EFFECTIVE COMMUNICATION AS A CONFLICT MANAGEMENT FACTOR IN SERVICE ORGANIZATIONS

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Abstract. At the present stage of the development of society, where the traditional conditions for the growth of economic indicators have reached their maximum, indirect factors of increasing economic growth, such as intra-organizational communication, which is designed to increase the efficiency of employees, come to the fore. Of particular importance is communication for service organizations. To date, according to World Bank estimates, the service sector of services accounts for about 70% of world GDP, in Russia, this figure has already reached 60% (The World Bank statistics). For this reason, the global economy is often referred to as the "service" or "service economy". Thus, in connection with the active development of the services sector, this problem is becoming more urgent than ever before.

Keywords: communication, intraorganizational communication, microclimate, service sector, world economy, intraorganizational conflicts, effective communication.

1 Introduction

In the process of joint activities, employees share information that relates to work responsibilities and situations and is also associated with many different beliefs, attitudes, values, knowledge, and ideas. All these parameters can be understood as a combination of information, and communication activity is mutual by data and information. Due to the fact that the exchange of parameters is part of management, we can designate communication as a unifying link. One of the priority and important management mechanisms for managers is the possession of information. Putting it into practice, as well as acquiring feedback, the head of the service organization directs and stimulates his/her employees. That is why the success of these processes directly comes from his/her skills in transmitting information in such a way that a clear understanding of the information transmitted to those employees to whom it was intended is achieved. The ability of both the manager and the employees themselves, through effective communication, to resolve the conflict situation in the organization also depends on this.

Communication is the generation, creation, transmission, and exchange of information that allows members of the organization making the necessary effective decisions to maintain a productive workflow. When the communication process in the organization is at a sufficiently low level, this leads not only to incorrect decisions, which is an important point but also to conflict situations. Employees of the organization may incorrectly interpret verbal and non-verbal signals, which naturally leads to a deterioration in mutual understanding and relations in the entire work collective. The effectiveness of communication is often determined by the quality of decisions and the way they are put into practice.

It is difficult enough to overestimate the importance of communications in resolving conflicts and conflict situation in organizations of any type. All that the employees of the service organization are engaged in requires a high-quality exchange of information. If employees cannot establish effective communication, they will be unable to adequately perceive what is happening and will experience negative emotions, as well as increased stress in the process. This also entails an increase in the risk of conflicts in the team, as well as a breakdown in relations, and as a result, a decrease in the efficiency of the entire organization. We must emphasize here that communication is not a simple process, which includes the mutual steps that are necessary in order to make thoughts clear and understandable to your interlocutor. It is also worth highlighting the role of the leader since the process of establishing and building effective communication in the organization depends on him.

2 Methods

The study is based on the works by domestic and foreign experts in the field of conflict resolution and psychology, materials of scientific conferences, articles in scientific collections and periodicals on the issue under study. The methods used are situational analysis, event analysis, scripting methods, expert assessment methods, and game methods. In addition, the problem was solved on the basis of applying a combination of research methods such as analysis of scientific literature, the study, and generalization of best practices in conflictology and psychology, observation, statistical data processing, etc.

The authors touch upon theoretical and methodological foundations of the study, examine the concept and essence of conflict and also effective communication, study modern approaches to the study of conflict, as well as features, conflict factors, and behavioral strategies in conflict situations in the organization of service. The types and methods of the impact of effective communication on conflict management were investigated, the existing methods, techniques, and strategies of effective communications and their impact on conflict resolution in service organizations were examined. In addition, we conducted an empirical study, the purpose of which was to identify and study the relationship between the level of effective communication and the level of conflict in service organizations based on V.V. Boiko's diagnostic technique of communicative tolerance, as the main indicator of communicative effectiveness, and V.I. Andreev's conflict assessment method.

3 Results

Effective communication as a factor in resolving conflicts within an organization is, first of all, following the conflict resolution path in the search for the most optimal means, based on the interests of all parties and achieving mutual understanding. The correct way to build this is considered to be the main means of dialogue and competent speech. The composition and structure of communication are defined as the process of communication with the identification of key stages and significant elements of communication and is also based on the communicative resources that communicators possess. In order to effectively and efficiently use communication skills and methods of influencing conflicts, the management, as well as other members of the company, should improve methods of verbal practice, in particular language approaches, which depend on various goals and objectives. Thus, in human communication, the role of not only the fact of how the transfer of information and data takes place but also how it is created, concretized, formed. Communication and information are varied, but the phenomena are closely interlinked.

Based on the foregoing, we can conclude that the effective use of communications for conflict management in service organizations depends on such important components as professionalism of the management, structure, and characteristics of this service organization, the presence of stable interpersonal relations between its employees, their business culture, organization position in society as a whole, the competence of management and employees themselves.

4 Discussion

Currently, conflict science includes multiple different definitions of conflict. In Europe and the United States of America, the presentation formulated by the American theoretician L. Coser is more practiced. L. Coser observes a war in a conflict because of the significance and a certain position in society, for the power of means and resources (Coser, 1956). It is important to draw attention to the fact that this definition of conflict reveals it to a greater extent with the view of sociology because it creates an emphasis directly in the war between social groups for their own significance and range of interests. In Russian academic literature, the definition of conflict also has a sociological character. We

shall analyze the definition of conflict by L.G. Zdravomyslov. The conflict, according to his judgment, is one of the elements of the interaction of people in society. This is a form of relations between possible or existing parties to social interaction, the motives of which are determined by conflicting values and interests (Zdravomyslov, 1996).

Iu.G. Zaprudskii believes that the conflict is a visible or invisible connection between the struggle, due to various interests, goals, and development of social sides, a visible and invisible struggle of forces based on a contradiction to the real social order, a special kind of historical progress towards a new social agreement (Zaprudskii, 1992).

A.V. Dmitriev believes that social disagreement as a style of rivalry is present in entities focused on the seizure of territories or resources in such a way that rivalry, competition, and struggle turned into a model of defense or attack (Dmitriev & Conflictology, 2000).

Studying the problem of effective communication as a condition for resolving conflicts in a service company, it should be emphasized at this stage that each disagreement has a certain quality of data exchange among subjects, which is found in the confrontation between its various parties. Such sides of the interaction have all chances to represent individuals, social categories and country-states.

K. Boulding believed that all conflicts without exception have the same qualities and phases, and the fact that a direct study of these common qualities can identify and reveal the manifestation of conflict in any of its forms (Boulding, 1963).

Disagreements or contradictions are considered the basis of each conflict because these qualities form competition between the parties. Moreover, clashes uncontrolled by the parties establish significant importance in the emergence and formation of conflicts in society.

In order to establish the significance of the contradictions in the emergence of acute conflict situations, we should note that the conflict is defined as a disagreement or contradiction that has reached a certain border between its parties, which is expressed in their confrontation. In this case, we are talking about a sudden aggravation of contradictions, because not every disagreement or contradiction gives rise to a conflict. In the initial phase of the formation of contradictions, the conflict can end peacefully. In addition, some contradictions have every chance of being in a non-conflict form (for example, gender contradictions and contradictions between society and nature).

Each acute conflict situation constantly generates a connection between public entities, but not every connection is considered a conflict. In relationships where there is no confrontation or there are no aggravated contradictions that are accompanied by negative emotions and feelings, there is no conflict (for example, friendly relationships, teamwork, partnership, romantic relationships,   etc.).
The determination of the essence of the conflict makes it possible to state that the conflict is a public manifestation that involves parties with consciousness, interests, and specific goals. And the usual interaction of subjects for the emergence of conflict is not enough. For this reason, one should be skeptical of the very extensive interpretation of the conflicts encountered in academic literature.

For example, K. Boulding believes that multiple conflicts have the ability to manifest themselves not only in living nature and society but also in the inorganic world: "the limitless battle of the sea and the ocean against drought, as well as the struggle of some forms of nature against others" (Boulding, 1963). In this case, the peculiarity of the conflict is eroded, since it is identified with completely different interactions and acquires general philosophical features.

Exploring the origin of the word "communication", we should turn to the concept by A. Toynbee, which defined the term

"communication" at the source in its Greek form (*koinonia*) and the Latin translation (*communio*) as taking part in some kind of joint business but mostly in politics (Toynbee, 1991). The word "communication" was tantamount to communication, joint life and, one might say, has long been reflected the very meaning of the concept of society.

During the XX century, such concepts as "speech communication", "communicative action", "communicative behavior", "communicative revolution", etc., appearing, originating from behaviorism and psychologically interpreted practice (Nazarchuk, 2012). Moreover, the concept of "communication" in most cases was attributed to the field of science and was already perceived as an interpersonal process. Thus, this term undergoes the so-called psychologization.

Psychotherapists and psychiatrists have made a significant contribution to the development of this direction, whose scientific works consider the communicative processes not only as a means of exchanging information but also mutual influence of the sides of the communicative process, the formation of a certain community, suggesting a certain level of mutual understanding and manifestation of empathic ones to some extent. abilities of participants in communication. Thus, Robert Craig noted that the scientific direction of the study of communication in the second half of the XX century was under the significant influence of psychological sciences before being transformed into an independent discipline (Craig, 1999).

The formation of the theory of communication is closely connected with the consideration in the science of communication in the framework of social processes. Understanding the sociality of the communicative process first came from communicative practice.

The interest was caused not only by the interactivity of communication but primarily by the transactivity, which consists in the fact that the participant in communication plays the role of both transmitting and receiving information simultaneously rather than sequentially. As well as the fact that communication contains, in addition to the present, the past and the projection of the future. Thus, communication is a continuous and endless process, since its clear boundaries are most often not defined (Wood, 2003).

To date, the concepts raised above continue to be relatively new, as well as insufficiently articulated, either scientifically, philosophically, or in the general semantic sense. In the social sciences, this area of research is known as communication theory.

Considering the theory of communication in Russia, we shall remember the opinion of A.P. Panfilov, who sees communication and its process as an exchange of data of emotional and intellectual meaning. In the work "Business Communication in Professional Activities", A.P. Panfilova says that communication today is the basis for the development and life of any firm and company. Specialists-managers of the leading countries in the world in the field of economics argue that effective communication in the organization is the main condition for success (Panfilova, 2004).

5 Summary

Effective communication as a factor in resolving conflicts within an organization is, first of all, following the conflict resolution path in the search for the most optimal means, based on the interests of all parties and achieving mutual understanding. The correct way to build this is considered to be the main means of dialogue and competent speech. The composition and structure of communication are defined as the process of communication with the identification of key stages and significant elements of communication and is also based on the communicative resources that communicators possess. In order to effectively and efficiently use communication skills and methods of influencing conflicts, the management, as well as other members of the company, should improve methods of verbal practice, in particular language approaches, which depend on various goals and objectives. Thus,

in human communication, the role of not only the fact of how the transfer of information and data takes place but also how it is created, concretized, formed. Communication and information are varied, but the phenomena are closely interlinked.

Based on the foregoing, we can conclude that the effective use of communications for conflict management in service organizations depends on such important components as professionalism of the management, structure, and characteristics of this service organization, the presence of stable interpersonal relations between its employees, their business culture, organization position in society as a whole, the competence of management and employees themselves.

6 Conclusions

It is rather difficult to reconsider the importance of communications in conflict management in organizations of any scale. Almost everything the employees of the service company do needs effective communication. If employees cannot build effective and efficient communication, they will be unable to correctly perceive what is happening and will have negative feelings and emotions, and in addition, increased tension in the process of activity. All this is a consequence of the emergence of potential conflicts in the team and leads to a general disharmony of relations, and as a result, the productivity of the company in general decreases. The manager always needs to remember that communication is definitely a difficult procedure that develops on the basis of interrelated actions. Each action is necessary in order to make ideas and thoughts clear to your interlocutor. The manager of the organization plays a huge role in "building bridges", since he is directly an interested person and a regulator of relationships in the team, building a form of effective communication. We should remember that on the way to effective communication and harmonious relationships, many barriers and barriers must be overcome. Any changes in the usual model of behavior, and even more so the model of the usual behavior of a whole group of people, is, due to the psychological characteristics of the person, a difficult task, however, in the hands of the organization's management there are administrative resources that must be actively used to achieve the goal, in this case, conflict management within the organization through effective communication.

Thus, the path to effective communication lies, first of all, through a qualitative improvement in emotional communication and an increase in the emotional mood in the team. Also, when building a strategy for increasing communicative effectiveness, we should focus on verbal and non-verbal communication techniques. Also, the employee's internal attitudes, which can be either positive and constructive, or negative and destructive, have a huge impact. Following these recommendations will help increase the level of effective communication, and, consequently, manage conflicts in the organization. As the results of the study show, a high-quality exchange of information can directly affect the degree of conflict and the implementation of goals in a service organization. It follows that for the success of both employees and the organization as a whole, as well as a comfortable business atmosphere, effective communications are necessary. We can conclude that effective communication is undoubtedly one of the determining factors for resolving conflicts within the organization, which was confirmed by practical studies in the framework of this work.

Acknowledgments

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