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Modern Methods Of Conflict Resolution In Project Team Management

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ABSTRACT

In the article, the opinions of the world's leading scientists on ways to resolve conflicts in the management of the project team in investment projects are studied, the hypothesized model of conflict detection in the management of the project team in investment projects is studied, the theories of human resources management are systematized, the cooperative method of conflict management is analyzed in this regard, the resolution of conflicts in the management of the project team in investment projects is studied. justified conclusions and suggestions on ways to do it have been developed.

Keywords:

Investment project, project team, conflict types, hypothesized model.

1. Enter

In global practice, the experience of Japanese companies in working as a team and striving for a common goal to improve overall performance is important. One of the important reasons for the Japanese miracle is joint action, unity, coming to a common opinion. In Japan, each corporation has its own corporate philosophy, which focuses on sincerity, harmony, and improvement of community life. The basis of the approach to the innovative development of human resources in the country is, first of all, the understanding that "human activity is a field that is implemented within the framework of all the defined goals of creating material and spiritual wealth. In Japan, the main factors that determine the prestige of any socio-economic system include: legal status, market share it controls, stock exchange membership and corporate philosophy. They are more important than the level of profitability or the price of shares, because the prestige of the corporation determines its ability to join external financial sources and attract high-potential human resources. Thus,

"in the innovative development of personnel potential, the first priority is not the high profit and economic results, but the creation of a positive image of partners, which will help them achieve high performance results in the future". A positive image, in turn, allows attracting new and high-quality human resources". In order to successfully implement investment projects, it is necessary to effectively manage them, that is, to achieve the goals set in the project, to implement certain plans, to organize activities aimed at the effective use of available resources - labor, material and time resources in such a way that all project participants have the opportunity to fully achieve their goals. should be. But an investment project is not an activity carried out by a single person, the construction, registration, production organization and other similar tasks envisaged in the project require the organization of a team of various specialists.

The accumulated experience of developed countries in personnel management is of urgent importance from the point of view

of organizing the model of innovative development of human resources. Based on the study of this experience, it is possible to determine which rules of this activity can be applied in the economy of Uzbekistan and which can have a real economic effect, and which are considered special privileges of foreign management. The Japanese experience in innovative development of human resources is noteworthy. This is the result of Japan achieving one of the highest indicators in the world in terms of labor productivity, high quality of innovative products, leading the world in the production of high-tech products, and taking the third place in the world in terms of the country's gross domestic product.

Proper use of human resources of the above developed countries, strengthening their position in the team and projects, scientific research of their experience in preventing conflicts that may occur, and their use in the Republic of Uzbekistan are urgent issues of today.

2. Review of literature.

Project theoretical and practical aspects of the role of the conflict resolution method in managing the team of foreign economists N.M. Arsenteva, S.V. Kovalev, S.Yu. Witte, N.V. Komarova, E.A. Borisov, F. Chiochio, D. Forgues, D. Paradis, I. Iordanova, G. Wu, X. Zhao, J. Zuo, CCheung, KBChuah, RABaron, PRLawrence, JWLorsch, MKKozan, RALundin, A. Soderholm, R. Müller, JRTurner, ESAndersen, JShao, O.Kvalnes, YQChen, YBZhang, SJZhang, D. Tjosvold, G. Kleinman, D. Palmon, P. Lee, MARahim, NRMagner, JZRubin, DGPruiitt, SHKim, RRBlake, JSMouton ¹.

¹Arsenteva N.M. Ispolzovanie kadrovogo potenciala v innovatsionnom i traditsionnom segmentax ekonomiki regiona // Region: ekonomika i sotsiologiya. - 2009. - #3. - S.19., Ayoko O. _ B. _ Workplace conflict oath willingness until cooperate: The importance of apology oath forgiveness _ International Journal of Conflict Management, 27(2), 172–198. Tjosvold D. The conflict-positive organization: It depends upon us. Journal of Organizational Behavior, 29, 19–28., Banks GC, Pollack JM, Seers A. Team coordination and organizational routines: Bottoms up—and top down. Management Decision, 54(5), 1059–1072., Baron RA. Attributions and organizational conflict: The mediating role of apparent sincerity. Organizational Behavior and Human Decision Processes, 69, 272–279., Blake RR, Mouton JS

Project Research on the role of conflict resolution methods in team management ²was conducted by economists M. Sharifho'jaev, Yo. Abdullaev, D. Mirzabdullaeva, G.Tojiboeva, N. .Abrosimov, M.M.Yuldasheva, A.M.Akbarov and others.

Research works and conceptual views of the above-mentioned economists are an important scientific and methodological source. Ammr investment project project, taking into account the specific features of conflict resolution methods in team management it is desirable to conduct a more in-depth study of the conflicts that arise in the management of the team.

3. Research methodology .

In the management of the project team, economic research methods such as study of the research conducted by world scientists and economists on modern methods of conflict resolution, data collection, analysis of collected data, synthesis, and logical thinking were widely used.

4. Analysis and discussion of results.

So far, conflict management research has focused more on the relationship between a leader's conflict resolution style and team performance. Alternatively, the relationship between team coordination and team

The managerial grid. Houston, TX: Gulf Publishing., Chen AS, Hou Y.-h., Wu I.-h. Handling conflict at work—The impact of active and agreeable conflict styles. International Journal of Conflict Management, 27(1), 50–61.

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performance has been the focus of a number of previous studies in the management literature. Coordination processes include activities that regulate interactions and plan interrelated tasks in a team environment (eg, managing work, assigning tasks to each member, detailing instructions and routines).

In the same way, coordination activities are observed as necessary behaviors for teams to share information and correct the direction of actions of team members. Although we are aware of the important relationship between conflict management and team performance, limited research has examined leaders' conflict management style, coordination, and teamwork, particularly in multicultural team

environments in the construction industry. We contribute to enriching such understanding by exploring the mediating role of coordination mechanisms (Figure 1).

The hypotheses described in this study focus on three specific relationships:

- the relationship between conflict management approaches and team coordination;
- the relationship between team coordination and team performance;
- the relationship between conflict management approaches and team performance as mediated by team coordination.

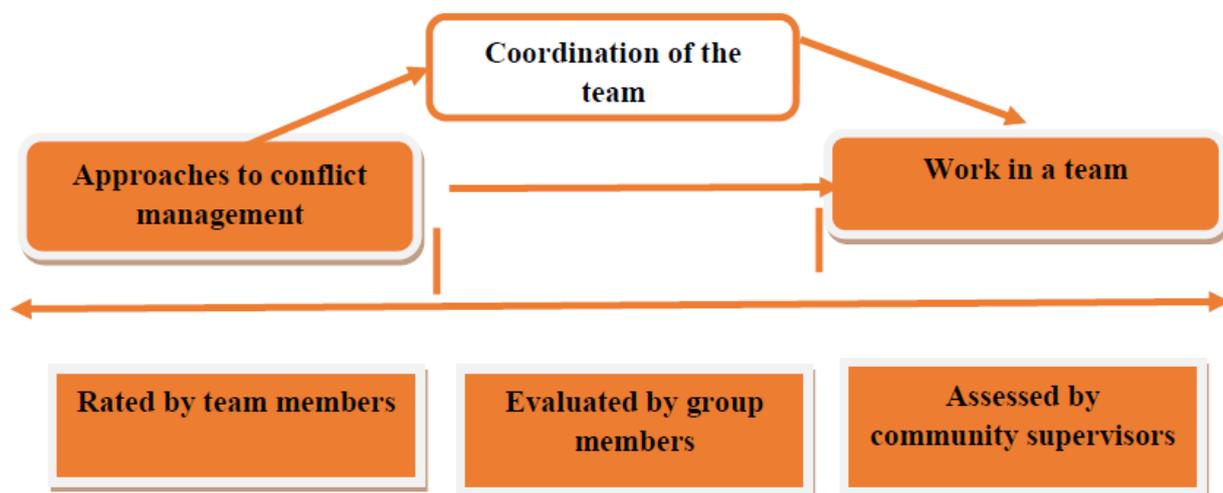


Figure 1. A hypothesized model³

Relationships between conflict management approaches and team performance, as well as between conflict management approaches and team performance mediated by team coordination, are explored.

Conflict management techniques developed by Northouse . Group members were asked to rate the leaders' conflict management style on a 5-point Likert scale (1 = "Never" to 5 = "Always").

Because the team constituted the unit of evaluation in this study and data on conflict management were obtained at the level of individual team members, data aggregation was necessary. However, any such summation must be supported by theoretical and empirical

evidence. Whether conflict resolution and management activities, as perceived by team members, can be collected and used to assess conflict resolution styles is a controversial issue.

Interactions between team members allow sharing and processing of information about the team leader, possibly leading to common understandings of individual approaches to conflict management within the team.

To achieve the desired assembly, it recommends using a multi-element scaled as follows:

The level of explained variance in the hierarchical model was reflected in its components: cooperative (62.6%), competitive

(1.1%), adaptive (-2.5%), avoidant (23.6%) and compromising (4%) . However, only the path coefficient from cooperative approach to team coordination was statistically significant (at $p < 0.01$).

In addition, the avoidance approach to conflict management showed a *p value of less than 0.1, which is partially important for team coordination*. Composite reliability (CR) and average variance extracted (AVE) of all constructs were above 0.7 and 0.5, respectively, exceeding the recommended cut-off values.

The $r_{WG(j)}$ index scores for each conflict management style were: cooperative (0.908), competitive (0.899), accommodating (0.91), of the measurement scales.

avoidant (0.913), and uncompromising (0.908).

In general, although there is some disagreement about the threshold value of r_{WG} , these values are higher than the generally agreed value of 0.70. In addition, the percentage of $r_{WG} > 0.70$ for aggregated parameters is 86% considered as Further analysis was performed and there was no community with r_{WG} below 0.50 in any construct.

Confirmatory factor analysis (CFA) was conducted to evaluate the reliability, convergent validity, and discriminant validity of the scales based on Chin's procedure to evaluate the components

Table 1
A cooperative style of conflict management³

	Adaptation - chan	Escape	Competition is bearable	Compromise to arrive	Cooperative	Team performance	Coordination of the team - effort
Location	0.7523*						
Escape	0.5297	0.7288*					
Competitive	0.4426	0.5145	0.7473*				
Compromise	0.526	0.4361	0.4858	0.9003*			
Cooperative	0.192	0.1147	0.1467	0.0536	0.7173*		
Team performance	0.1306	0.297	0.2896	0.2297	0.2524	0.7258*	
Team coordination	0.2352	0.3075	0.265	0.2027	0.6499	0.3492	0.7102*

³Prepared using Stata software and Excel software.

All constructs was greater than 0.5, CR of constructs was greater than 0.7. These values are above the recommended minimum, so CMV was not considered a problem in this study. Also, as shown in Table 2.3 , most of the item loadings were close to or greater than 0.7 and significant at 0.01. Items for the cooperative style of conflict management showed the lowest CR - 0.7891; however, all values were above the recommended standard values. The results confirmed convergent validity as all indicators loaded significantly higher on their specific hypothesized component than their cross-loadings compared to other factors.

The Fornell-Larcker criterion approach

was used to assess discriminant validity. The square root of AVE was calculated and compared with the latent variable correlations. The results are presented in Table 2 , indicating discriminant validity as the square root of the AVE of each construct is higher than its largest correlation compared to any other construct in the model. In addition, there were no correlations above 0.9 among the observed constructs, except for the conflict management construct kompromat style, which was exactly 0.9. As a result, the proposed model was found to be satisfactory with evidence of sufficient reliability, convergent validity and discriminant validity, and was accepted for hypothesis evaluation and research model validation.

Table 2
Avoidance style of conflict management⁴

	Beta value	t is the value	p -Value	Standard error
Deployment -> Team Performance	-0.0088	0.2583	0.796	0.0339
Deployment -> Team Coordination	-0.0251	0.2809	0.779	0.0894
Escape -> Team Performance	0.302	2.3387	0.019	0.0352
Escape -> Team coordination	0.236	3.4346	0.0006	0.0687
Competitive Conflict -> Team Performance	0.0036	0.1091	0.913	0.0334
Competitive Conflict -> Team Coordination	0.0104	0.1201	0.904	0.0869
Compromise -> Team Performance	0.0138	0.3772	0.706	0.0367
Compromise -> Team Coordination	0.0396	0.4207	0.674	0.0942
Cooperative conflict -> Team performance	0.107	4.1009	*****	0.053
Cooperative Conflict -> Team Coordination	0.6262	10.8735	*****	0.0573
Team Coordination -> Team Performance	0.3492	4.4469	*****	0.0785

⁴Prepared using Stata software and Excel software.

In Table 2, the results show a standardized beta of 0.24 from avoidant conflict management style to team coordination, 0.63 from cooperative style to team coordination, 0.11 from cooperative style to team performance, and 0.35 from team coordination to team performance.

Thus, team coordination is positively related to team performance in a project, and for the alternative: a collaborative conflict management approach within a project implementing projects is positively related to effective team coordination. The other two approaches to conflict management, positive attitudes toward team coordination, competitive, and compromise, were not statistically significant. The results showed that conflict management style was positively related to team coordination, significant at the 0.1 level.

Using the repeated measures method to identify higher-order latent variables, this particular study validated the fundamental dimensions and structural solutions for the proposed research model. Contributes significantly to knowledge and practice in the Malaysian construction industry by suggesting a conflict avoidance approach along with collaborative conflict resolution approaches in temporary project environments. Furthermore, the assessment of cooperative and avoidant hierarchical conflict management styles, integrating their effects on team coordination, and evaluating the effects of both styles on team performance are additional contributions of research to knowledge and practice.

Considering that previous studies have mainly focused on examining the negative effects of conflict on project performance, our study found the proposed positive relationship. Certain conflict management styles, especially avoidance, highlight potential team-based strategies for increasing effectiveness in a particular multicultural project environment in East Asia.

The positive effect of collaborative conflict resolution style reflects the fact that many project team leaders tend to have a democratic or caring leadership style and that they communicate openly and directly with all

parties that make up the temporary organization. Accordingly, finding such a positive relationship between this style of conflict resolution and team coordination is not unexpected and indeed supports the results of related studies from other organizational contexts.

5. Conclusions and suggestions.

In the world experience, there are different methods of conflict resolution, which are used to different degrees in different countries. Today, Japanese managers are leading the way in effectively managing thousands of employees in large corporations. If the ideal goals of the temporary organization and the project team members are not equal, the egalitarian, win-win outcomes of the relationship may be illusory, and the ideal normative reciprocity in the relationship will never occur. As a result, avoiding conflict resolution can be considered a win-win situation for both people and the project. Interpersonal conflicts arise as a result of character mismatch, limited capital, resources, manpower, lack of equipment, availability of vacant positions. Conflicts between the group and the individual are manifested as resistance by an individual to the norms of morality and work formed in the group. Such a conflict arises from the fact that the leadership style of the leader does not match the maturity level of the team members, the level of expertise of the leader and employees in the field is disproportional, the character and moral image of the leader is not accepted by the group.

In conclusion, it can be noted that the effective implementation of the above suggestions and recommendations in practice will help to improve the process of conflict resolution in project team management in investment projects.

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