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MEDIATION AS A MEANS OF CONFLICT COMPETENCE DEVELOPMENT OF FUTURE MANAGERS: PSYCHOLOGICAL ASPECTS

Abstract. *In the modern world, where conflicts are an integral part of professional and personal life, the development of conflict-related competence of managers becomes a critically important task. One of the effective tools for achieving this goal is mediation. This article examines the psychological aspect of mediation as a means of developing the conflict-related competence of managers.*

The purpose of the article is: *to analyze mediation as a means of development conflict-related competence of leaders and managers, focusing on the psychological aspects of this process as well as which psychological factors can affect the effectiveness of mediation process for management personnel.*

Research task: *study and analysis of psychological aspects conflicts in management activities; research of theoretical foundations mediation and its influence on the development of conflict competence.*

Research methods. *To solve the task theoretical methods were used: analysis, comparison, generalization, systematization of theoretical data.*

The scientific novelty *of the study lies in what is revealed more deeply new aspects of the effectiveness of mediation in the development of conflict competence, and how exactly mediation affects managerial psychology activity*

Mediation, as a method of conflict resolution, is becoming increasingly relevant in management practice. The article examines the role of mediation in the development of conflict-related competence of managers, focusing on the psychological aspect of this process. First of all, the essence of the conflict and the impact it has on organizational activity are considered; the psychological nature of the conflict is analyzed, including its internal and external aspects, the relationship with the personal characteristics of specialists. The psychological aspect of using mediation is explored, pointing out the importance of the ability to manage emotions, perceive and understand the views of others, and build constructive relationships. In particular, the role of empathy, active listening and communication skills in the mediation process is considered. In addition, the article explores psychological strategies that can be used by managers during mediation to achieve effective results, including conflict management and compromise techniques.

On the basis of the conducted research, recommendations are put forward regarding the use of mediation as a means to develop the conflict-related competence of managers from a psychological point of view, which can contribute to increasing the efficiency of managerial activities and improving psychological comfort in the organization.

The conclusions highlight *the importance of the influence of psychological aspects of mediation for the development of conflict-related competence of managers. The need to implement mediation practices in the business environment to improve the effectiveness of conflict management and ensure stability and psychological comfort in organizations is emphasized.*

Key words: *mediation, mediation, conflicts in the organization, conflictological competence, psychology of conflicts, communication skills, specialists in the sphere of management and administration.*

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МЕДІАЦІЯ ЯК ЗАСІБ РОЗВИТКУ КОНФЛІКТОЛОГІЧНОЇ КОМПЕТЕНТНОСТІ УПРАВЛІНЦІВ: ПСИХОЛОГІЧНИЙ АСПЕКТ

Анотація. У сучасному світі, де конфлікти є невід'ємною частиною професійного та особистого життя, розвиток конфліктологічної компетентності управлінців стає критично важливим завданням. Одним із ефективних інструментів для досягнення цієї мети є медіація. У цій статті розглядається психологічний аспект медіації як засобу розвитку конфліктологічної компетентності управлінців.

Метою статті є: проаналізувати медіацію як засіб розвитку конфліктологічної компетентності управлінців, зосереджуючись на психологічних аспектах цього процесу, а також які психологічні фактори можуть впливати на ефективність медіаційного процесу для управлінського персоналу.

Завдання дослідження: вивчення та аналіз психологічних аспектів конфліктів в управлінській діяльності; дослідження теоретичних основ, практичних аспектів використання медіації у розв'язанні конфліктів та її впливу на розвиток конфліктологічної компетентності управлінців.

Методи дослідження. Для вирішення поставлених завдань використано теоретичні методи: аналіз, порівняння, узагальнення, систематизація теоретичних даних.

Наукова новизна дослідження полягає в тому, що глибше розкрито нові аспекти ефективності медіації в розвитку конфліктологічної компетентності, та як саме медіація впливає на психологію управлінської діяльності.

Медіація, як метод вирішення конфліктів, стає все більш актуальною в управлінській практиці. У статті досліджується роль медіації у розвитку конфліктологічної компетентності управлінців, зосереджуючись на психологічному аспекті цього процесу. Перш за все, розглядається сутність конфлікту та вплив, який він має на організаційну діяльність; аналізується психологічна природа конфлікту, включаючи його внутрішні й зовнішні аспекти, взаємозв'язок з особистісними особливостями фахівців. Досліджується психологічний аспект використання медіації, вказуючи на важливість вміння управляти емоціями, сприймати та розуміти погляди інших та будувати конструктивні відносини. Зокрема, розглядається роль емпатії, активного слухання та комунікаційних навичок у процесі медіації. Крім того, в статті досліджуються психологічні стратегії, які можуть бути використані управлінцями під час медіації для досягнення ефективних результатів, включаючи способи управління конфліктними ситуаціями та техніки пошуку компромісу.

На основі проведеного дослідження висуваються рекомендації щодо використання медіації як засобу для розвитку конфліктологічної компетентності управлінців з психологічної точки зору, що може сприяти підвищенню ефективності управлінської діяльності та покращенню психологічного комфорту в організації.

У висновках висвітлюється важливість впливу психологічних аспектів медіації для розвитку конфліктологічної компетентності управлінців. Підкреслюється необхідність впровадження медіаційних практик у бізнес-середовищі для покращення ефективності управління конфліктами та забезпечення стабільності та психологічного комфорту в організаціях.

Ключові слова: медіація, посередництво, конфлікти в організації, конфліктологічна компетентність, психологія конфлікту, комунікаційні навички, фахівці управління та адміністрування.

Formulation of the problem. In today's world, where effective conflict management is one of the key factors in the success of organizations and state structures, the issue of developing the conflict-related competence of managers becomes extremely relevant. Increasing the level of this competence not only helps to reduce conflicts and increase productivity in management, but also reflects on the overall effectiveness of the organizational environment. In this context, mediation, as an effective conflict management tool, deserves attention, especially taking into account the psychological aspects of its application. However, there is a need for a deeper understanding of the relationship

between mediation and the psychological aspects of the development of managers' conflict-related competence. This will make it possible to use mediation more effectively as a tool for raising the professional level of leadership and management in organizations.

Despite the spread of conflicts in various spheres of life in modern society, conflict resolution remains a difficult task for many specialists of various organizations. Traditional methods of conflict resolution, such as court processes or power interventions, can often be costly, sometimes unproductive and contribute to the further escalation of the conflict, thus the question of the growth of con-

fluctogenicity in modern society arises. In the modern world, conflicts are becoming more and more common and aggravated in various spheres of life. Unresolved conflicts can lead to the destruction of relationships, dissatisfaction of needs, and also lead to a decrease in psychological well-being of people. Therefore, the development of conflict-related competence is necessary in the professional growth of specialists for effective conflict management to ensure the stability and effectiveness of cooperation in any field, especially in the field of management.

The purpose of the article is to study the psychological aspect of using mediation as a means of developing the conflict-related competence of managers.

Analysis of recent research and publications.

Conflict as a concept of a psychological phenomenon is highlighted by representatives of almost all scientific schools and currents (A. Adler, D. Dollard, D. Krech, G. Lebon, K. Levin, K. Lorenz, U. McDougall, N. Miller, S. Siegel, Z. Freud, E. Erikson, K. Horney, etc.), from the point of view of sociology and conflict studies (A. Hirnyk, L. Piren).

Studies of domestic and foreign scientists, such as H. Yu. Voshkolub, S.P. Girenko, V.G. Zazykina, L. Kozer, I.V. Kozych, O.E. Kuzmin et al. Important aspects of the conflict-related competence of specialists were studied in the works of T. Branitska, I. Vashchenko, S. Girenko, S.M. Kalaur, M. Klyap, I. Kozych, M.O. Korostelin, N. Pidbutska, M.I. Piren et al.

Thus, in the book «Conflict Psychology and Conflict Management in Organizations» edited by C.K.W. De Dreu and M.J. Gelfand (C.K.W. De Dreu, M.J. Gelfand) it is noted that conflicts in organizations are a common and necessary aspect of social interaction between people. Conflict has significant consequences for individuals, teams and organizations in various areas, communication, social climate and the quality of group decision-making. The authors also argue that there is a close relationship between conflict and collaboration, and this relationship has become even more important with the growing focus on collaboration in teams [10].

Great attention was paid to the study of mediation issues as an alternative method of dispute settlement: B. Leko, H. Chuyko, M. Kostytskyi, V. Malyarenko, N. Bondarenko-Zelinska, V. Bar-

anova, Yu. Boshytskyi, O. Spektor, S. Zadorozhnyia, Yu. Prytyka, V. Reznikova, K. Kovach and others. Separate issues of the introduction of mediation into the national legislation for the settlement of disputes with public administration bodies are highlighted in the works of such domestic scientists as H. Yeromenko, O. Muza, L. Yukhtenko, V. Balukh, V. Svyridenko, A. Lysko, L. Salo, I. Senyuta, N. Khliborob, A. Shkolyk, and others

Presenting main material. In recent decades, conflicts in the work team have become an obvious cause of the deterioration of labor productivity and other destructive consequences. Conflict situations concern not only the sphere of production and business, but also state administration. Employee turnover, health care costs, and absenteeism related to interpersonal conflicts among public servants can cause significant costs and productivity losses for government agencies, while public servants often experience a decline in psychological and physical well-being and motivation due to conflicts. The main grounds / causes of conflicts: Peculiarities of communication within the institution (transfer of information, discussion formats for distribution, discussion of work tasks, control of their implementation and discussion of results, conclusions from the completed process); Lack of direct contact with the manager and the opportunity to discuss existing problematic work moments, to get help in making optimal decisions (this subsequently leads to tension and delayed aggression); Distribution of tasks and rewards (tasks beyond the scope of authority, competence; fairness, transparency of the procedure for calculating wages, allowances, etc.); Format, procedures for dismissal of employees; Typical algorithms for solving problem situations: conflicts (the manager or personnel officer decides); System resistance to transformations, i.e. resistance to changes associated with reforms; Substantial reasons resulting from discussions regarding deficiencies and/or interpretation of legislation; Lack of skills in building horizontal relationships; The degree of psychological stress and burnout is high, but typical for the service (especially for those who work with citizens) [9].

Specialists in the field of management have insufficient knowledge and skills for effective conflict resolution. This can lead to an aggravation of the situation and contribute to further conflict. Thus, the need for new approaches to conflict management becomes urgent, and traditional methods

of conflict resolution are often ineffective and do not bring satisfaction to the parties. This requires the search for new, more constructive approaches. One of the potential solutions for conflict resolution is the use of mediation. It is necessary to investigate in more detail how exactly mediation affects the development of conflict-related competence of conflict participants. This includes understanding the psychological aspects of conflict management using mediation techniques, the ability to effectively communicate and resolve complex issues that arise during conflict, how mediation can be useful in conflict management, in particular as a means of developing conflict-related competence.

The psychological aspects of conflict management are very significant, as conflicts are often emotional in nature and require the ability to work with the emotions and feelings of the parties. Therefore, the problem that needs to be highlighted is the understanding and justification of mediation as a means of developing conflict-related competence, in particular from the psychological point of view of conflict management.

Conflictological competence is formed in the process of acquiring knowledge about the content of conflicts and conflict relations. At the same time, the specified competence is not limited to the system of knowledge exclusively about conflicts, but involves an active influence on conflicts and their course.

For this, specialists must acquire knowledge of social psychology, namely: knowledge of individual and typological characteristics of individuals, social groups and the interaction of their members, value-orientational unity of the group, leadership styles, group norms of behavior, role behavior, peculiarities of verbal and non-verbal communication.

The manager's conflict-related competence is closely related to his professional competence, as well as to the ability to effectively use various psychological influences, to be able to conduct a dialogue with individuals who have an increased level of conflict.

An important component of a specialist's professional competence is conflict competence, which determines the specialist's ability to constructively manage conflicts; cognitive, analytical, diagnostic, prognostic, communicative, behavioral, reflective skills as a method of activity; ability to emotional self-regulation, stress resistance and personal experience [1].

Conflictological competence is an integrative category that has a complex structure and combines a complex of concepts; it is a set of theoretical knowledge and practical skills on conflict-related issues, the level of formation of personal qualities that determine the strategy of an individual's behavior in a conflict-causing environment.

We agree with the opinion of the researcher O.V. Zhavnerchuk, who claims that conflict competence is the ability to contain a contradiction in a productive conflict form, which would contribute to its resolution. Based on the understanding of the conflict as such a specific organization of activity in which the contradiction is contained in the process of its resolution, there are two levels of conflict competence: the first level involves the ability to recognize the signs of the conflict that has occurred, its design to contain the contradiction embodied in it, and mastering the methods of regulation for solution; the second level involves the ability to design conflicts necessary to achieve certain results and construct them directly in interaction situations; mastering methods of organizing productively oriented conflict behavior of participants and parties of interaction [3].

Scientists state that in modern society, the phenomenon of «conflict» has psychological consequences that can affect the mental and emotional well-being of participants. This impact can be varied, including stress, depression, anxiety, loss of confidence, low self-esteem and other aspects of the psychological state. By changing our perception of conflict, developing conflict-related competence, we are able to focus our attention on its psychological consequences. It is important to have an understanding of the psychological consequences experienced by the participants in the conflict, and how it affects their psychological well-being [8].

After all, it is from understanding that awareness begins, after which we are able to act and, accordingly, influence our psychological state. The psychological consequences of the conflict can be very diverse. Experiencing a conflict can affect the physical health and general mental state of its participants, as well as their relationships with other people. Undoubtedly, the issue of psychological consequences of the conflict requires special attention and is relevant, since it has a significant impact not only on life, but also on the processes of effective cooperation in the management sphere.

Therefore, in order to ensure constructive communication in the conflict, it is necessary to create an atmosphere of mutual trust in this process, namely: to develop conflict-related, psychological readiness for cooperation. The essence of effective communication in a conflict situation should lead to compliance with certain rules of behavior and norms of communication. These are general rules that must be taken into account in order to avoid a destructive conflict or reduce its negative consequences.

These include: being able to focus attention on who is speaking and what he is talking about; if necessary, clarify whether you correctly understood the information you heard; inform the opponent in a paraphrased form of the essence of the information received by you; during communication with a person, do not interrupt him, do not distract him, do not criticize, do not give advice; try to be heard and understood; follow the sequence of reporting information; do not proceed to new messages without making sure of the accuracy of the information received by the partner; maintain an atmosphere of trust, mutual respect, show sympathy for the interlocutor. When communicating, the use of non-verbal means of communication (eye contact, shaking the head as a sign of understanding, etc.) will be positive.

In today's world, public administration is challenged and needs constant improvement, especially in the conditions of increasing complexity of socio-economic and political processes. One of the key aspects in this context is the use of mediation techniques in the public administration system.

Mediation is a process of conflict resolution with the help of a neutral mediator, who helps to reach mutually acceptable solutions between the parties to the conflict. In the context of public administration, mediation can be used to resolve conflicts between different management subjects, to increase the efficiency of interaction between them, and to ensure greater transparency and legitimacy in management decision-making.

According to Z.V. Krasilovskaya's «mediation» is an alternative way of resolving a dispute by its parties with the participation of a third party – a mediator, who, carrying out general management of the procedure, helps the parties independently reach the most effective solution. Mediation, by its purpose, aims to settle the dispute outside the state judiciary and is based on the following principles:

accessibility, voluntariness, equality of the parties, confidentiality, independence and impartiality of the mediator. At the same time, the state is not removed from its mission, but determined as a universal subsidiary and substitutional guarantor [5].

«Mediation» is a flexible, out-of-court voluntary, confidential, structured procedure, during which a neutral specialist – a mediator – helps the parties in the process of negotiations to prevent the emergence of a conflict (dispute) or to settle it through negotiations, while the parties have full control over the decision-making process and themselves determine the terms of the agreement [9].

The mediator must have the skills to identify, analyze the conflict and explain to the parties various methods of its transformation, which helps the parties to comprehensively consider their situation, more objectively assess it and make a decision on the most appropriate, acceptable for them way of transforming the conflict, establishing constructive interaction.

Therefore, a mediator must know how to distinguish a conflict from a non-conflictual interaction of subjects, how to find out and evaluate the structural elements of a conflict, identify its causes, destructive and constructive functions, and explain to the participants of the conflict the possibility or impossibility/impracticability of resolving the conflict through mediation. The mediator's conflictological competence ultimately consists in the fact that, possessing knowledge, understanding and skills in the field of conflictology, he is able to answer the following questions:

- is it a conflict that particular situation analyzed by him?
- who is involved in the conflict and whether its participants are able to negotiate individuals?
- what is the «biography», the level of escalation and prospects for the development of the conflict?
- is there a possibility of a mediator's intervention in the conflict and what exactly should it be?

Such a comprehensive diagnosis of the conflict, as a rule, is carried out by the mediator at the stage of pre-mediation and clarified at the preparatory stage of mediation in the process of communication with the participants in the conflict. All types of conflict cartography are helpful in conflict diagnosis [7].

In modern conditions, methods and practical recommendations for their application have been

developed for solving conflict situations in any organizations, institutions. One of the most modern such methods is an appeal to a mediator (from the English Mediator – mediator), that is, a specialist who mediates in conflict resolution between the parties, equally supports both sides of the conflict and practically helps them find a compromise solution.

The mediator, when performing mediation functions, must:

- listen carefully and do not interrupt the parties to the conflict;
- express your opinion clearly;
- ask questions that contribute to the understanding of the conflict situation;
- treat each participant in a conflict situation with respect;
- to observe neutrality and not take the position of one of the opponents;
- do not give advice and do not express your own point of view;
- not to decide who is right and who is wrong;
- to help conflict participants to find the most optimal and fair solution to the cause;
- not to make decisions regarding the actions of conflicting parties.

Conclusions. It should be noted that it is extremely important for modern public administration specialists to master mediation techniques and develop conflict-related competence, as such tools help to effectively manage conflicts and improve the quality of team work.

From a psychological point of view, mediation contributes to the development of conflict-related competence of managers as follows: management specialists in their daily professional activities often play the role of a mediator in complex conflict situations, so they need to develop the ability to perceive the feelings and positions of both parties. It helps develop empathy, which is an important aspect of interpersonal interactions. An extremely important element in the development of conflict-related competence is the development of communication skills, including active listening and the ability to express one's thoughts clearly and consistently, as well as the development of strategic thinking that helps the parties to find mutually beneficial solutions and the ability to analyze the situation from different angles, which is also useful for managers. These skills help managers improve their own communication within the organization.

Emotional situations may arise during mediation, and the mediator must be able to manage these emotions effectively to ensure a constructive conflict resolution process. It helps managers learn to manage emotions in conflict situations in the organization.

There is also a need for a combination of technical and socio-psychological management skills. Conflict management requires not only knowledge and technical skills, but also an understanding of human behavior and its psychological mechanisms. Researchers are constantly searching for effective strategies for professional development of personnel, searching for new methods of training and personnel development that would better meet the requirements of modern business and organizational environment.

Management based on consensus and mutual understanding is more likely to succeed in achieving strategic goals. Mediation helps resolve conflicts by reaching mutually acceptable solutions.

Resolving conflicts through mediation can lead to quick and effective problem solving, which contributes to improving the quality of management decisions. Therefore, mediation can be an important tool for developing the conflict-related competence of managers, providing them with the necessary psychological skills to successfully resolve conflicts in the organization.

The role of mediation, that is, mediation in the development of conflict-related competence of managers is key, as such a tool provides managers with the opportunity to learn how to effectively resolve conflicts through cooperation and mutual understanding. For example: training sessions on the development of mediation techniques, active listening and empathy, teach managers to actively listen and understand the positions of the parties to the conflict. This helps managers to improve their communication skills and develop empathy, finding beneficial solutions for all parties, creating mutually beneficial agreements, which are important elements in the development of conflict competence.

Therefore, mediation plays an important role in the formation and development of the conflict-related competence of managers, providing them with the necessary skills and knowledge for effective conflict management in a professional environment.

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