

UDK 330.161

JEL Classification M 12, M31

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## PSYCHOLOGY OF MANAGEMENT OF SOCIAL CONFLICTS BY USING MEDIATION

*The need to study mediation and its role in resolving conflicts is due to modern reality, since conflicts are often based on cultural and civilizational differences. Therefore, today and in the future, there are issues of social behavior, interethnic and interfaith dialogue in society. Mediation does not accept the paradigm of revolutionary changes and does not accept the forceful solution of problems. A conflict is interpreted as "one of the types of social interaction of individuals, social communities, and social institutions, in which the actions of one side, faced with the opposition of the other, impede the implementation its goals. The psychology of management help people through research in theory, practice, methods and cases, to achieve better decision-making, leadership practices and development, problem solving and improve overall human relations. The phrase "cultural conflict", although it is found in cultural publications and in journalism, however, appears in a narrow sense as a general antipode of harmony, tolerance and an ideal to which one should strive. Without claiming to fully realize this goal, we hope that the efforts made within the framework of our research program will be useful in clarifying some necessary details of the future theoretical and cultural picture of the conflict as such and the role of mediation in its resolution. The goal set determined the nature of the following tasks: (i) in the context of the cultural approach, to analyze the history of the formation of ideas about the conflict as a socio-cultural phenomenon and, in this regard, pay special attention to the evolution of understanding the role of mediation in resolving various social conflicts; (ii) to explain in a cultural context the reasons for the formation of mediation as one of the modern civilizational means of "alternative resolution of disputes (conflicts)"; (iii) to consider the features of the manifestation of conflictogenity in the life of modern society; (iv) reveal the nature and essence of mediation as an effective social institution in culture.*

*Conflicts are studied within the framework of almost all scientific social disciplines. And the essence of the concept they consider will be constantly refined and analyzed in its special meaning. For many centuries, well-known thinkers, philosophers, scientists, reflecting on the nature of the unity of human society, one way or another brought to the fore cultural-philosophical and cultural fundamental problems of the theory of conflict.*

**Keywords:** *Psychology of management, mediation, social conflict, case, conflictogenity.*

**Formulation of the problems.** The modern world can be qualified as a reality with a permanent increase in global problems and the most acute contradictions of social development; a world in which social disunity, racial and ethnic intolerance, and terror are visibly present, often resulting in dramatic social and ethnic conflicts.

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Many experts tend to see the immediate prospect of world development in deepening the conflict of ethnic groups, civilizations, and cultures.

The need to study mediation and its role in resolving conflicts is due to modern reality, since conflicts are often based on cultural and civilizational differences. Therefore, today and in the future, there are issues of social behavior, interethnic and interfaith dialogue in society. Mediation does not accept the paradigm of revolutionary changes and does not accept the forceful solution of problems.

In a political encyclopedia, a conflict (lat. "conflictus" – a clash, a serious disagreement or dispute, fraught with complications, a struggle) is interpreted as one of the types of social interaction of individuals, social communities, and social institutions, in which the actions of one side, faced with the opposition of the other, impede the implementation its goals.

**Analysis of recent research and publications.** One of the important prerequisites for studying the phenomenon of conflict is a retrospective analysis of the works of philosophers of the past: Lewicki, R., Aristotle, R. Bart, Baillien, E., R. Benedict, K. Boulding, Boehm, R., Yu.N. Davydov, R. Dahrendorf, E. Durkheim, G. Simmel, A.G. Zdravomyslov, I. Kant, L. Kozier, N.I. Conrad, K. Levi-Strauss, J. Locke, A.F. Loseva, Yu.M. Lotman, K. Marx, Baillien, E., R. Merton, F. Nietzsche, A.S. Panarin, Platon, Barbuto, J. E., A.D. Toynbee, P.A. Florensky, Z. Freud, E. Fromm, S. Huntington, A. Schweitzer, O. Spengler, K. Jung, and many others.

The concepts of "positive functional conflict" by L. Coser, "conflict model of society" by R. Dahrendorf and "general theory of conflict" by K. Boulding are the most famous in Western conflictology. A common feature of these concepts is the recognition of social conflict as the norm of social development, giving it significant positive functions. In addition, in modern Western conflictology, a polylogical direction in the study of conflicts has clearly manifested itself, where primary attention is paid to the intrinsic nature of this phenomenon.

Psychologists proceed from the logic of the empirical approach in describing the conflict. For example, such a variant of this approach in psychology was proposed by A. Duursma [1]. She distinguishes four categorical groups: the structure of the conflict, its dynamics, functions, and typology. Lewicki R. proposed seven, and then eleven groups of concepts in the psychological analysis of the conflict: essence, genesis, evolution, classification, structure, dynamics, functions, information in the conflict, its prevention, resolution, methods of diagnosing and researching the conflict.

The phrase "cultural conflict", although it is found in cultural publications and in journalism, however, appears in a narrow sense as a general antipode of harmony, tolerance and an ideal to which one should strive.

**The purpose of the article.** The object of research is conflict as a socio-cultural phenomenon. The subject of the study is the socio-cultural role of mediation in the settlement, resolution, and psychology of managing social conflicts.

The goal set determined the nature of the following tasks: (i) in the context of the cultural approach, to analyze the history of the formation of ideas about the conflict as a socio-cultural phenomenon and, in this regard, pay special attention to the evolution of understanding the role of mediation in resolving various social conflicts; (ii) to explain in a cultural context the reasons for the formation of mediation as one of the modern civilizational means of "alternative resolution of disputes (conflicts)"; (iii) to consider the features of the manifestation of conflictogenity in the life of modern society; (iv) reveal the nature and essence of mediation as an effective social institution in culture.

The study used the method of comparative and cultural-historical analysis to show the image of a modern mediator (intermediary) for alternative dispute resolution in public relations. It seems that conflictogenity is ontologically inherent in human nature, therefore

mediation is one of the cultural mechanisms for resolving social conflicts in society. The cultural approach is the basic one in identifying the nature of mediation in relation to its understanding in the context of the philosophy of law and the achievements of the science of conflictology.

During the study, when solving the set theoretical problems, the following new scientific results were obtained: for the first time in domestic science, in the context of cultural discourse, an analysis was made of the formation of ideas about the causes and essence of social conflicts and the role assigned to mediation in overcoming them.

**Key Points to Consider.**

1. A retrospective look at the formation of ideas about conflict as a socio-cultural phenomenon revealed that the question at the level of theory about the use of mediation in resolving various life conflicts was not relevant.

2. To overcome the multiplying difficulties that arose because of bureaucracy and excessive formalization of this type of judiciary, the question of finding extrajudicial forms of mediation became acute. In conflictology, this type of assistance began to be defined as mediation.

The significance of the study also lies in the philosophical and cultural analysis of the characteristics of social conflicts in the context of the systemic modernization of public consciousness, which can contribute to the creation of a holistic concept of the conflict of society.

Researcher J. Rawls connects the factors of conflicts in human society with the violation of the norms of social justice and, as a result, with the infringement of self-esteem. At the same time, justice itself is a correspondence between a person's contribution to the solution of some issues and the benefits (moral or material) received for this [1, 2].

T.Hansen, singled out the general prerequisites for conflicts: opposite orientations of interacting people (difference in needs); ideological factors; economic and social factors; contradictions between elements of the social structure (for example, when the goals and objectives of different levels of organization or management of society do not correspond to each other).

T.Hansen also more specific factors in the emergence of conflicts: (i) socio-psychological factors (dissatisfaction of individuals with their position in a group, in an organization, in society); (ii) factors of a moral and ethical order (denial of certain social norms and values of a given collective or group); (iii) factors of an organizational nature (problems of relationships between the leader and subordinates); (iv) conflict factors for informational reasons - for example, incomplete or inaccurate facts about an object (undesirable disclosure of information; involuntary (or willful) disinformation; incorrect interpretation of facts, etc.; (v) conflict factors for structural reasons, relationship factors - for example: dissatisfaction with existing relationships.

Conflicts are studied within the framework of almost all scientific social disciplines. And the essence of the concept they consider will be constantly refined and analyzed in its special meaning. As types of interethnic conflict, conflictologists single out interpersonal, ethnosocial and interethnic conflicts; social conflict – contradictions, which are relations of unity and struggle of social subjects with opposite contradictions; gender conflicts (inter-sex); family conflicts, which are divided into conflicts between spouses (arise due to dissatisfaction with the needs of spouses).

Two types of conflicts should be distinguished: realistic (social interaction or clash associated with the struggle for value claims to status, power and other resources) and unrealistic (associated with a reaction to frustration, with a desire to be free from tension).

**Presentation of the main research material.** Mediation was developed in the 60s and 70s in the United States and is now being successfully used there in many areas of life. Below are

the definitions of mediation, where it is always an attempt to reconcile the conflicting parties with the help of a third party. The Encyclopedia of Law interprets mediation as international dispute by a state that is not directly involved in it [3]. In my research, I will adhere to the opinion that mediation is one of the types of mediation in resolving various kinds of conflicts.

Based on the foregoing, we can draw the following conclusion, using comparative methodology when analyzing the evolution of views on mediation allows us to identify two of the most significant trends: 1. Cultural approach. Mediation (mediation) is an objective process of the way of life of the culture of the development of social relations. 2. Legislative-legal approach, where the reason for resorting to mediation was dictated by bureaucracy, formality, inertia of the judicial system. At the same time, the role, and functions of the mediator (intermediary) were determined on demand in the legislative order.

Case is a report (self-analysis) of the mediator, describing the real conflict situation, the technological sequence of mediation, its results, personally significant changes in the conflicting parties during mediation, analysis of the effectiveness of the recovery program based on feedback from the participants [4, 7]. The content of a particular situation should be known to the mediator from his own practice. It is desirable to present the information in an accessible, intelligible language, to include statements and dialogues of the participants in the situation in the text as direct speech. For a qualitative description of the case, it is important for the mediator to adhere to the algorithm for describing the conflict / criminal situation, which includes: 1. General information about the program: 1.1 Venue, presenters (name, surname of mediators). 1.2 Conflicting parties, the names of the participants have been changed to maintain confidentiality. 1.3 The source of the signal (who referred the case to the mediation service, the parties applied on their own, etc.). 1.4 The specifics of the situation: this case is a conflict (the parties are equally affected by the current situation, there is no offender and victim, communication is destroyed, relations between the parties, third parties can be involved) or is a situation with harm / damage (one side is the offender, that who caused harm / damage, the other is the victim, the one who was harmed/damaged).

**Conclusions.** Social mediation is in demand in a society where there is a culture of dialogue, a culture of discussions, respect for the opinion and interests of the opponent. It is important that social mediation rejects the paradigm of revolutionary transformations and does not accept the forceful solution of problems; it is turned to considering the interests of the parties to the conflict.

Analyzing the nature of social conflict, its causes and mechanisms of occurrence, most researchers proceed and rely on ideas that have become classic in the field of conflictology. It should also be noted that when studying the nature of social conflicts, the use of chronological criteria is relatively limited. The criteria for expressing limitations can be: 1. Statement. 2. Understanding the meanings. 3. Determining the causes of conflicts. 4. The essence of conflicts. 5. Ways of their settlement and resolution [5, 9].

The mediator's goal is to narrow the dispute to the point where it makes sense for both sides to agree on a solution. If an agreement is reached, you will be expected to keep it. If an agreement isn't reached, a hearing or trial will be set.

Mediation consists of negotiation between disputing parties, assisted by a neutral third party and it is defined as: «The intervention into a dispute or negotiation by an acceptable, impartial and neutral third party (with no decision-making power) to assist disputing parties in voluntarily reaching their own mutually» [10].

The article discusses some important aspects of the cultural and philosophical understanding of the conflict and its resolution. At the same time, this study, without claiming to be an exhaustive solution to all the problems that arise, offers an approach and vision based on the importance of cultural understanding of social conflict and social mediation.

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## ПСИХОЛОГІЯ УПРАВЛІННЯ СОЦІАЛЬНИМИ КОНФЛІКТАМИ З ВИКОРИСТАННЯМ МЕДІАЦІЇ

*Необхідність вивчення поняття посередництва та її ролі у вирішенні конфліктів зумовлена сучасною реальністю, оскільки в основі конфліктів часто є культурні та цивілізаційні відмінності. Тому сьогодні і в майбутньому виникають питання соціальної поведінки, міжнаціонального та міжконфесійного діалогу в суспільстві. Медіація не сприймає парадигму революційних змін і не приймає силового вирішення проблем. Конфлікт трактується як «один із видів соціальної взаємодії індивідів, соціальних спільнот та соціальних інститутів, у якому дії однієї сторони, зіткнувшись з протидією іншого, перешкоджають реалізації своїх цілей.*

*Психологія управління допомагає людям через дослідження теорії, практики, методів і кейсів досягти кращого прийняття рішень, практики лідерства та розвитку, вирішення проблем і покращити загальні людські стосунки. Словосполучення «культурний конфлікт» у вузькому сенсі постає як загальний антипод гармонії, толерантності та ідеалу, до якого треба прагнути. Не претендуючи на повну реалізацію цієї мети, ми сподіваємося, що зусилля, зроблені в рамках нашої дослідницької програми, будуть корисними для з'ясування деяких необхідних деталей майбутньої теоретичної та культурної картини конфлікту як такого та ролі посередництва у його розв'язанні. Поставлена мета визначила характер таких завдань: у контексті культурологічного підходу проаналізувати історію формування уявлень про конфлікт як соціокультурне явище і, у зв'язку з цим, звернути особливу увагу на еволюцію; розуміння ролі посередництва у вирішенні різноманітних соціальних конфліктів; пояснити в культурному контексті причини формування медіації як одного із сучасних цивілізаційних засобів «альтернативного вирішення спорів (конфліктів)»; розглянути особливості прояву конфліктогенності в житті сучасного суспільства; розкрити природу та сутність медіації як ефективного соціального інституту в культурі.*

*Конфлікти вивчаються в рамках майже всіх наукових суспільних дисциплін. А суть розглянутого поняття буде постійно уточнюватися й аналізуватися в її особливому значенні. Протягом століть відомі мислителі, філософи, вчені, які розмірковуючи про природу єдності людського суспільства, так чи інакше, висували на перший план культурно-філософські та культурологічні фундаментальні проблеми теорії конфлікту.*

**Ключові слова:** психологія управління, посередництво, соціальний конфлікт, кейс, конфліктогенність.

Стаття прийнята до друку 24 травня 2022 року