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ПРОБЛЕМНОЕ ПОЛЕ СОЦИОЛОГИИ**

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В сборнике размещены доклады участников Сибирского социологического форума «Социальные практики и управление: проблемное поле социологии». В статьях осуществляется анализ важнейших характеристик современного российского общества, уточняются его проблемы и аргументируются возможные пути их разрешения.

Книга рассчитана на специалистов в области социальных исследований, а также всех интересующихся проблемами и перспективами социальных и гуманитарных исследований. Статьи публикуются в авторской редакции.

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Секция 2. УПРАВЛЕНИЕ В СОЦИУМЕ И ОРГАНИЗАЦИИ

LABOR CONFLICTS: PROBLEMS AND SOLUTIONS (SOCIOLOGICAL APPROACH)

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Annotation. Alienation and conflicts are phenomena so interconnected to each other that we need to take a closer look at both processes to avoid and resolve conflicts. We can say that conflict is the result of alienation. Alienation is a term that defines the destruction of the integral relationship and its causes. In this scientific article, we discuss what labor conflicts are, the opinions of famous scientists about labor conflicts, the types and subjects of labor conflicts, the types and forms of resolving labor conflicts and so on.

Keywords: labor collectives, social conflict, labor conflicts, socio-economical conflicts, socio-psychological conflicts and socio-demographic conflicts, horizontal and vertical conflicts, the types of resolving conflict situations, the forms of resolving conflict situations.

Conflict is a normal and natural phenomenon in our daily life. But it does not mean that we must ignore it; if we ignore conflict situations or we do not notice them on time, it can turn into local and then global scale. What are labor conflicts? Labor conflicts are conflicts of organizational-labor relations which are characterized by direct social conflicts between individuals and groups of employees. They are regulated through labor laws and other regulations, social contracts and other agreements on labor.

Conflict is considered to be a condition which was caused by mutual misunderstanding, controversy or rivalry. Talking about the reasons of conflict situations, a Scottish economist and ethnical philosopher, one of the founders of economic theory as a science, the founder of its classical school Adam Smith said that social conflict is based upon stratification in the society and

mutual concurrence between them [3, p. 274]. A Polish sociologist, jurist and political scientist Ludwig Gumplovich claimed that the cause of a social conflict is attempt at the implementation of an economic encouragement factor and its demand [6, p. 17]. A German philosopher and sociologist, one of the main representatives of the late "Philosophy of Life" George Zimmel defined the term not only as a type of misunderstanding but also as the power that can integrate two parts [9, p. 124]. Russian-American sociologist and culturologist, pedagogue, one of the founders of theories of social stratification and social mobility Pitirim Alexandrovich Sorokin tied a social conflict with human demands. In his view, human demands play a pivotal role among the causes of conflicts, because a human being cannot survive without fulfilling his demands for food, garment and shelter [2, p. 259]. According to the German sociologist and conflictologist Rolf Dahrendorf, social conflicts are based on the struggle for authority, comprising, government and reputation. He said that pivotal cause leading to controversial events is an endeavor for being a leader and thus, governmental issues are considered to be the basic elements of conflicts [4, p. 327]. So he put political factors such as the struggle for power and prestige at the basis of a social conflict. By the way, R. Dahrendorf emphasized that the main reason of conflict is the desire to dominate, in other words, the conflict is based on issues related to power.

Based on observations, we can say that there are the following reasons of social conflicts in manufacturing groups and/or labor collectives: socio-economical conflicts, socio-psychological conflicts and socio-demographic conflicts. Socio-economical conflicts in organizations will happen when an employer admits financial injustice. For example, two employees do the same work with the same result but one of them is encouraged materially more than other one. Or one of the employees works a lot with high results, the other one works a lot with low results, the third one works a lot without any results, the fourth one tries to do something with low results, the fifth one tries to show that he/she is doing something and the sixth employee does not even try to do something to increase labor productivity. But at the end, all of them get the same financial support and/or material

encouragement. Socio-psychological conflicts in organizations will happen when employees dislike each other, they do not have a feeling of sympathy to each other, somebody cannot accept others' labor achievements and goals and someone does not admit and/or does not appreciate others' labor success. Socio-demographic (age and sex) conflicts in organizations will happen when male-employees do not want to obey to female-employer and/or old-employees do not want to obey to young-employer. In addition, we can see it when old-employees do not prefer to share their own professional experience with young-employees since they think that nobody teaches them how to be successful in their sphere and they achieve labor goals themselves through years of diligence. Young-employees also think that they are more experienced than old-employees since they know several foreign languages and they can use contemporary technologies better than them do it.

There are two types of controversial situations in labor groups: vertical and horizontal. If labor conflicts occur between an employer and an employee, we can call it as vertical conflicts. If labor conflicts occur between employers and between employees, we can call it as horizontal conflicts. In addition, there are the degrees of conflicts in Sociology: conflicts among people, conflicts between a person and society, conflicts among social groups, international and intercontinental conflicts. If there are fillings such as misunderstanding, contempt, ant sympathy, mistrust, enmity, animosity, hostility, scorn and hatred, conflicts among people will happen. If a person cannot accept the values and life style of society where he/she is living, conflicts between a person and society will happen. If there is misunderstanding, mistrust and contempt between social groups and if one of them does not respect and appreciate other's values, traditions, language, point of views, mode of life and conditions of life, conflicts between social groups will happen. Finally, if conflicts between nations and continents happen, we can call them as international and intercontinental conflicts.

A German sociologist and conflictologist R. Dahrendorf called the model of social conflict in the middle of 1960; put forward a new concept of social conflict which he articulated in his book "Classes and Class Conflicts in an Industrialized Society". The

conflict model of society developed by the scientist includes the following four situations [5, p. 75]: a) Each society is characterized by a tendency to change at any time and the permanence of social change; b) The need for social conflict at any time in any society and the persistence of social conflict; c) Each component of society is unique in that it creates the conditions for its constant change; g) It is natural for any society to create conditions for one part of its members to be under certain pressure from another. In addition, R. Darendorf carried out the concept which was called as controversial model of society [7, p. 26]. He divided the subjects of conflict into the following three groups: primary – the participants of conflict that is directed to objective and subjective targets; secondary – a group of people who do not take part in the conflict but contributes to the increase of the misunderstanding; tertiary – the supporters of the solution of a problem.

Let's now discuss about the subjects of a conflict. As contemporary scientists emphasize, there are six subjects of conflict situations (1 table) [8, p. 19].

Table 1

The subjects of conflict

1	Outstanding Person	Such person tries to be in the spotlight of attention and he/she is considered to be the creator of every enthusiastic problems
2	Arrogant Person	He/she overestimates himself/herself, does not consider the view of other people, does not analyze their actions critically, stingy and he/she is apt to spread evil harm to his/her background
3	A Person cannot be Reined	Such person controls himself/herself weakly, differs from other with his/her spontaneous actions and it is impossible to understand his/her character due to being aggressor
4	Ultimately Definite Person	Such person is extremely strict, is always under speculation and very intricate man
5	Target Directed Person	Such person uses ongoing conflicts in order to fulfill his/her demands and he/she is ready to cheat and trick for this purpose
6	A Person without Conflict	He/she has a tendency to create new misunderstanding by seeming reliable for other people

In this regard it is significant that an employer should not expand the scope of the dispute, propose conciliatory positive decisions, use forms of coercion and firmness, reduce the number of complaints, ignore the secondary parties, get the parties to recognize each other without words and try to form common views on the subject keep in mind.

In turn, employees are also advised to follow the following rules of conduct in conflict situations [1, p. 52]: a) Do not interfere in conflict situations, because they are very easy to access, but at the same time very difficult to get out of them; b) Always keep in mind that protest is the cause of a conflict. At first, there is a real or imaginary sadness which causes negative emotions. In turn, such an experience creates a new sadness. In order to stop such a disagreement, one of the parties must stop being the cause of a conflict situation or take the first step in ending it; c) Take the first step in letting the opponent know that you are ready to stop your emotions by controlling yourself. Once this situation has had a positive effect on him/her, give your opponent the opportunity to "pour out" all the thoughts that have accumulated in his/her heart. Listen carefully, patiently and with interest, even if he/she is repeating the same words over and over again, do not interrupt his/her opinion. Because you need to allow him/her to fully express all the thoughts. If you listen to his/her opinion patiently and respectfully, you will be able to talk to him/her about your relationship with the opposition. During the conversation, it becomes clear that you have offended your opponent, and even if it is insignificant, immediately apologize to him/her and explain your behavior to him/her; g) If the situation is "difficult", it is better to leave. There will be times when neither you nor your opponent can control their emotions in which case it is time to end the relationship; d) Try to get rid of your dissatisfaction. If you are unable to resolve the conflict because your boss or colleague or the real cause of a conflict is on your shoulders, you can take steps to get rid of the negative emotions in yourself. Otherwise, it will poison your life and cause serious damage to your health; e) Consider the identity of your opponent.

We would like to add that there are several types and forms of resolving labor conflicts (2 table) [2, p. 189].

Table 2

The Types and Forms of Resolving Labor Conflicts

The Types of Resolving Labor Conflicts	The Forms of Resolving Labor Conflicts
A Separate Type	Reorganization
in which conflicting parties are able to resolve labor problems independently within the framework of their tasks and functions in the process of socio-labor relations	change of organizational and labor discipline that caused the dispute, not trying to persuade conflicting parties
A General Type	Information
in which labor conflicts are resolved as a result of organizational changes	socio-psychological regulation aimed at restructuring the situation in the minds of conflicting parties to achieve a correct view of disagreement, to promote the benefits of consensus in this particular case
An Independent Type	Change
in which conflicting parties solve labor problems based on their capabilities, desires and abilities	to move from a state of hostility to a state of negotiation
A Public Type	Distraction
in which people around you take part in solving labor problems, they express sympathy, give advice, approve or condemn	diverting the attention of conflicting parties to other problems or shifting their relationship to a positive side
An Administrative Type	Distance
in which case the regulation of labor problems is solved only with the intervention of an administration and the adoption of appropriate decisions	exclusion of conflicting parties from general organizational-labor relations, for example, transfer to another job, to other departments, staff turnover
	Disregard
	to look at the conflict with indifference
	Aggression
	this is a situation in which the causes of disagreement are not eliminated but any dispute is prohibited by administrative threats to one or both parties
	Conform Preference
	to solve labor problems in the favor of majority, to satisfy the interests of a socially stronger party

Australian experts in conflict studies H. Cornelius and Sh. Fairs argue that the first step in the art of conflict resolution is to be able to accept conflict as an unopened opportunity and to observe the emergence of conflict signals [10, p. 27]. In the end of our paper, we can say that the process of resolving any conflict consists of the following three stages: preparation (conflict diagnosis); solution strategy development and technology; involves the implementation of a complex of methods and tools.

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