PROBLEMATIC SITUATIONS IN HIGHER AUTHORITY ADMINISTRATION AND WAYS TO IMPROVE OF DEALING WITH THEM

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ABSTRACT

The Uzbek dictionary characterizes the concept of academic conflict as follows: "Pedagogical conflict is a conflict between the teacher and the pupil, the master and the student, the teacher and the student, or the conflict, hostility, enmity, attitude, conflict, discord". Hatred, discord, strife, due to common quarrels happens. When people think of conflict, they cruel incidents such as hostility, terrorizing, aggression, strife. This article gives exhortation and guidance on the training of modern management staff.

KEYWORDS: *Formal Teacher, Informal Teacher, Constructive Conflicts, Objective Conflicts, Subjective Conflicts.*

INTRODUCTION

Conflict is frequently alluded to as conflicting views, clashes that are expressed through intergroup or interpersonal connections related to obnoxious enthusiastic experiences.

From a psychological point of view, a situation that features a devastating effect on people is not the conflict itself, but their result. Conflicts cause negative sentiments in the human mind, such as fear, panic, and animosity. If these experiences are solid and last a long time, a protective reaction can develop and be reinforced in a person.

THE MAIN FINDINGS AND RESULTS

Negative circumstances as a result of conflict cause certain changes in a person's sentiments, behaviors, thinking, and even character. These changes are shown in the behavior of the individual, spread to other situations in which the subject partakes, and begin to involve a wide extend of connections. For case, a person rose in an environment of fear and peril is more likely to afterward end up a source of the same environment. He indeed raises his children in such an environment or manages his subordinates in this style.

It was found that the post-conflict temperament swings in labor communities and the time it takes to calm down take up three times more time than the period of preparation for the conflict.

A study of the causes of conflict in communities has identified a number of components that create conflict. These include constrained labor resources, the interconnectedness of production issues, vulnerability about the future of the organization, dissatisfaction with communication inside the organization, low level of training, and so on.

Constructive and destructive conflicts. Conflict can play a positive role in community life in case the source of the struggle isn't hidden when contradiction is clear. This include of conflict is what scholars call the "constructiveness of strife." Constructive conflicts within the organization emerge, first of all, on the fundamental issues emerging from labor action. When there's strife of intrigue, for someone the working environment is vital, and the work they do is of awesome significance. At the same time, another representative sees personal non-work-related eagerly as a major issue. In this case, in case the issue that caused the strike is settled, this struggle will vanish. In any case, a conflict that emerges over any work can have a solid impact on a person's enthusiastic circle and show its claim damaging nature. Destructive conflict debilitates the effectiveness of the group.

Types of conflicts. The following basic types of conflict are distinguished:

• Personal;

• Interpersonal;

• Between an individual and a group;

• Intergroup;

• Social.

The leader encounters each of the enumerators listed in his or her management activities. In this regard, we will provide information on them below.

Personal conflicts. This type of conflict is sometimes referred to as internal conflict. This type of conflict is caused by internal conflicts of the individual, and the factors that lead to such differences can be divided into two main groups:

1) The needs and aspirations of a person are in conflict with the responsibilities he assumes;

2) Internal relatives as a result of a person's disobedience to the requirements imposed on him. As an example, we can recall the following situations that occur at the level of the organization: The employee wants to do something carefully, but the deadline for completion of the task is increasing. As a result, there is a conflict between the two desires, such as the desire to be on

time and a serious attitude to work. Hence, such a mismatch between a person's worldview and habits is at the heart of an internal conflict. Another example of an internal conflict is when an employee has difficulty getting an assignment from two managers at the same time and which one to do first. The cause of the conflict covered in these two examples was determined by the external environment.

Interpersonal conflict. This type of conflict is common in work communities. According to most managers, the only reason for such a conflict is the disproportion of employee character. However, the analysis of the circumstances of this conflict shows that the basis of interpersonal conflicts, in most cases, lies in objective reasons. One of these is the limited resources in the organization. For example, problems arising from the use of means of production, their ownership, adherence to working hours and discipline, and the demand for labor. Typically, any employee feels that such resources are needed by someone else, not themselves. When a dispute arises between a manager and an employee, the employee may feel that the amount of work allocated to him or she is unfair, and the manager may feel that the employee is looking at the job with indifference.

Conflict between an individual and a group. Within any group, norms of interaction, labor activity, and behavior are formed. Any member of the group must comply with the requirements arising from these norms. Deviation from the accepted norm is considered a negative event and causes a conflict between the individual and the group. This type of conflict occurs even between the leader and the employees who obey him. For example, a change in management style applied by a manager can, in many cases, lead to a conflict between him or her and his or her employees.

At the organizational level, most problems arise on the basis of intergroup and social conflicts. In resolving such conflicts, the leader will need the support of peers and assistants.

Conflicts among groups. One of the sources of this conflict is the existing tensions between formal and informal groups in the community. For example, conflicts between the management of the organization and employees, between informal groups within the department, between the administration and the trade union are examples of this.

Technologies for the development of effective management activities in the resolution of conflict situations of heads of educational institutions

Another group of reasons for the occurrence of conflict can include a system of perceptions that arise in human perception in a conflict situation. A.G.Shmelev, a Russian researcher, while studying the factors that cause conflicts in small groups, argues that the conflict situation escalates into a conflict mode with such a system of perceptions. In particular, in the "system of egocentric perceptions" that take place in human perception, the participant in the conflict puts his interests, goals and needs at the center of the whole situation. Such a person analyzes the consequences of the conflict only in terms of the satisfaction of his personal interests. People, things and events around them are perceived as a means to an end. Such an approach to a situation arising from a conflict of interest is the basis for further escalation of the conflict.

The third type of attitude that is formed in a conflict situation is debated as a "system of socio-centric perceptions". Such a system has a polycentric, i.e. multi-centric, appearance, unlike the previous two monocentric (single-centered) systems. In the "socio-centric system", the resolution

of the situation is in the interests of all parties to the conflict, and the person takes into account the needs of the majority in resolving the problem situation.

CONCLUSION

"You-I" information. Usually, any participant in a conflict claims that their interests are being discriminated against and often tends to blame the other party as the cause of the conflict. In many cases, the development of a conflict situation goes from exposing the faults and shortcomings of the other party to mutual insults. The attention of the parties to the conflict is focused on the other person's personality and lifestyle. For example, "If you didn't do that, it wouldn't be the same result," "Did you forget again," "How many times should you be assigned this task?" It should be noted that the main form of communication in conflict escalation is the focus on the person and even the personality of the other person.

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