

## CONFLICTS IN THE PROCESS OF COMMUNICATION

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### Abstract

This article describes the topic of psychological foundations of interpersonal communication and issues such as the role, function, psychological characteristics of communication in a person's life, and the need of a person for communication.

### Key words

Person, communication, need, stages of communication, function of communication, formal communication, informal communication, direction of communication.

The conflict acts as a bipolar phenomenon, that is, a confrontation between two principles, manifesting itself in the activity of the parties, aimed at overcoming contradictions, and the parties to the conflict are represented by an active subject or subjects. Conflicts, as a rule, are negative in nature, fraught with destructive consequences. They interfere with the establishment of mutual understanding between people, make it difficult to make decisions, lead to instability and unrest, and can lead to a breakdown in relationships. This is why people give conflict a negative assessment. However, in modern concepts, conflict is characterized as a normal, natural phenomenon in human life, which does not always lead to destruction, but, on the contrary, performs a number of positive functions.

Conflicts can be a source of development, a signal for change. Conflict resolution takes relationships to a new, qualitatively different level, helps to strengthen mutual understanding, trust between people, increase cohesion, rapprochement, and stability in relationships. Conflicts can be managed in the direction of overcoming their negative consequences and using their constructive potential.

### **The causes of conflict (poor communication) can be:**

- stereotypes are something that gives a simplified opinion regarding individuals or a situation, as a result there is no objective analysis and understanding of situations, people and their problems;
- “preconceived idea” - the tendency to reject everything that contradicts one’s own views;
- bad relationships between people;
- lack of attention and interest of the interlocutor;
- ignoring facts, in other words, drawing conclusions - conclusions without sufficient facts;
- errors in the construction of statements;
- incorrect choice of communication strategy and tactics.

**Structure of the conflict.** The basis of any conflict is a conflict situation - the totality of all objective and subjective conditions under which the emergence and development of a conflict is possible.

Conflict-prone behavior provokes conflict, which arises when the needs of one person interfere with the satisfaction of the needs of another.

The elements of a conflict situation are opponents and the subject of the conflict.

Opponents (subjects) of the conflict are warring parties (individuals, small and large social groups, communities, states, etc.).

The subject of the conflict is the cause of the conflict, its driving force, the underlying contradiction. If there are opponents and the subject of the conflict, we can talk about the current conflict situation.

For a conflict to begin to develop, an incident is necessary - an initial action aimed at mastering the subject of the conflict or infringing on the interests of the opponent and provoking a conflict. The incident differs from the subject of the conflict as the occasion differs from the cause.

Conflict interaction is characterized by the actions taken by the participants in the conflict aimed at realizing their own interests in the conflict.

Classification of conflicts, we can distinguish the following basic grounds for the classification and typology of conflicts:

一) by the composition and number of conflicting parties or participants in conflicts ( intrapersonal conflicts, interpersonal, personal- group, intergroup, intercollective , interstate, interparty, interethnic, etc.);

二) on a problem- activity basis (managerial conflicts, family, pedagogical, political, economic, creative, etc.);

三) by the time of conflicts (acute and chronic conflicts; fleeting and long-term, etc.);

四) according to the content of conflicts (substantial or problematic and “communal” or meaningless);

五) behind the tendency to transformation and variability (constructive and destructive or unconstructive conflicts);

六) according to the degree of severity of contradictions (discontent, divergence, opposition, discord, hostility, war, etc.);

七) according to the intensity of conflicts (main and non-main, realistic and unrealistic, etc.).

In the designated types within each of the named classifications, the types of conflicts are specified and the types of conflicts are determined.

Peculiarities of human behavior in a conflict situation in the process of business communication (communication): practical recommendations. In the process of human relationships, as you already know from the previous sections, the process of communication involves the presence

of the following three factors: perception, emotions and exchange of information. In conflict situations, it is easy to forget about this. Therefore, let us briefly consider what can create the ground for their occurrence.

The first difficulty is disagreement due to a discrepancy between your reasoning and the reasoning of the other side. After all, how you see the problem depends on from which bell tower, figuratively speaking, you look at it. People tend to see what they want to see. From the mass of facts, we remove those that confirm our views, ideas and beliefs, and do not pay attention or mistakenly interpret those that call our ideas into question. However, it should be borne in mind that understanding another's point of view does not mean agreeing with it. This can only help narrow the area of conflict.

Also, you should not interpret the other party's statements or actions in a negative way, as this causes negative emotions. But we experience irritation in response to negative emotions addressed to us and we have a desire to compensate for our psychological loss by responding with insult to insult. In this case, the answer should not be weaker, and to be sure it is done with a "margin". Condescending attitude, categoricalness, banter, reminder of some lost situation, etc. – all this causes a negative reaction among others and serves as a breeding ground for the emergence of a conflict situation.

The next difficulty that arises in the process of communication and can influence the emergence of a conflict is that people, while talking very often, do not understand each other. Even if you speak clearly and directly, you may not be heard. How often do you feel like people don't pay attention to what you say? Just as often, you are not able to repeat what they said, since at that moment you may be busy thinking about a counter-argument, etc. In addition, what one person says may not be understood by another. All this taken together creates the preconditions for conflict and difficulties in managing it.

As mentioned above, given the difficulties in the communication process, E. Melibruda, V. Siegert and L. Lange, a model of human behavior in a conflict situation was developed from the point of view of its compliance with psychological standards. It is believed that constructive conflict resolution depends on the following factors:

- adequacy of the perception of the conflict, that is, a fairly accurate assessment of the actions and intentions of both the enemy and one's own, not distorted by personal biases;
- openness and effectiveness of communication, readiness for an all-sided discussion of problems, when participants honestly express their understanding of what is happening and ways out of a conflict situation;
- creating an atmosphere of mutual trust and cooperation.

It is also useful for a manager to know what individual personality traits (character traits) create in a person a tendency or predisposition to conflict relationships with other people. Summarizing the research of psychologists, we can say that such qualities include:

- inadequate self-esteem of one's capabilities and abilities, which can be either overestimated or underestimated. In both cases, it may contradict the adequate assessment of others - and the ground for conflict is ready;
- the desire to dominate at all costs where this is possible and impossible; say your last word;

- conservatism of thinking, views, beliefs, unwillingness to overcome outdated traditions;
- excessive adherence to principles and straightforwardness in statements and judgments, the desire to tell the truth face to face at any cost;
- critical attitude, especially unfounded and not reasoned;
- a certain set of emotional personality traits - anxiety, aggressiveness, stubbornness, irritability.

But a conflict arises if the personal characteristics of a person or group come into conflict with the above-mentioned characteristics of a person predisposed to conflicts, i.e. in the presence of interpersonal or socio-psychological incompatibility.

As an example, consider incompatible types of temperament under certain conditions. In a normal, calm environment, choleric and phlegmatic people successfully cope with the work assigned to them. In an emergency situation, the slowness of a phlegmatic person, the desire to think about the course of activity and the hot temper, imbalance and fussiness of a choleric person can become the cause of conflict relations between them.

Even more often, the basis for interpersonal incompatibility is the differences in the needs, interests, and goals of different people interacting. The main interest, for example, of the head of an established company or enterprise is to expand the business, and for employees - as much money as possible has been allocated for salaries. This creates friction between them, which can lead to conflict even between close people.

Socio-psychological incompatibility can also arise due to the fact that the group or environment makes demands on the individual that diverge from those to which this person is oriented.

**Behavior strategy in a conflict situation** . Since in real life it is not so easy to find out the true cause of the conflict and find an adequate way to resolve it, it is advisable to familiarize yourself with the developed K.U. Thomas and R.H. Kilman strategy of behavior in a conflict situation and consciously choose a certain strategy of behavior depending on the circumstances. Researchers point to five main styles of behavior in conflict:

- competition or rivalry;
- cooperation;
- compromise;
- device;
- ignoring or avoiding.

The style of behavior in a particular conflict, they note, is determined by the extent to which you want to satisfy your own interests, while acting passively or actively , and the interests of the other party, acting jointly or individually. If we present this in graphical form, we get a Thomas-Kilmann grid , which allows us to analyze the conflict and choose the optimal strategy of behavior. It, in turn, allows each person to create their own style of conflict resolution.

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