

# Formation of conflict competence of customs officials

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**Abstract.** Customs officials must be able to act in terms of non-standard, crisis situations, bear social and ethical responsibility for decisions made, give moral assessment of corruption and other violations of professional ethics; work in a team, be tolerant to social, ethnic, religious and cultural differences; and carry out effective business communication. The authors substantiates the relevance of the process of increasing the level of conflict competence of Customs students (Samara State Technical University), heads and officials of customs authorities. The results of various sociological studies conducted among employees and officials of customs authorities are presented. The authors analyzed the relationship of job satisfaction with subjective factors of the organizational environment (stress of the organizational environment, moral and psychological climate, comfort level of the organizational environment, staff loyalty level, etc.). Methodological recommendations for the formation of conflict competence among customs officials have been offered. The effectiveness of the proposed measures was evaluated using the DEA-method.

**Keywords:** organizational conflict, professional stress, stress monitoring, comfort of organizational environment, conflict competence of customs official, educational and methodological support

## 1 Introduction

The processes of forming and developing the staff capacity in the organization should be provided with human resources that have professional research, management and conflict-related competencies. The staff capacity of the customs authority requires comprehensive development, improvement of professional and general cultural competencies, as well as systematic monitoring of the quality of work life and the effectiveness of implementing personnel measures.

Organizational changes in the customs system can act as stress-factors and factors of personnel risks (risks of the personnel service of the customs authority and risks of officials' behavior). A.V. Bychkov (2014) highlighted the following factors of destructive conflicts in customs authorities:

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- low level of managerial competence of some managers;
- disagreements about the assessment of the provision of all types of resources for the customs service process;
- lack of clear division of tasks and responsibilities of organizational units;
- poor coordination of horizontal relationships in the customs service process;
- high-stress level in the professional activity of officials;
- violations of business ethics (disrespectful attitude to subordinates; infringement of the rights of subordinates; withholding information, etc.);
- disorganization of functional relationships between structural elements of the organization and employees;
- non-conformity to the position held because of the low level of professional, moral, ethical, psychological and physical qualities;
- insufficient level of implementation of personnel programs and measures to minimize personnel risks and stress-factors of the organizational environment of the customs authority, etc. [1, 2].

A group of these factors in the internal organizational environment of the customs authority can have a destructive effect on the socio-psychological climate, the level of job satisfaction, the level of staff attitude, etc. Customs officials must demonstrate a high level of professional and conflict-related competence while performing their functional duties. The existing facts of violations of service discipline, professional ethics of officials in relation to their colleagues and participants of foreign trade activities, the decrease in the morale of personnel, reduction of the total culture of public servants cause an urgent need to develop preventive and educative-preventive measures aimed at increasing the level of conflict competence of officials. It seems to be relevant to study the mechanisms for diagnosing the labor culture and labor behavior of customs officials and identifying deviations, to develop a set of preventive and educational personnel measures that take into account the specifics of both the behavior models of employees of the customs service being diagnosed, and regulatory recommendations for the implementation of personnel and educational measures.

Effective implementation of preventive and educational measures will allow HR specialists to form a strategy for managing the labor conflicts and professional stresses in customs authorities. A.Y. Kibanov et al. (2013) mentioned that in modern research in the field of personnel management, it is important to take into account the relationship between productivity, satisfaction and incentives. A number of Russian scientists have studied the problem of implementation of the competence-based approach in personnel management, for instance, A.Y. Kibanov et al. (2014), I.A. Esaulova (2013), A.Y. Krasilnikov (2017) [3]. The problem of formation of conflict competence of students in the educational process is studied in the papers of the following scientists: N.S. Morova et al. (2015), M.V. Zinnatova (2016) [4, 5].

## 2 Materials and methods

Socio-economic instability in society creates an urgent need to study the impact of stress factors of the organizational environment on the staff efficiency and productivity. In the management practice of customs management, the personnel measures aimed at harmonizing social and labor relations and increasing the level of conflict-related competence of employees and officials are not implemented effectively enough. Within the framework of the existing system of professional development, educational programs aimed at developing the conflict-related competence of customs officials should be developed.

Currently, in addition to professional skills, customs officials of the Russian Federation need trainings on the development of skills such as leadership, communication, interpersonal skills, logical thinking, problem solving, working as a team member and ethical judgments, stress tolerance, and involvement in the organizational culture of customs.

Therefore, on the one hand, there is a need to improve the training standards for future customs specialists by creating special training programs that meet the PICARD Professional Standards to ensure the formation of a meta-competence profile of education in the field of customs administration. On the other hand, Y.Y. Savchenko et al. (2019), G.V. Skripnikova et al. (2019) discussed the lack of proven tools for decision-making on adaptation of existing professional standards for a model in achieving strategic and systemic goals as a limiting factor in the implementation of the standard in customs [6, 7]. This research focuses on an urgent task that involves analyzing the relationship between job satisfaction and subjective factors (the stress level of the organizational environment, the comfort level of the organizational environment, the staff loyalty level, the staff attitude, etc.) and developing methodological recommendations for the formation of officials' conflict competence. Conflict competence is a system of scientific knowledge about conflict and the ability to manage it. It is developed in the process of specially organized trainings in relation to situations of educational and professional interaction of communication subjects, as well as joint life activity. According to A.V. Bychkov (2014) the conflict competence of managers and officials of the customs service has the following levels:

- the top management forms a general policy in the field of conflict and stress management in the customs service (the formation of programs and activities aimed at preventing potential conflicts and creating a system of cooperation throughout the Federal Customs Service);
- at the level of primary management, the programs are implemented to create a favorable socio-psychological climate to comply with professional and ethical codes, and internal labor regulations [1].

To achieve the goals of functioning and strategic development of the customs authority through consistent harmonization of discrepancies in the implementation of management, economic, innovation and production situations, it is necessary to form a strategy for managing conflicts and professional stresses. O.Y. Kalmykova et al. (2018) believe that the effectiveness of implementing this strategy in management practice depends on the level of conflict competence of customs officials [8, 9].

The formation of conflict competence of customs officials involves solving the following tasks that allow one to integrate Customs students and customs officials:

1. At the University level, the formation of students' conflict competence:
  - analysis of psychological and pedagogical terms for the formation of conflict competence;
  - improvement of educational technology and methods of teaching students;
  - formation of educational and methodological support for the disciplines Conflict and Stress Management in Customs Authorities and Personnel Management in Customs Authorities (formation of a Bank of variable conflict-related tasks that reflect the specifics of the professional activities of customs officials);
  - monitoring and taking into account the employers' opinions on the set of competencies for the 'professional portrait of a customs official';
2. At the customs authority level, the formation of conflict competence of managers and officials:

- analysis of organizational terms for the formation of conflict competence of customs officials;
- formation of the concept of scientific-methodical and educational-methodical support of the process of formation of conflict competence of officials;
- development of a methodology for conducting trainings aimed at increasing the level of conflict-related competence of officials and managers in the field of personnel risk management. A.E. Mitrofanova et al. (2017) believe that effective management of personnel risks can minimize destructive conflicts in the organization.
- implementation of the conflict counseling system (creation of the "center for conflict counselling" at University) etc. [10];

3. At the levels of the University and the Customs Authority: formation and testing the educational and methodological support used in the educational process of the University and in the process of conflict counseling of managers and officials of the customs authority; implementation of trainings in the customs authorities; empirical confirmation of the significance of conflict-related competencies.

These personnel measures can be classified as "personnel needs" of customs authorities. V.G. Gryazeva-Dobshinskaya et al. (2020) highlighted the development and implementation of specialized programs [11]. According to G.V. Skripnikova et al. (2019), M.M. Kulikov et al. (2019), these measures ensure the formation of a specialist who meets the employer's modern requirements, as well as adaptation to changing conditions [7, 12].

### 3 Results

The goal of the research is to develop methodological and practical recommendations for the formation of conflict competence of customs officials, which involve improving the system of educational work in customs authorities and implementing conflict counseling for officials. The tasks of the diagnostic stage of the study whereas follows: analysis of the conflict of the organizational environment of customs authorities; diagnostics of the officials' professional stress level; assessment of personnel risks; the level of officials' corporate attitude; determining the comfort of the organizational environment of the customs authority (2014-2018). To determine the stress factors of the organizational environment of the customs authority, the level of satisfaction with working conditions and the emotional state of officials, a stress monitoring developed by K.E. Oksinoid (2009) was conducted [13].

The study showed that in the period 2014-2017, the amount of stress-factors impact on officials was at an average level and did not reduce the productivity of staff, but in 2018 it was already at a critical level and could initiate disorganization of labor processes. Assessment of the emotional state at the second stage of stress monitoring of officials showed the following results:

- in the period 2014-2016, respondents showed an average degree of emotional exhaustion and depersonalization, but a high degree of reduction of personal achievements; overall score: average;
- in the period 2017-2018, respondents were characterized by a high degree of emotional exhaustion; average depersonalization; reduction of personal achievements: high degree; overall score: high degree. The main factor of emotional burnout of officials is a prolonged excessive workload and organizational changes in the customs service. In the period 2014-2018, to obtain an integral characteristic of officials' organizational behavior, the method. Determining the comfort of the organizational environment developed by K.E. Oksinoid (2011) was used [14]. Diagnostics was performed by sequentially calculating the

individual comfort indices for each official and common comfort indices for the team. According to the results of the survey (56 respondents), the value of the General index of comfort of the behavioral environment in 2018 is characterized by a positive value. Thus, the study considered the influence of the following organizational environment factors on the level of officials' corporate attitude: an indicator of the comfort of the organizational environment, an indicator of the severity of depersonalization, reduction of personal achievements; an indicator of emotional exhaustion.

The Data Envelopment Analysis (DEA) method developed by A. Charnes (1978) and Y. Chen et al. (2015) was used to confirm the influence of organizational environment factors studied at the diagnostic stage on the effectiveness of customs officials. At the first stage of evaluating the effectiveness, the variables of the DEA method model are determined [15]. The variables are derived from the results of customs officials' survey at the diagnostic stage of the study. An anonymous questionnaire was carried out both for officials and managers. Variables for which a positive effect is a decrease in their values are input parameters, and indicators with effective values when they increase are output parameters. Consider the input parameters at the first stage in the model of the DEA method: X1 – comfort indicator of the organizational environment; X2 – indicator of the severity of depersonalization; X3 – reduction in personal achievements; X4 – indicator of emotional exhaustion. The output parameter in the DEA method model is Y – officials's corporate attitude level. In the DEA method model, the officials's corporate attitude level is defined as the output parameter of the simulation, since the level of loyalty has a direct impact on the efficiency and productivity of labor. Table 1 shows the initial data for modeling, which were determined by quantitative analysis of the survey results.

**Table 1.** Initial simulation data

Year	Indicators				
	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	Y
2014	52.43	21	33	40	63.33
	53.20	22	32	40	62.76
	52.34	21	32	39	64.45
2015	50.09	22	31	41	66.83
	49.67	20	30	41	65.75
	49.78	21	30	42	66.79
2016	48.65	23	28	41	71.39
	49.45	23	28	42	70.18
	48.67	25	28	42	70.98
2017	48.87	26	27	43	70.49
	49.4	27	27	42	70.12
	49.56	26	26	43	70.02
2018	49.25	27	26	46	68.65
	49.53	28	24	47	68.43
	48.75	29	25	45	69.76

Source: Compiled by the authors

As part of the performance analysis, the average values for the period 2014-2018 were used (Table 2)

**Table 2.** Average values

Year	X1	X2	X3	X4	Y
2014	52.66	21.33	32.33	39.67	63.51

2015	49.85	21.00	30.33	41.33	66.46
2016	48.92	23.67	28.00	41.67	70.85
2017	49.28	26.33	26.67	42.67	70.21
2018	49.18	28.00	25.00	46.00	68.95

Source: Compiled by the authors

Model parameters (1) are identified using the least squares method, based on minimizing deviations from the points of the initial time series:

$$Y = 313.4 + 4 \cdot X_1 - 4.1 \cdot X_2 - 8.6 \cdot X_3 - 2.5 \cdot X_4 \tag{1)}$$

Results of modeling the evaluation of customs officials’ performance using the DEA method are presented in Table 3.

**Table 3.** Calculations

Period	X1	X2	X3	X4	Y	CCR-model	Super-Efficiency model
2014_1	52.43	21	33	40	63.33	0.946023	0.946023
2014_2	53.2	22	32	40	62.76	0.911899	0.911899
2014_3	52.34	21	32	39	64.45	0.97273	0.97273
2015_1	50.09	22	31	41	66.83	0.961444	0.961444
2015_2	49.67	20	30	41	65.75	1	1.03365
2015_3	49.78	21	30	42	66.79	0.984315	0.984315
2016_1	48.65	23	28	41	71.39	1	1.038731
2016_2	49.45	23	28	42	70.18	0.983051	0.983051
2016_3	48.67	25	28	42	70.98	0.993941	0.993941
2017_1	48.87	26	27	43	70.49	0.992004	0.992004
2017_2	49.4	27	27	42	70.12	0.991726	0.991726
2017_3	49.56	26	26	43	70.02	1	1.004413
2018_1	49.25	27	26	46	68.65	0.972704	0.972704
2018_2	49.53	28	24	47	68.43	1	1.021807
2018_3	48.75	29	25	45	69.76	1	1.016135

Source: Compiled by the authors

When analyzing the simulation results, it is clear that the spread of estimates is within 10%. This variation is very small for adequate DEA estimates. In fact, they all became averaged, that is, they became closer to each other. In order to improve the results, you need to change the initial parameters of the simulation. To do this, take a smaller number of input parameters. The second stage of reasoning is based on two indicators: X1 – indicator of the organizational environment comfort; X2 – reduction of personal achievements. The output parameter in the DEA method model is Y1 – level of officials’ corporate attitude. The obtained results of repeated modeling using the DEA method are presented in Table 4.

**Table 4.** Calculations

Period	X1	X2	Y	CCR-model	Super-Efficiency model
2014_1	52.43	33	63.33	0.823	0.823
2014_2	53.2	32	62.76	0.804	0.804
2014_3	52.34	32	64.45	0.839	0.839
2015_1	50.09	31	66.83	0.909	0.909
2015_2	49.67	30	65.75	0.902	0.902
2015_3	49.78	30	66.79	0.914	0.914
2016_1	48.65	28	71.39	1	1.006
2016_2	49.45	28	70.18	0.971	0.971
2016_3	48.67	28	70.98	0.994	0.994
2017_1	48.87	27	70.49	0.992	0.992
2017_2	49.4	27	70.12	0.979	0.979
2017_3	49.56	26	70.02	0.983	0.983
2018_1	49.25	26	68.65	0.968	0.968
2018_2	49.53	24	68.43	1	1.022
2018_3	48.75	25	69.76	1	1.016

Source: Compiled by the authors

These results are more consistent with adequate DEA estimates. The result of the solution is to determine the relative efficiency of objects in the form of ranking indicators of the CCR model in the unit interval (0, 1) and the Super-Efficiency model – two objects have the maximum generalized efficiency index. These objects are, respectively, the periods: the first quarter in 2016, the second and third quarters in 2018 (Table 5).

**Table 5.** Results

Period	X1	X2	Y	CCR-model	Super-Efficiency model
2016_1	48.65	28	71.39	1	1,006
2018_2	49.53	24	68.43	1	1,022
2018_3	48.75	25	69.76	1	1,016

Source: Compiled by the authors

## 4 Discussion

In the course of the study, the authors developed organizational-methodological and psychological-pedagogical recommendations for the formation of conflict competence of customs officials and Customs students, as well as a set of training courses; created

methodological tools for organizing the process of conflict counseling in customs authorities.

## 5 Conclusion

In the course of the research, the authors of this paper developed the following:

- organizational and methodological recommendations for the formation of conflict competence of customs officials and specialists in the specialty Customs affairs;
- a set of training courses;
- methodological tools for conflict counseling in the organization.

At the same time, there are a number of potential risks related to the implementation of the methodology for the formation of stress competence of officials and students:

- insufficient participation of employers in expert surveys on the research topic;
- insufficient professional qualifications of the personnel service at the customs authority, who have to support the use of stress management and programs for the formation of stress competence of managers, officials and employees of customs authorities;
- introduction of innovative methods and technologies that require a high level of motivational, methodological and expert readiness of university professors.

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