. In the course of studying the conflict, the method of analysis and synthesis, formalization and concretization, reduction, inductive-deductive method was used.

The methodological basis of the research is presented by systematic and integrated approaches to the study of organizational and labor conflict management problems

The relevance of the problem under study allowed us to formulate a working hypothesis, according to which the formation and implementation of an independent conflict resolution unit contribute to reducing the level of conflict and professional stress, which will improve the quality and efficiency of employees. The value of the conducted research lies in the novelty of the proposed methods of conflict resolution in the sphere of labor in the Republic of Kazakhstan.

Methodology

The theoretical basis of scientific work is research data, statistical data, as well as the works of foreign scientists who develop problems of labor relations, ensuring their stability, ways to prevent and resolve organizational conflicts.

In the course of the work, the theoretical aspects of the chosen topic were studied, as well as an analysis of the current situation of conflicts in the workplace both in foreign countries and in Kazakhstan. Further, new methods and approaches to conflict resolution were studied, as well as some recommendations for their implementation were developed.

The methodological basis of the research is presented by systematic and integrated approaches to the study of organizational and labor conflict management problems.

Research methods. To test this working hypothesis and solve the tasks, the following methods were used:

1) methods of theoretical research: study and analysis of literature on the subject of research, system analysis, logical modeling of social processes, on the basis of which the initial theoretical provisions of the study, its main concepts, directions are determined;

2) empirical methods: observation, survey and questionnaire, study of documentation, statistics; analysis of the results obtained.

3) mathematical methods: statistical processing of the obtained data.

Discussion and Results

In the course of the scientific work, the works of foreign authors on the topic under study were studied, which will be presented below.

The main sources were studies conducted in different countries. For example, Pearson C. & Porath C. [7] noted that 50% of Canadians believe that they suffer from impoliteness at work at least once a week, and 25% believe that they witness daily manifestations of impoliteness that concern themselves or their colleagues. A survey of psychologists from the University of Rouen [8] was also conducted using a questionnaire for people included in the Register of the National Association of Victims of Psychological Pressure at Work. Cases with these people have passed a "probability test" to make sure that they are really in situations related to psychological pressure in the workplace. Of the 190 questionnaires sent, 105 were returned. Most of the victims are women over 40 years old (72.4%) (average age 46 years). The average work experience in the organization is twelve years, about 70% of them have a level equal to at least one bachelor's degree. In three out of four cases, this kind of stress occurs every day or several times a week for an average of two years and nine months. In this study, the aggressors are mainly men over 40 years old (72.5%). In 80% of cases, there are at least two of them, and the first one is often a boss with the same license or higher. In most cases (87.5% of cases), several people become victims of the same persecutors. In 45.2% of cases, the number of victims exceeds four people. Colleagues treated the victim positively in less than 30% of cases. Human Resources Management (HRD) helps the victim only in 5.7% of cases. Most often they support the persecutor (42.9% of cases) or remain indifferent (33.3%). By sector, the public sector leads the way (54.2%), followed by the private sector (35.2%) and the associative sector (10.5%). Monitoring methods vary depending on the field of activity.

In another study, the average age of victims of psychological pressure is 48 years, and the average duration of a psychological attack is just over three years (40 months). The process of psychological pressure is often aimed at achieving a goal or retirement. This may affect all categories of employees. Although the persecutors do not have a psychological profile, there are cases when there are some characteristic features [9]: atypical people who are too literate or take up too much space, those who resist persecution. 58% of cases of psychological attacks come from managers. 12% report that they were subjected to psychological pressure from colleagues, and only 1% report that they were subjected to psychological attacks from subordinates. M.-F. Hirigoyen in no case specify the initial number of women and men. The only hypothesis proposed is that women are more likely to turn to psychologists, and introspection is a culturally recognized practice in which women have achieved results reflecting the initial imbalance in the division of labor between men and women.

Other studies show the opposite trends. Community Research "Ending Moral Harassment" [10] shows that everything depends on the hierarchical situation. Since psychological pressure is often carried out from top to bottom, harassment is often initiated by women in public institutions, since it is easier for women to occupy leadership positions there. According to a study by the association based on 1,200 records, 42% of criminals are women. This is the result of over-representation of the private sector, which accounts for three quarters of

cases of psychological attacks in the workplace. A telephone survey conducted by the Sofres Institute on June 1 and 2, 2001 on behalf of the Adia interim administration sheds lighter on the consequences of collective perception: women are more or less victims than Gervais, which contradicts the prevailing perceptions, since every second Frenchman believes that there are more victims than men. Most often, women are compared with men (the other half believes that the variable "gender" does not affect).

At the same time, for example, in Canada in 2002, sociologist A. Soares, a well-known expert on psychological pressure in Quebec, conducted a study among members of CSQ (Central Syndicate of Quebec) in order to determine the impact of psychological pressure on the mental health of victims and witnesses and to study the impact of social racial relations on the mental health of victims and witnesses. 2,000 questionnaires were sent out, and the response rate was 33%. According to the preliminary definition of the concept, 10.9% of beneficiaries reported psychological pressure, and 6.1% witnessed similar actions. The study cannot establish a correlation between personal characteristics (age, gender, ethnicity, type and state of work) and people who are subjected to psychological attacks. A man or a woman can pursue another man or woman indifferently. In most cases (53%) bullying comes from one or more colleagues, and only in 22.4% of cases. this happens because of the boss, and the rest of the insults are distributed between subordinates and strangers. As expected, it is the victims who have the most symptoms of psychological stress. Then, in descending order, there are people who were persecuted last year, witnesses of psychological pressure and, finally, those who did not know them either far or close. Similarly, people who are bullied have a higher level of post-traumatic stress than people who have been victims or witnesses of this bullying in the past. The author condemns the tolerance of leaders, which allows hostile actions to continue: 63% of victims have been persecuted for more than two years, 29% for more than five years.

It is worth noting the pioneering research of psychologist H. Leyman on the countries of Scandinavian bullying - the Scandinavian equivalent of moral pressure in Sweden. According to the author, 55% of women are influenced by statistics and 45% by Strad [11], which is not a statistically significant discrepancy. In Norway, a research group on workplace harassment from the University of Bergen has published several articles on this topic since the late 1980s: digital surveys of more than 10,000 Norwegian workers, case studies of victims, monographs of organizations and interviews. Studies by Einarsen, Zapf, Hoel and Cooper [12] showed that 8.6% of respondents had been subjected to psychological violence in the workplace over the past six months. At least 4.5% of respondents have been subjected to serious psychological attacks. The average duration of psychological pressure is 18 months. The most affected companies are large and belong mainly to the industrial sector. Although age increases the risk of harassment, gender does not affect the prevalence rate, since the figures are statistically insignificant: 56% of women compared to 44% of women. There are more male stalkers than female stalkers. On the other hand, a quantitative imbalance between the sexes is a risk factor. Therefore, if you help a man in a predominantly female environment, the risk of bullying increases.

According to M.-F. Hirigoyen [13], from the point of view of gender distribution among the persecuted, these percentages should be related to the socio-cultural context: Scandinavian countries and Germany, unlike Latin American countries, where the macho atmosphere prevails,

are fighting for real gender equality. However, a survey conducted in Scandinavian Finland by D. Salin [14] contradicts this thesis, since women are overrepresented among the victims of pressure. The article summarizes the results of the dissertation devoted to the management of researchers. The survey was randomly sent to 1,000 members of SEFE, the Finnish Association of Graduates of Universities of Economics and Business, with a response rate of 38.5%. 57.3% of the responses were received by women and 42.7% by men, and their number was evenly distributed throughout the country. People who experienced or saw psychological pressure at school were asked to write their own story. 79 people took part in it, of which 60 were women and 19 men. 11.6% of women chose those who were subjected to moral persecution, and 5.5%. Similarly, the results of a survey of researchers from the Faculty of Social and Political Sciences of the Catholic University of Leuven [15]. In Belgium, no statistically significant relationship was found between the gender of a respondent who claims to have been subjected to psychological violence. Thus, the interpretation of the cultural factor reveals its limits.

The study was conducted from September 13 to 19, 2021. He interviewed 1,100 people in 14 regions and cities of republican significance Nur-Sultan, Almaty "the survey was conducted in Kazakh and Russian by calling landline numbers. 53% of men and 47% of women over the age of 18 took part in the survey. The sample was based on the subscriber base of fixed numbers in Kazakhstan. For a certain sample, the maximum size of the statistical error with a 95% probability is no more than 3%," the authors of the study explained.

The Center notes that a total of 92% of the surveyed Kazakhstanis believe that cases of psychological violence should not be ignored and that this issue should be addressed at the state level. 57% of them, in turn, consider it necessary to protect victims of psychological pressure at the legislative and corporate levels. And 35% are convinced that any violation of borders and the rights of others should be punished. 7% of citizens believe that people themselves should be able to defend themselves (6%), and it is not worth fighting psychological pressure, since such cases do not cause significant harm to anyone (1%).

Unfortunately, the chosen topic has been studied very little in Kazakhstan, there are no other studies, scientific papers and statistical data on this subject. That is why this issue requires special attention from scientists and experts, as well as all interested institutions of the state and non-state sector.

In general, the literature on psychological pressure is far from consensus. There is no unanimity in determining the standard profile of the persecuted person, the threshold for repetition of the persecution and its duration. According to reports, the victims of psychological pressure are mainly middle-level women. For other women, there are as many women as men, and for others, men make up the majority. Some studies show that everything depends on the professional environment. If it is dominated by women, as, for example, among educators, bullying especially affects men. As a result of these investigations, which are based on contradictory results, we cannot conclude about the character of the victim of the same sex. In some cases, no company promotes harassment. This may affect all sectors. According to others, the public sector, municipal and humanitarian organizations, as well as SMEs, seem to be at particular risk. Thirdly, it is the industrial sector. According to C. de Gasparo and M. Grenier-Peset [16] in 81.1% of cases the victim is subjected to psychological pressure from one person.

Thus, psychological pressure in the workplace does not have sexual characteristics, in any case, such conflict situations occur between people, and referring it to a specific gender is not of fundamental importance in this study.

However, all experts agree that the problem of conflicts in the workplace, in particular psychological pressure, occurs in all areas of work, and also affects all countries, including Kazakhstan. That is why it is necessary to develop new technological approaches and methods to resolve such conflicts in the workplace.

The term "conflicts" is a general term that covers many situations and, in particular, covers two categories of situations:

– Mobbing. If some subjects distinguish between these two concepts, others evaluate them as synonyms. Although there is no single definition of these terms, both of them are considered an encroachment on the inviolability of the individual. However, the Labor Legislation obliges the employer to take the necessary measures to protect the personal integrity of the employees hired by him.

– Impoliteness. We are talking about "low-intensity deviant behavior with the intention to harm the target in violation of the norms of mutual respect." Ignorance lies beyond the set of deviant behaviors that are officially recognized as unacceptable [17]. Thus, the term "impoliteness" allows us to take into account the vast majority of conflict situations that spoil the life of organizations, not because they are based on the facts of characteristic hooliganism, but because they lead to the fact that each of the parties involved in the conflict believes that they are treated disrespectfully. Thus, impoliteness refers to managerial, not legal treatment.

Improper conflict management leads to consequences on many levels:

• Mobbing can have serious legal consequences and have devastating consequences for the image of an organization, both public and private.

• More broadly, the impact of bullying and insults on workplace health and employee productivity is widely documented in the literature.

Thus, interpersonal conflicts in the workplace are one of the most important sources of stress. In addition, the link between conflicts and absenteeism has been widely demonstrated.

Cortina et al. [18], on the other hand, show that impoliteness leads to a decrease in job satisfaction, an increase in staff turnover, a decrease in organizational involvement and a decrease in productivity. At the last level, Porath et al. [19] showed on the basis of experimental studies that people who have witnessed impoliteness experience a decrease in productivity: their productivity deteriorates significantly when performing simple tasks (performing puzzles), and their unconscious aggressiveness increases. They explain these phenomena by violations of working memory, which create problems with attention and, thus, it is very important to influence productivity and creativity. The development of aggressiveness on the part of victims and witnesses of impoliteness also creates vicious circles in the relevant services.

Finally, the consequences of conflicts and aggressive interpersonal behavior for the quality of medical care were, for example, shown by Rosenstein A. and O'Daniel [20] in the hospital sector: from three quarters of the surveyed doctors and nurses, it follows that certain interpersonal behavior in teams led to medical errors.

Finally, some authors consider the consequences of ignorance, according to the authors of these manifestations of impoliteness. Thus, Fron [21] believes that conflicts with colleagues have different consequences than conflicts with higher managers: conflicts between equivalent positions have a greater impact on people's mental health, while conflicts with superiors have a greater impact on communication with the organization (decreased satisfaction, involvement and even sabotage behavior).

Thus, conflicts cause suffering because they lead to the contesting of certain resources belonging to employees, or they are also rooted in the threat or loss of certain resources.

Hobfall [22] defines stress as a reaction to "the threat of loss of resources, the actual loss of resources or the lack of profit as a result of the investment of resources." Resources are objects, states, conditions, and other things that people value.

The theory of COR (resource conservation) is based on the propensity of people to search for situations that allow them to maintain and develop their resources (competence, reputation, autonomy in work, a network of relationships), while the loss of resources for them is synonymous with suffering. On the other hand, the loss of one or more resources can cause a spiral of resource loss, which leads to a high risk of suffering at work.

Within the framework of this scientific work, the authors of the article propose to consider a new approach to conflict resolution in the workplace, namely, to study the experience of pioneers in this field in Switzerland for the adaptation of some of its technologies in Kazakhstan.

The structure and procedure for preventing and combating all forms of abusive behavior are presented by the Conflict Resolution Unit [23], which is usually created with the main purpose of protecting employees from mobbing. However, conflicts that can be brought to the attention of these cells are most often registered in the illiteracy register. This action allows the organization to limit the huge costs associated with poorly managed interpersonal conflicts.

All this shows that the cost of unresolved conflicts is huge in most organizations and has many consequences in terms of legislation, reputation, psychological health, absenteeism, productivity and quality of service.

Thus, the creation of a conflict resolution unit allows you to save some of these costs by preventing or regulating some conflicts that arise in organizations. However, such conflict management occupies a special position.

For example, Thomas and Schmidt [24] estimated that managers spend 25% of their time on conflict resolution. However, in some cases they feel overwhelmed by conflicts and do not know how to deal with them. In other cases, they themselves are the cause of conflicts: there are many recent works that emphasize the concept of "toxic leadership" or cruel supervision. In these cases, there is a need for a third person.

It must have the following characteristics:
– It should be a neutral, impartial, independent third party.
– Under no circumstances should this third party be involved in the situation; it must necessarily be external.
– She must have special skills in conflict management.

Thus, the position of a third person assumes that he should be able to act in a situation, but not have power over the situation (which could lead him out of his neutral and external

Л.Н. Гумилев атындағы Еуразия ұлттық университетінің ХАБАРШЫСЫ.
Педагогика. Психология. Әлеуметтану сериясы
ISSN: 2616-6895. eISSN: 2663-2497

№4(149)/ 2024   301

position). This includes positioning outside of hierarchical lines. First of all, this is expressed in the presence of solid knowledge, because we are talking about the ability to develop a system without having real power over this system: then the ability to convince, indirectly change the views of participants is at stake.

Thus, a third party intervening in a conflict presents a special position in the face of conflicts and manifestations of ignorance, the responsibility for which primarily falls on the local leadership.

The so-called ARC cell, that is, the conflict resolution unit in Switzerland, although it is an internal division of the municipal administration, is independent and does not have a hierarchical relationship with the latter. Functionally, it is directly connected with the municipality, in particular with the municipal personnel department. Administratively, for practical reasons, he is attached to the personnel department. The cell has its own budget and operates autonomously. ARC Cell's offices are located in a neutral building located in the city center, close to the workplaces of most city employees, to guarantee privacy for people visiting the cell.

The ARC cell has developed a consulting practice based on the so-called Palo Alto system and strategic model. This approach considers the question of "how" rather than "why" in terms of interconnection and system. We are talking about mobilizing a person and turning him into an initiator of changes in such a way that he manages to regain room for maneuver and adopt behavior that will contribute to the positive development of a problematic situation. With this in mind, the respondent seeks to encourage the person who is always considered responsible for himself to experiment with other ways of behavior and reaction that allow him or her to act and react in order to circumvent and even use his resistance to force him to look at the problem situation differently and get out of it.

Another function of the ARC cell is formal mediation, which is used less regularly. This involves the participation of an interested third party and the provision of information to the head of the service, which scares off some people who do not want their actions in relation to the ARC unit to be known. In addition, in situations where the hierarchy is informed about the problem, if it shows a willingness to participate in solving the problem, a dialogue-based approach is often preferable.

Principles of operation:

• Consultation with ARC cell is strictly confidential.

• ARC delegates take a neutral position, without indignation, without condemnation, without ideological beliefs.

• They do not adhere to the logic of "executioner /victim" and seek to pull people out of this binary articulation, which makes them participants in the search and implementation of solutions.

• They are looking for ways to create organizational learning by embedding possible information into services while ensuring confidentiality.

The ARC cell, which prefers the logic of distancing itself from the organization and interacts with intersectoral services only on an ad hoc and informal basis, increasingly intervenes in conflict situations at the initial stage. His practice underlies this evolution, which was caused, in particular:

• a pragmatic approach focused on finding solutions, with an emphasis on consultations so that interested parties in conflict situations become participants in the settlement process.

• trusting relationships, as well as a completely neutral and benevolent position that the ARC cell establishes with parties interested in conflicts in which it intervenes.

• his independence from the organization, which allows him to flexibly intervene and adapt his care to the specific needs of different situations and their participants.

• Seeking to guarantee its independence and neutrality and communicating to interdepartmental services and politicians only the information that they consider really useful, the ARC unit strives to act at the organizational level in order to prevent.

Some statistics:

In 2014, 107 people (about 2% of the staff) turned to ARC camera in 95 different situations. 202 people were involved in efforts to resolve these situations. 50% of the situations described in the ARC cell relate to relationships, are related to psychological or sexual harassment or abusive behavior. In the other half of the cases, people come to prevent the deterioration of working relationships, faced with various situations.

The types of situations that have prompted employees to resort to ARC cell are numerous in nature and demonstrate considerable diversity. They were selected taking into account the variety of methods of cellular intervention.

Table 1

Types of situations in which ARC is used

Type of conflict	Number of cases
An employee experiencing difficulties with senior management	10
Problem managers with one or	
more employees	9
Difficulties in the team	4
Difficulties between equivalent colleagues (2 subordinates or 2 managers	4

a) Employees experiencing difficulties with senior management

The largest number of requests to the cell refers to employees (who are sometimes managers themselves) who have difficulty communicating with their management. The conflicts that lead them to this remedy are based on the perception of unfair treatment, which can be at three levels of varying intensity:

– Some feel undervalued by their supervisor, who, from their point of view, does not take into account their skills or workload.

– Others feel like victims of impoliteness (that is, behavior that does not arouse respect, but which cannot be qualified as hooliganism).

– Some believe that they are the object of mobbing.

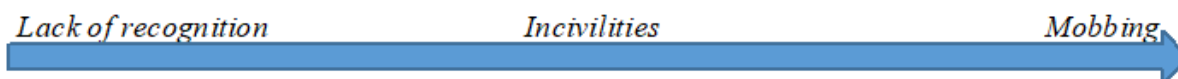Lack of recognition   Incivilities   Mobbing

Figure 1 – Different levels of intensity of feelings of injustice among employees seeking help from ARC

This scale (fig.1) refers to the increase in negative emotions. however, these three levels of problems are sometimes intertwined:

The first level (inability to recognize) intersects emotional aspects with organizational and managerial ones. Interested persons perceive personnel decisions made by their management as a fundamental injustice: denial of training, remuneration, which, in their opinion, is lower than that of their colleagues, rejection of their candidacies for certain positions. This sense of injustice can be felt very strongly and lead to negative emotions, stress, and detachment.

The second (impoliteness) refers to emotional and interpersonal aspects. This applies to employees who feel humiliated and insulted by their boss. The consequences of this sense of humiliation are often very significant when it comes to psychosocial risks. The victims experience a high level of stress with concomitant phenomena: sleep loss, isolation, depression. Some say it took them months or even years to recover from the consequences of these situations.

The third (mobbing), in addition to emotional, emotional aspects and health effects in the workplace, concerns legal issues. This can have very important consequences for the organization and elected officials. However, mobbing can rarely be characterized: in most cases, people who consider themselves mobbs tend to think that they are the object of uncivilization [25]. In the situations that were presented, the following solutions were proposed:

– One-on-one interviews.

– Consulting interviews, coaching: helping a person to develop an attitude and communication that will help defuse the situation and get out of a conflict situation.

– Management coaching interviews: assistance to the manager in solving and eliminating difficulties that he may face when managing his team.

– Mediation process between 2 people or a team.

– Consultations involving various stakeholders, usually HR, hierarchy and team members: analysis of organizational dynamics and proposals of organizational measures (for example, redefining areas of competence, thinking about workspaces and time ...).

– Trainings: for management or a specific organization, on issues related to conflicts, violence, etc.

– Request to initiate an investigation.

From a synthetic point of view, our analysis of the cell and its functioning can be summarized in the following table.

Table 2

Strengths and weaknesses of the ARC cell

	+	–
In relation to internal stakeholders	– Recognized experience – Respect for the confidentiality and position of everyone – Neutral posture and benevolence – Improvement of numerous conflict situations	– Difficulties faced by the expectations of the entire staff – Positioning is complicated in relation to certain city services that cause more competition than cooperation – Limited powers
In relation to external stakeholders (local governments, population, etc.)	– The image of attention to the difficulties of the staff – Original know-how – Methods of regulation of an extremely strict nature	– Legality, which must be constantly protected

The work done in this study encourages us to develop a set of proposals for creating a system for preventing psychological pressure and conflict resolution and management. To begin, we will present the different levels of prevention. A comprehensive system for the prevention of psychological pressure should focus on primary, secondary, and tertiary prevention [26].

Primary prevention is aimed at reducing risks that may have adverse consequences for employees.

In the context of our research, the following actions can be taken in this direction:

• measures aimed at developing and ensuring a healthy and favorable working climate (working conditions, organizational values, recognition, clear distribution of roles and responsibilities, etc.)

• training of managerial personnel

• training of all employees in communication and conflict resolution skills

• information about unacceptable behavior

• seminars to raise awareness of the problem of psychological pressure.

Secondary prevention aims to identify risk-related situations in such a way as to treat them before they develop into a serious one. The main measures related to this type of prevention are:

• mentor's attitude to listening and seeking dialogue with employees

• treatment of dysfunctions with coaching as soon as they occur

• providing employees of one or more persons with resources with which to get advice on how to behave and communicate in conflict situations

• interpersonal and collective mediation

• interventions at the organizational level.

Tertiary prevention is aimed at limiting the consequences of failures in functioning, preventing their recurrence and facilitating the reintegration of people.

With this in mind, the following measures may be proposed:

Л.Н. Гумилев атындағы Еуразия ұлттық университетінің ХАБАРШЫСЫ.
Педагогика. Психология. Әлеуметтану сериясы
ISSN: 2616-6895. eISSN: 2663-2497

№4(149)/ 2024   **305**

• initiation of an investigation to determine the presence or absence of conduct to be punished

• in case of harassment, offer support to the person who is being "harassed" and facilitate his psychological and professional reintegration into the organization (regular interviews, psychological support, offer of a suitable position, information for the team)

• "sanctions" measures of different levels for the "violator"

Conclusion

We would like to emphasize the importance of establishing a trusting relationship between the organization's employees and the participants of the mechanism. Indeed, the earlier employees who face difficulties in relationships turn to the department for help, the better it can perform its preventive role.

Thus, the chances of regulation are higher, and, consequently, the costs of psychosocial risks associated with conflict are lower. The analysis of the Geneva ARC State Trust cell notes that for a potential user, the decision to contact the conflict management service is often a difficult step that requires considerable courage. There are many obstacles to seeking help in the conflict management system: fear of being stigmatized, fear of backlash, doubts about confidentiality, fear of lack of impartiality, the impression that his problem is not serious enough to turn to such instances, a sense of depreciation associated with the fact that he cannot cope alone with its own difficulties, fear of the external view and reproaches for certain behavior. In addition, to start consulting, you need to have the courage to challenge yourself and open up to change. To enter into the mediation process means to have the courage to confront a colleague or boss, a subordinate with whom the relationship is particularly difficult, the courage to discuss what causes pain, and to mobilize to find a way out of difficulties.

Participating in an investigation means having the courage to embark on a lengthy and painful process that has a significant impact on the environment and may have difficult consequences for the applicant [27]. It also means the risk that the incriminated facts will not be recognized, and thus you will feel that you have been misunderstood and you will be accused of destabilizing the organization for minor reasons.

The introduction of a conflict prevention and anti-mobbing mechanism seems fundamental to limit the hidden costs associated with conflicts in organizations. Faced with the growing restrictions imposed on workers, the reduction of their autonomy and the collapse of labor collectives, workers need help. This type of device provides such assistance, providing both a "valve" to mitigate painful events, and a friendly listening, as well as a set of tools to improve organizational life [28].

However, the problem of interpersonal violence and ignorance in organizations isparticularly complex. As a result, the implementation of these devices cannot be improvised and requires extremely precise and delicate configuration. In particular, there is a fundamental contradiction between the ability of such a device to allow specific changes, which implies its connection with the organization and its ability to inspire the trust of employees, which implies maintaining a distance between the functioning of the device and management.

On the other hand, it should be pointed out that in fact there is no "ideal solution" in this area and that each organization has its own characteristics and management methods that can justify specific measures. Although the solution offered by the ARC cell seems to be a good compromise, it depends on elements of the situation such as the size of the organization and its history.

In any case, if the activities of a conflict management unit bring a lot of benefits to individuals, it is more difficult for them to directly gain organizational knowledge due to non-interference in management practice: establishing links between conflict management and training managers then seems fundamental.

Thus, the analysis of the situation in Kazakhstan shows that there is a need to introduce new mechanisms for resolving conflict situations in Kazakhstan, since conflicts have hidden but high costs, and that any organization will benefit if it takes this issue into its own hands. This goes back to the question of information that can be collected and distributed to all organizations to facilitate this awareness. The recommendations received and the adaptation of this international experience could become effective and successful for the regulation of conflicts in the labor sphere of Kazakhstan.

References

1. Violence and Harassment Convention No. 190/ International Labour Organization. – Geneva, 2019.

2. Министерством труда и социальной защиты населения РК. МТСЗН подготовлены предложения по искоренению насилия и домогательств на рабочем месте. – 2022 https://www.gov.kz/memleket/entities/enbek/press/news/details/483686?lang=ru

3. Violence and Harassment Convention No. 190/ International Labour Organization. – Geneva, 2019.

4. Criminal Code of the Republic of Kazakhstan№ 226-V. – 1997.https://online.zakon.kz/Document/?doc_id=31575443

5. Labour Code of the Republic of Kazakhstan. – 2015. https://adilet.zan.kz/eng/docs/K1500000414

6.ARC regulatory provisions. – 2022https://www.lausanne.ch/.binaryData/website/path/lausanne/officiel/travailler-a-la-ville/salaires-et-reglements/arc/contentAutogenerated/autogeneratedContainer/col2/en-relation-autogenerated/en-relationList/0/websitedownload/DR-ARC-2022.2022-06-21-15-29-21.pdf

7.Pearson, C. & Porath, C. The cost of bad behavior: How incivility is damaging your business and what to do about it. –Human Resource Management International Digest, 2009. Vol. 18 No. 6. https://doi.org/10.1108/hrmid.2010.04418fae.002 .

8.Viaux, Jean-Luc, Bernaud, Jean-Luc. Le harcèlement psychologique au travail: une recherche nationale auprès des victimes, –Pratiques psychologiques, 2001. vol. 4. –pp. 57 – 69.

9.Hirigoyen, Marie-France La violence psychologique comme maltraitance, in Ferragut, Eliane, Agressions et maltraitances. –Paris, Masson,2006. – pp. 12 – 20.

10. Polgar, Pauline Harcelés: osez dire non! –Stop arnaques,2006. vol. 22. –pp. 18 – 25.

11.Leymann, Heinz Mobbing. La persécution au travail. –Paris, 1996. – 539 p.

12.Einarsen, Ståle.. The nature, causes and consequences of bullying at work: The Norwegian experience. Perspectives interdisciplinaires sur le travail et la santé. – 2005 http://dx.doi.org/10.4000/pistes.3156

13. Hirigoyen, Marie-France La violence psychologique comme maltraitance, in Ferragut, Eliane, Agressions et maltraitances. – Paris, Masson, 2006. – pp. 12 – 20

14. Salin, Denise. Workplace Bullying among Business Professionals: Prevalence, Gender Differences and the Role of Organizational Politics. Perspectives interdisciplinaires sur le travail et la santé.–2005. http://dx.doi.org/10.4000/pistes.3159

15. Garcia, Ada, Hacourt, Bernard, Bara, Virginie Harcèlement moral et sexuel. Stratégies d'adaptation et conséquences sur la santé des travailleurs et des travailleuses. – Pistes, 2005, vol. 7. – 629 p.

16. De Gasparo, Claudia, Grenier-Pezé, Marie Etude d'une cohorte clinique de patients harcelés : une approche sociologique quantitative. – Documents pour le médecin du travail, 2003, vol. 95 (3). – pp. 307 – 331.

17. Siregar, I., Zulkarnain The Relationship between Conflict and Social Change in the Perspective of Expert Theory: A Literature Review. – International Journal of Arts and Humanities Studies, 2022 vol. 2(1). – pp. 9-16. https://doi.org/10.32996/bjahs.2022.2.1.2

18. Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. Incivility in the workplace: Incidence and impact. – Journal of Occupational Health Psychology, 2001, vol. 6. – pp. 64–80. http://dx.doi.org/10.1037/1076-8998.6.1.64

19. Porath, Christine. How Incivility Hijacks Performance: It Robs Cognitive Resources, Increases Dysfunctional Behavior, and Infects Team Dynamics and Functioning. – Organizational Dynamics, 2015, vol. 44. – pp. 258-265.

20. Rosenstein, Alan & O'Daniel, Michelle. Impact and Implications of Disruptive Behavior in the Perioperative Arena. – Journal of the American College of Surgeons, 2006, vol. 203. – pp. 96-105. http://dx.doi.org/10.1016/j.jamcollsurg.2006.03.027

21. Frone MR Interpersonal conflict at work and psychological outcomes: testing a model among young workers. – J Occup Health Psychol, 2000 Apr;5(2). – pp.246-55.

22. Hobfoll, S. E. Conservation of resources. – American Psychologist,1989, vol. 44. – pp. 513-524.

23. ARC regulatory provisions. –2022 https://www.lausanne.ch/.binaryData/website/path/lausanne/officiel/travailler-a-la-ville/salaires-et-reglements/arc/contentAutogenerated/autogeneratedContainer/col2/en-relation-autogenerated/en-relationList/0/websitedownload/DR-ARC-2022.2022-06-21-15-29-21.pdf

24. Thomas, K. W, & Schmidt, W H. A survey of managerial interests with respect to conflict. – Academy of Management Journal, 1976 vol. 19. – pp. 315—318.

25. Bezusa, Y. Modern scientific discourse on the nature of legal conflicts. Entrepreneurship, – Economy and Law,2020, vol. 4. – pp. 240–244.

26. Euwema, M. C., Medina, F. J., Garcia, A. B., & Pender, E. R. (Eds.). Mediation in collective labor conflicts. – Springer International Publishing, 2019. – pp. 3-16. https://doi.org/10.1007/978-3-319-92531-8

27. Galli B. J. Critical Thinking of Human Resources in the Goal: A Research Note. – International Journal of Service Science, Management, Engineering, and Technology,2019, vol. 10(1). – pp.19–29. http://dx.doi.org/10.4018/978-1-7998-7297-9.ch083

28. Wang, T., Wu, J., Gu, J. and Hu, L. Impact of open innovation on organizational performance in different conflict management styles: based on resource dependence theory. – International Journal of Conflict Management, 2021, vol. 32(2). – pp. 199-222.

М.Н. Әбдіқалықова¹, Г.К. Айқынбаева²

*¹Қазақстан Республикасы Президентінің жанындағы Мемлекеттік басқару академиясы,
Астана, Қазақстан*

²Л.Н.Гумилев атындағы Еуразия ұлттық университеті, Астана, Қазақстан

Еңбек саласындағы жанжалды жағдайларды шешу

Аңдатпа. Жұмыс орнындағы тұлғааралық жанжалдар қайғы-қасіретті тудыратын стрестің маңызды көздерінің бірі болып табылады, өйткені олар қызметкерлерге тиесілі белгілі бір ресурстарға байланысты дау туғызады, ия болмаса белгілі бір ресурстарға негізделген қауіп төндіреді. Зерттеу жұмысының мақсаты-еңбек саласындағы жанжалды жағдайларды шешу, ұйымдағы жанжалдардың туындауын, оларды шешудегі тәжірибелердің пайда болуын шектеуге не болмаса орын алған кездегі мінез-құлықтың жеке және ұжымдық салдарын шектеуге кедергі келтіретін үшінші тараптың әрекеттерін талдауға негізделген. Жұмыста ұсынылған нәтижелер мен практикалық ұсыныстарды басқару органдарының жұмысында қолдануға болады, ұйымдардағы жанжалдарды басқаруды оқыту бойынша басқарушы персонал үшін дәріс курстарының негізі бола алады, сонымен қатар семинарларға арналған оқу құралы ретінде де қолданыла алады. Зерттеудің нәтижелері профилактиканың әртүрлі деңгейлерінің ұсынымдары, сондай-ақ жанжалды жағдайлардың алдын алу тетігін енгізу және оларды жұмыс орнында шешу жөніндегі нұсқаулық болып табылады, өйткені жанжалдардың алдын алу тетігін енгізу ұйымдардағы жанжалдарға байланысты жасырын шығындарды шектеу үшін негіз бола алады. Біз ғылыми әдебиеттерге шолу жасай келе бұл мәселенің өте маңызды екенін байқадық, өйткені жанжалдар жасырын, алайда олар жоғары шығындармен келеді және кез келген ұйым бұл мәселені өз қолына алса, оны оңтайлы шеше алатындығын мақалада баяндауға әрекет жасадық. Жұмысшыларға қойылған шектеулердің күшеюіне, олардың автономиясының төмендеуіне және еңбек ұжымдарының ыдырауына тап болған жұмысшылар көмекке мұқтаж. Мақалада ұсынылған механизмдер мен әдістер, еңбек ұжымындағы жанжал жағдайларды азайтуға, еңбек үдерісі барысында достық қатынаста тыңдай білуді қамтамасыз ете отырып, ұйымның өмірін жақсартуға арналған құралдар жиынтығын да ұсынады.

Түйін сөздер: еңбек, еңбек саласы, жанжал, жұмыс орны, есеп айырысу, үшінші жағы.

М.Н.Абдыкаликова¹, Г.К.Айкинбаева²

*¹Академия государственного управления при Президенте Республики Казахстан,
Астана, Казахстан*

²Евразийский национальный университет имени Л.Н.Гумилева, Астана, Казахстан

Разрешение конфликтных ситуаций в трудовой сфере

Аннотация. Межличностные конфликты на рабочем месте являются одним из важнейших источников стресса, который причиняет страдания, поскольку они приводят к оспариванию определенных ресурсов, принадлежащих сотрудникам, или они также коренятся в угрозе или

потере определенных ресурсов. Целью исследовательской работы является анализ действий третьей стороны, препятствующей способности организации ограничивать возникновение конфликтов, наказуемых практик, и ограничивать индивидуальные и коллективные последствия такого поведения, когда они происходят. Результаты и практические рекомендации, представленные в работе, могут быть использованы в работе органов управления, стать основой лекционных курсов для управленческого персонала по обучению управлению конфликтами в организациях, а также использоваться в качестве учебного пособия для семинаров. Результатами исследования являются рекомендации различных уровней профилактики, а также руководство по внедрению механизма предотвращения конфликтных ситуаций и их разрешения на рабочем месте, поскольку внедрение механизма предотвращения конфликтов представляется основополагающим для ограничения скрытых издержек, связанных с конфликтами в организациях. Проведенный нами обзор научной литературы показывает, что это крайне актуально, поскольку конфликты сопряжены со скрытыми, но высокими издержками, и что любая организация выиграет, если возьмет этот вопрос в свои руки. Столкнувшись с растущими ограничениями, налагаемыми на работников, сокращением их автономии и распадом трудовых коллективов, работники нуждаются в помощи. Предлагаемые в статье механизмы и методы обеспечивают такую помощь, предоставляя как "клапан" для смягчения болезненных событий, так и дружелюбное выслушивание, а также набор инструментов для улучшения организационной жизни.

Ключевые слова: труд, трудовая сфера, конфликты, рабочее место, урегулирование, третья сторона.

References:

1. Violence and Harassment Convention No. 190/ International Labour Organization. – Geneva, 2019.

2. Ministerstvom truda i sotsial'noy zashchity naseleniya RK. MTSZN podgotovleny predlozheniya po iskoreneniyu nasiliya i domogatel'stv na rabochem meste. – 2022. https://www.gov.kz/memleket/entities/enbek/press/news/details/483686?lang=ru

3. Violence and Harassment Convention No. 190/ International Labour Organization. – Geneva, 2019.

4. Criminal Code of the Republic of Kazakhstan№ 226-V. – 1997.https://online.zakon.kz/Document/?doc_id=31575443

5. Labour Code of the Republic of Kazakhstan. – 2015. https://adilet.zan.kz/eng/docs/K1500000414

6.ARC regulatory provisions. – 2022https://www.lausanne.ch/.binaryData/website/path/lausanne/officiel/travailler-a-la-ville/salaires-et-reglements/arc/contentAutogenerated/autogeneratedContainer/col2/en-relation-autogenerated/en-relationList/0/websitedownload/DR-ARC-2022.2022-06-21-15-29-21.pdf

7. Pearson, C. & Porath, C. The cost of bad behavior: How incivility is damaging your business and what to do about it. –Human Resource Management International Digest, 2009. Vol. 18 No. 6. https://doi.org/10.1108/hrmid.2010.04418fae.002 .

8. Viaux, Jean-Luc, Bernaud, Jean-Luc. Le harcèlement psychologique au travail: une recherche nationale auprès des victimes, –Pratiques psychologiques, 2001. vol. 4. –pp. 57 – 69.

9. Hirigoyen, Marie-France La violence psychologique comme maltraitance, in Ferragut, Eliane, Agressions et maltraitances. –Paris, Masson,2006. – pp. 12 – 20.

10. Polgar, Pauline Harcelés: osez dire non! –Stop arnaques,2006. vol. 22. –pp. 18 – 25.

11. Leymann, Heinz Mobbing. La persécution au travail. –Paris, 1996. – 539 p.

12. Einarsen, Ståle.. The nature, causes and consequences of bullying at work: The Norwegian experience. Perspectives interdisciplinaires sur le travail et la santé. – 2005 http://dx.doi.org/10.4000/pistes.3156

13. Hirigoyen, Marie-France La violence psychologique comme maltraitance, in Ferragut, Eliane, Agressions et maltraitances. – Paris, Masson, 2006. – pp. 12 – 20

14. Salin, Denise. Workplace Bullying among Business Professionals: Prevalence, Gender Differences and the Role of Organizational Politics. Perspectives interdisciplinaires sur le travail et la santé.–2005. http://dx.doi.org/10.4000/pistes.3159

15. Garcia, Ada, Hacourt, Bernard, Bara, Virginie Harcèlement moral et sexuel. Stratégies d'adaptation et conséquences sur la santé des travailleurs et des travailleuses. – Pistes, 2005, vol. 7. – 629 p.

16. De Gasparo, Claudia, Grenier-Pezé, Marie Etude d'une cohorte clinique de patients harcelés : une approche sociologique quantitative. – Documents pour le médecin du travail, 2003, vol. 95 (3). – pp. 307 – 331.

17. Siregar, I., Zulkarnain The Relationship between Conflict and Social Change in the Perspective of Expert Theory: A Literature Review. – International Journal of Arts and Humanities Studies, 2022 vol. 2(1). – pp. 9-16. https://doi.org/10.32996/bjahs.2022.2.1.2

18. Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. Incivility in the workplace: Incidence and impact. – Journal of Occupational Health Psychology, 2001, vol. 6. – pp. 64–80. http://dx.doi.org/10.1037/1076-8998.6.1.64

19. Porath, Christine. How Incivility Hijacks Performance: It Robs Cognitive Resources, Increases Dysfunctional Behavior, and Infects Team Dynamics and Functioning. – Organizational Dynamics, 2015, vol. 44. – pp. 258-265.

20. Rosenstein, Alan & O'Daniel, Michelle. Impact and Implications of Disruptive Behavior in the Perioperative Arena. – Journal of the American College of Surgeons, 2006, vol. 203. – pp. 96-105. http://dx.doi.org/10.1016/j.jamcollsurg.2006.03.027

21. Frone MR Interpersonal conflict at work and psychological outcomes: testing a model among young workers. – J Occup Health Psychol, 2000 Apr;5(2). – pp.246-55.

22. Hobfoll, S. E. Conservation of resources. – American Psychologist,1989, vol. 44. – pp. 513-524.

23. ARC regulatory provisions. –2022 https://www.lausanne.ch/.binaryData/website/path/lausanne/officiel/travailler-a-la-ville/salaires-et-reglements/arc/contentAutogenerated/autogeneratedContainer/col2/en-relation-autogenerated/en-relationList/0/websitedownload/DR-ARC-2022.2022-06-21-15-29-21.pdf

24. Thomas, K. W, & Schmidt, W H. A survey of managerial interests with respect to conflict. – Academy of Management Journal, 1976 vol. 19. – pp. 315—318.

25. Bezusa, Y. Modern scientific discourse on the nature of legal conflicts. Entrepreneurship, – Economy and Law,2020, vol. 4. – pp. 240–244.

26. Euwema, M. C., Medina, F. J., Garcia, A. B., & Pender, E. R. (Eds.). Mediation in collective labor conflicts. – Springer International Publishing, 2019. – pp. 3-16. https://doi.org/10.1007/978-3-319-92531-8

27.   Galli B. J. Critical Thinking of Human Resources in the Goal: A Research Note. – International Journal of Service Science, Management, Engineering, and Technology,2019, vol. 10(1). – pp.19–29. http://dx.doi.org/10.4018/978-1-7998-7297-9.ch083

28.   Wang, T., Wu, J., Gu, J. and Hu, L. Impact of open innovation on organizational performance in different conflict management styles: based on resource dependence theory. –   International Journal of Conflict Management, 2021, vol. 32(2). – pp. 199-222.

Information about authors:

M.N. Abdykalikova – author for correspondence, candidate of Psychological Sciences, professor at the Academy of Public Administration under the President of the Republic of Kazakhstan, Astana, Kazakhstan

G.K. Aikinbayeva – Candidate of Pedagogical Sciences, Associate Professor of the Department of Psychology, L. N. Gumilyov Eurasian National University, Astana, Kazakhstan.

Авторлар туралы мәлімет:

М.Н. Әбдіқалықова – хат-хабар үшін автор, психология ғылымдарының кандидаты, Қазақстан Республикасы Президентінің жанындағы Мемлекеттік басқару академиясының профессоры, Астана, Қазақстан

Ғ.К. Айкинбаева – педагогика ғылымдарының кандидаты, Л.Н. Гумилев атындағы Еуразия ұлттық университеті, психология кафедрасының доценті, Астана, Қазақстан.

Сведения об авторах:

М.Н. Абдыкаликова – автор-корреспондент, кандидат психологических наук, профессор, Академия государственного управления при Президенте Республики Казахстан, Астана, Казахстан.

Ғ.К. Айкинбаева – кандидат педагогических наук, доцент кафедры психологии, Евразийский национальный университет имени Л.Н.Гумилева, Астана, Казахстан.