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TÍTULO: Características del conflicto dependientes de la duración de la estadía en el lugar de trabajo

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RESUMEN. El estudio de los conflictos es una de las áreas de desarrollo más dinámico de la psicología, por lo que el artículo presenta un análisis exhaustivo y detallado del concepto de conflicto como resultado de la comparación de los indicadores obtenidos durante el estudio de estilos, patrones de comportamiento en situaciones de conflicto y tipos de reacciones en situaciones de estrés. Se encontró que los miembros del grupo, con una larga permanencia en el lugar de trabajo, poseen modelos constructivos para enfrentar situaciones estresantes, así como que los tipos de reacciones a situaciones de conflicto como la negatividad y la irritabilidad eran más pronunciadas. Los resultados

obtenidos se pueden utilizar en la psicología del trabajo, la psicología práctica, la sociología, así como para el desarrollo teórico de este tema.

PALABRAS CLAVES: conflicto, nivel de agresividad, estrategia para superar situaciones estresantes, nivel de naturaleza conflictiva.

TITLE: Conflict features depending on stay duration at workplace.

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ABSTRACT. The study of conflicts is one of the most dynamic areas of development of psychology, so the article presents a comprehensive and detailed analysis of the concept of conflict as a result of the comparison of the indicators obtained during the study of styles, patterns of behavior in situations of conflict and types of reactions in situations of stress. It was found that the members of the group, with a long stay in the workplace, have constructive models to face stressful situations, as well as that the types of reactions to conflict situations such as negativity and irritability were more pronounced. The results obtained can be used in the psychology of work, practical psychology, sociology, as well as for the theoretical development of this topic.

KEY WORDS: conflict, level of aggressiveness, strategy of overcoming stressful situations, level of conflict nature.

INTRODUCTION.

The conflict played and plays an important role in the life of society and in the life activity of the organization. In this regard, it is not surprising that the study of conflicts is a topic that attracts the attention of many scientists.

Russian history conditionally can distinguish three periods in the study of the conflict (Krichevsky & Dubovskaya, 1991; Ezhov et al., 2017; Shcherbakov et al., 2017). The first period of psychological studies of the conflict from the 30s to the mid-70s were characterized by oddness, fragmentation, applied nature. The second half of the 70s (the second period) works in which attempts were made to theoretically comprehend the accumulated empirical material appeared. A conceptual scheme of psychological analysis of the conflict was proposed. By the mid-80s, several approaches to the study of the conflict were formed: organizational, activity-based and personal.

At the turn of the 80's-90's (the third period) – on the basis of existing developments of methodological and general theoretical nature, an intensive study of conflicts in various fields begins: conflicts in labor and research teams, sports, teaching, military teams.

There are different points of view in the definition of conflict and its classification. In the national psychology, a conceptual schema for describing the conflict is developed. The scheme, which was proposed by L.A. Petrovskaya (2001), contains four categorical groups: the structure of the conflict, its dynamics, functions and the typology. A.Ya Antsupov and A.I. Shipilov (1996) supplemented this scheme: the essence of the conflict, classification, evolution of the conflict, its Genesis, causes, structure, functions, information on the conflict, dynamics, methods of diagnosis and study of conflict, prevention, resolution (completion) of the conflict.

K.K. Platonov and V.G. Kazakov (1979) define the conflict as a conscious contradiction between communicating personalities, which is accompanied by attempts to resolve it against the background of emotional relations. A.A. Ershov (1976) defines the conflict as the action of incompatible in the situation and contradicting each other motives, interests, and types of behavior.

Some scientists consider the conflict as a deliberate impediment to achieving the joint activity, as a reaction on the grounds of character incompatibility, a dissimilarity of cultural foundations and needs (Grishina, 1978; Grishina, 1990; Grishina, 1995; Mironova et al., 2017; Larionova et al., 2017; Faleeva et al., 2017; Zaitseva et al., 2017; Kvon et al., 2017; Ju et al., 2017). D.P. Kaydalov and E.I. Suimenko (1979) understand under the conflict a clash of interests, views, intentions, and the aspirations of the person.

A.G. Kovalev (1975) believes that the conflict is a phenomenon of interpersonal and group relations; it is a manifestation of the conflict, the clash of assessments, principles, opinions, character, and patterns of behavior. Conflict is the destruction of these relationships on an emotional, cognitive, or behavioral level.

From the point of view of the mental state of the warring parties, the conflict acts both as a protective reaction, and as an emotionally colored reaction's response. The presence of a huge number of general and particular classifications of the conflict, given by psychologists, suggests that there are as many as different parties psychology reveals in it. The main features on the basis of which various typologies of conflicts are proposed include: the object of the conflict; features of the parties; duration; functions; forms of manifestation; type of relationship structure; consequences, etc.

In primary groups, conflicts are divided into short-term and long-term. Most conflicts are brewing gradually; the conflicting parties express their claims only in a local narrow space (Dmitriev & Kudryavtsev, 2000; Zaitsev, 2000; Emelyanov, 2001). Attempts are made to resolve the issue peacefully, by satisfying the request or canceling the order. If this method does not cause a positive

reaction or encounters a refusal, the conflict goes out of the incubation, hidden period into an open form, while the parties seek not only to justify their actions, but also to attract supporters. Thus, the conflict becomes protracted (Yerizon, Putra & Subhan, 2018; Tambunan, 2018).

According to the goals defended by the parties, conflicts are divided into pursuing personal, group and public goals (Dontsov & Polozova, 1980; Bol'shakov & Nesmelova, 2001; Yumatov et al., 2017). Goals are also divided by their moral content (for the sake of what the conflict is started), by time (close or distant), by publicity (open or hidden).

According to the sources of origin, there are business and emotional conflicts (Borodkin, & Koryak, 1983; Asmolov, 2007). Business-organizational conflicts (for example, imperfection of organizational structures, organization, remuneration, management style), emotional conflicts are connected with individual psychological features, psychological incompatibility of opponents. By their volume conflicts, are divided into global (cover the whole team or most of it) and partial (occur between employees or between the employee and the head) (Kovachik & Malieva, 1994; Chernyak, 1998; Utkin, 2000; Leonov, 2005), by the levels of interaction, one can distinguish between *vertical* and *horizontal* conflicts. Conflicts are divided into positive (constructive) and negative (destructive). The strength of the team is manifested in the productive resolution of contradictions on the way of rallying and successful achievement of creative and constructive goals. The conflict can have a positive impact on the development of an individual: the activation of self-awareness; conflict stimulates the actualization of previously hidden potential of the individual, opens the prospect of its improvement (Oshurkova, 1992; Linchevsky, 2000; Men'shova, 2000; Cherdymova, 2013; Semenova et al., 2018).

The destructive effects of conflict occur when the conflict is either very weak or very strong. When a conflict is insignificant, it often goes unnoticed and does not find an adequate solution. At the same

time, according to T.M. Dan'kova (1977), "there is a certain minimum of conflict nature, which helps to maintain a certain tone of social activity in the group".

DEVELOPMENT.

Materials and methods.

The study methods.

In the study of socio-psychological climate in the working team, the techniques were used that provided a high level of motivation to participate in a group experiment, met the requirements of reliability and validity. To solve these problems, the techniques have been chosen, that in our opinion allow us to explore the behavior styles, models and types of reactions in conflict situations.

To measure the level of aggressiveness, the Bass – Dark technique was used. The questionnaire consists of 75 statements to which the subject answers *Yes* or *no*. The technique provides the most detailed information about the types of aggressive behavior.

SACS questionnaire is *Strategic Approach to Coping Stress* in modification by N. E. Vodop'yanova, E. S. Starchenkova. Using this questionnaire, one can identify an assessment of behavioral strategies and patterns of overcoming behavior. The questionnaire contains 9 models of overcoming behavior; assertive actions, entering into social contact, search for social support, cautious actions, impulsive actions, avoidance, manipulative (indirect) actions, asocial actions, and aggressive actions.

Test to assess the level of conflict nature of the individual of V. I. Andreev. In the course of the study, testing was carried out to detect the level of personality conflict with the help of the test proposed by V. I. Andreev. *Test to assess the level of conflict nature of personality* allowed determining, both in each case, and the overall level of conflict of the team.

The experimental base of the research.

The empirical study was conducted on the basis of the Samaragaz branch. The experiment involved 60 people who worked in the team for more than a year in the specialty of technician, master, and

engineer. During the study, the participants of the experiment were divided into two groups of different duration of stay in the workplace.

The Research Phases.

In the study organization, the following principles were fundamental: the principle of non-harm, the principle of compliance of the chosen diagnostic approach and specific technique with the objectives of the study, the principle of voluntary participation in the study, the principle of objectivity of conclusions, the principle of taking into account age, psychological and individual characteristics.

For the convenience of data description and analysis, we will consider the empirical study in three aspects:

1. The study of the phenomenon of conflict.
2. Identification of features of the conflict in the organization.
3. Study of the peculiarities of the conflict depending on the duration of stay of the subjects in the workplace.

One of the obligatory conditions of the experimental study was the creation of a positive emotional comfort and trusting relationship with the subjects. Only under such conditions, the principle of non-harm can be observed. The reliability and validity of empirical research results obtained was ensured by the use of complementary techniques and methods with reliable validity and reliability. The reliability of the results was controlled by the use of mathematical statistics methods.

The study of the problem was conducted in three stages:

Stage 1. Preparatory. Development of the experiment program. Development of research toolkit: questionnaires, preparation of diagnostic technique for the study of the peculiarities of the conflict.

Stage 2. Division of the group into two subgroups: the First group – constantly working 30 people. The second group – new coming workers 30 people.

Stage 3. Comparative analysis of the results before and after the experiment.

Results.

The study of the assessment of behavioral strategies and models of overcoming behavior in stressful conflict situations using the SACS questionnaire showed that in the group of subjects who were constantly at the workplace, high and low indicators on the scales of behavior strategies predominated. High rates are observed on the scales *active* (53%), *pro-social* (52%), *passive* (57%). Low rates are observed on the scales of behavior strategies *indirect* (73%), *asocial* (57%). At the same time, it should be noted that higher average rates are marked on the scale of *direct* strategy of behavior (37%). As it can be seen from table 1 on the scales of behavior strategies.

Table 1. The distribution of the levels of scales of behaviors policies, in a group of people who are constantly present in the workplace (%).

Levels. Scales.	Low.	Medium.	High.
Active	40	7	53
Prosocial	23	25	52
Passive	30	13	57
Direct	20	37	43
Indirect	73	10	17
Asocial	57	28	15

Analyzing the indicators of the scales' levels of behavior strategies, the group of subjects constantly working at the job-place is dominated by high indicators on the strategies of behavior: *Pro-social*, *active*, *passive*. Scales *passive* and *active* strategy of behavior have almost equal value, it means that in group of tested, who are constantly present at a workplace, there is no prevailing style of behavior, and they have rather equal character, both passive, and active.

High rate on the scale of *prosocial* strategy of behavior, there are low rates on the scales of strategies of behavior *indirect* and *asocial*; this may indicate that the group of tested who are constantly present in the workplace possess developed constructive models to overcome stressful situations.

Table 2. The distribution of the levels of scales of behaviors policies, in a group of people who are not constantly present in the workplace (%).

Levels. Scales.	Low.	Medium.	High.
Active	-	40	60
Prosocial	20	7	33
Passive	33	25	42
Direct	72	14	14
Indirect	28	58	14
Asocial	30	35	35

Analyzing the indicators of the scales' levels of behavior strategies, the group of tested who are not constantly at the workplace is dominated by high rates of behavior strategy *active* and the prevalence of averages on the scale of *indirect* strategy of behavior, can indicate that the group of tested who are not constantly present at work-place is dominated by a style of active behavior associated with non-direct aggressive behavior, this is also evidenced by low indicators on the scale of *direct* strategy of behavior. All this indicates that in a group of tested who are not constantly present in the workplace, the model of overcoming conflict and a stressful situation is not productive because of non-direct behavior.

Qualitative analysis of indicators of behavior strategies in conflict situations in the group of tested, who are not constantly present in the workplace, shows that the high level is due to behaviors in the *active* strategy of behavior through the *assertive actions* model (60%). High and medium severity on the scale of *asocial behavior* is due to the *asocial actions* model of behavior. Low indicators on the scale of *direct* strategy of behavior in conflict situations are due to the model of *impulsive actions* behavior (72%). Expressed average scale indicators in the strategy of *indirect* behavior are due to the model of *manipulative actions* behavior (58%).

Thus, the analysis of the study results of behavior strategies in conflict situations in the group of tested, who are not constantly present in the workplace show, that this group is dominated by *active* and *asocial* styles of behavior in conflict situations. Expressed averages are also observed on the scales of *passive* strategy of behavior, due to the model of behavior *avoidance* and *asocial* due to the *asocial actions* model of behavior. Low rates are observed in the indicators of behavior strategy *direct* due to the model of *impulsive actions*' behavior.

With the help of the mathematical method of Mann-Whitney, the significant differences were identified between those who are constantly present in the workplace and tested ones who are not constantly present in the workplace on the scales: *manipulative actions* and *aggressive actions*.

As a result of the study of the degree of aggressiveness and hostility with the help of the Bass and Dark technique the following types of reactions as *verbal aggression* (60%) and *feeling of guilt* (83.4%) were revealed in the group of the tested who were constantly present at the workplace. Pronounced low rates are observed for the types of reactions *indirect aggression* "(43, 3%) and *resentment* (53%). Such types of reactions as *physical aggression* (50%), *irritability* (60%), *negativism* (73.4%), and *suspicion* (46.7%) have a pronounced indicator equal to the nominal amount. A study of the hostility index in a group of tested who were constantly present in the workplace showed that 23% of the tested in the group who were constantly present in the workplace had hostility index which was higher than normal. 57% had the index of hostility which was equal to the norm, 20% had the index of hostility which was below the norm.

The study of the aggressiveness index in the group of tested, who were constantly present in the workplace showed, that 63% of the tested in the group who were constantly present in the workplace possessed aggression index below the norm, while 37% possessed normal level, high rates in this group was not observed.

Discussions.

Conflict arising in the team is accompanied by attempts to solve it against the background of emotional relations within the organization or in the inter-organizational space. Styles of the team members' behavior in conflict situations are different, and depend on many factors, including the time spent in the team. Comparison of indicators of strategies types for overcoming conflict situations in the group of tested who were constantly present at the workplace with a group of tested who were not constantly present at the workplace, showed that the most preferred strategy for overcoming in the group of tested who were constantly present at the workplace was *entry into social contact* (13.8%) and *search for social support* (13.8%). The least preferred behavioral strategies were *avoidance* (7.8%) and *indirect actions* (8.8%).

The most pronounced one was *active* strategy of behavior in conflict situations both in the group of tested who were constantly present at the workplace (53%) and in the group of tested who were not constantly present at the workplace (60%). *Active* strategy was high due to the high performance of *assertive action* behavior's model. In the group of tested who were constantly in the workplace, there was a low severity of such behavior strategies as *indirect actions* (73%) and *asocial actions* (57%) due to such behavior's models as *manipulative actions* and *aggressive actions*. While the group of tested who were not constantly present at the working place the scale *asocial actions* had a pronounced average and high rate due to the *asocial actions*' model of behavior.

It should be noted that in the group of tested, who were not constantly present at the workplace, pronounced low rates were observed by the *direct* (72%) strategy of behavior due to the *impulsive actions*' model of behavior, and the behavior strategy *indirect actions* was the most pronounced average indicator.

Thus, in the group of tested who were constantly present at the workplace, as well as in the group of tested who were not constantly present at the workplace the pro-social models of overcoming were preferred, which were simultaneously the most constructive in social interaction. It was indicative fact that the overcoming by asocial acts was less chosen as a coping strategy in the group of tested who were constantly present in the workplace. In General, the comparison of the results showed that such coping strategies as assertive actions, entering into social contact, search for social support, cautious actions, impulsive actions, indirect actions, had an average degree of severity.

It should be noted, that in a group of tested who were not constantly present at the workplace, overcoming the conflict by *indirect* and *asocial* means with the help of *manipulative and asocial* actions had a medium and high degree of severity, i.e. in stressful, including conflict situations, the tested tended to apply destructive, unproductive models of overcoming, leading to the escalation of the conflict, and not to its solution.

Thus, the analysis of the study of behavior strategies in conflict situations in groups of tested who were constantly present at the workplace and who were not constantly present at the workplace prevailed *active* behavior style, high rates were observed for the *assertive actions*' model of behavior. The group with constantly present workers in the workplace had high rates on the scales of *antisocial actions* and *indirect action*.

Also, one of the components of the conflict in the organization is the emotional component of the team members, including the degree of aggressiveness and hostility. Comparison of percentages of reactions' types in conflict situations in groups of tested who were constantly present at the workplace and who were not constantly present at the workplace showed that the most preferred types of reactions were *verbal aggression* and *guilt*. Less preferred types of reactions in the group of tested, who were constantly present in the workplace were: *negativism* (5.5%), *resentment* (8.2%). In the group of tested who were not constantly present at the workplace, less preferred types of reactions

were: *negativism* (5.5%), *indirect aggression* (8.3%). In groups of tested who were constantly present at the workplace and who were not constantly present at the workplace, there were expressed indicators above the nominal amount for the following types of reactions *verbal aggression* and *guilt*. Low rates were observed both in the group of tested who were constantly present at the workplace and in the group who were not constantly present at the workplace by types of reactions *offense*. However, it should be noted that in the group of tested who were not constantly present at the workplace, the lowest rates were most pronounced by types of reactions: *irritability* (46.6%) and *negativity* (46.6%), while in the group of tested who were constantly present at the workplace they were less pronounced.

The study of the hostility index showed that, in the group of tested who were constantly present in the workplace, 23% of Tested had a hostility index higher than the norm, while in the group of tested who were not constantly present in the workplace it was higher and was 40%.

CONCLUSIONS.

The conflict in the labor collective is a conscious contradiction between communicating members of this collective which is accompanied by attempts to solve it against the background of the emotional relations. To resolve conflicts, members of the team use certain behavioral strategies, namely the strategy of competition, adaptation, avoidance, compromise and cooperation. Conflicts arising in the team are accompanied by attempts to solve it against the background of emotional relations within the organization or in the inter-organizational space. Styles of behavior in conflict situations, behaviors and types of reactions in stressful situations of team members are different, and depend on many factors, including the time spent in the team.

Style of behavior and model of reaction to a conflict situation in many respects define a way of the solution of a conflict, stressful situation. A social, indirect, passive behaviors can lead not to conflict resolution, but to its escalation.

The theoretical analysis of problem of conflicts in the team and style, models of behavior in conflict situations, allowed us to formulate the hypothesis of our study, that there is a difference in the course of the conflict among the workers with different length of stay in the workplace.

In the group of tested, who are constantly present at the workplace, as in the group of tested who are not constantly present at the workplace, pro-social, active models of overcoming conflict situations, types of reactions, verbal aggression and guilt are preferred.

In the group of tested, who are not constantly present at the workplace, it is preferable to overcome the conflict by indirect and asocial means through manipulative and asocial actions, while in the group of tested, who are constantly present at the workplace, overcoming conflict situations is solved with the help of assertive actions and entering into social contact.

In a group of tested, who are constantly present in the workplace, there are preferred types of reactions in conflict situations, such as irritability and negativity. Hostility in the group of tested, who are constantly present at the workplace is lower, and aggressiveness is higher.

The hostility index in the group who are not constantly present in the workplace is higher than in the group who are constantly present in the workplace, and the aggressiveness index in the group who are not constantly present in the workplace is lower.

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