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Features of Conflict Management in Enterprises in the Context of the Implementation of Strategic Changes

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Abstract: In the article, we analyze the place and role of preventing organizational conflicts in the organization's management system. The main directions of prevention of destructive organizational conflicts are formulated. A model of the system for managing organizational conflicts and stresses in the organization has been formed. The issues of formation of a complex system for the prevention of professional stress of employees in the context of modernization are discussed. In the article, the authors analyze the organizational conditions and methodological principles of the formation of conflict competence.

Key words: human resources; conflict; stress; stress management; organizational climate; conflict management; organizational conflict; personnel management of the organization personnel policy; training.

In the current conditions of the economic crisis, the efficiency of industrial organizations largely depends on their competitiveness, which should be ensured by the efficiency of the economy based on high labor productivity and product quality. The growth of labor productivity in an industrial organization is the most important condition for its development. The category "labor productivity" characterizes the result of the use of labor force in the specific organizational and technical conditions of the enterprise. The growth of labor productivity in an industrial organization is possible under the condition of constant technological modernization of production. To solve this problem, it is necessary to take into account the factors of labor productivity, due to the modern role of the employee in the organization.

At present, the effective management of human resources of the organization becomes especially important. Enrichment of the content of labor; increasing the importance of self-control of the results of labor activity of employees; the growth of workers' requirements for the organization of labor and the human resource management system; actualization of the need to introduce various technological and personnel innovations; an increase in the level of social tension and the level of conflict in the workforce of the organization; the need to form a system of continuous professional training and development of personnel of industrial organizations; the development of crisis phenomena in the labor market - all these

factors of socio-economic development force the leaders of industrial organizations to react mobilely to changes, systematically monitor, introduce technological and personnel innovations and adjust the organization's development strategy and, on its basis, personnel policy¹.

The introduction of personnel innovations and technological innovations initiates the leaders of industrial organizations to adapt the organizational environment of all categories of workers to constant changes that cause serious resistance from a certain part of the workers. The system for preventing the resistance of the personnel of organizations to ongoing strategic changes should be formed by encouraging employees to increase the level of professional competencies based on increasing motivational potential and, as a result, increasing their work activity. At the same time, the process of introducing innovations significantly affects the level of conflict in the organization: the number of resource, motivational, intergroup, social and labor conflicts increases sharply. At the heart of the emergence of conflict situations that develop into conflict confrontation, there are differences in the perception by the staff of a combination of certain organizational factors. Thus, the study of the causes of organizational and social and labor conflicts and the formation of a technology for managing conflicts and stresses in the labor collective of industrial organizations is becoming an objective necessity at the present time. The study of the objective and subjective nature of conflicts, their sources, forms of manifestation, methods of prevention and resolution contributes to the effective choice in practice of ways to overcome conflict clashes. Conflict and stress management skills are an important tool in the work of a leader, primarily because the conscious use of appropriate techniques helps to maintain and develop the human resources potential of the organization.

A conflict manager can carry out a detailed analysis of a conflict situation in an organization by answering the following questions²:

- Participants in conflict confrontation (opponents, observers, support group, provocateurs, arbitrator, arbiter, mediator)?
- Boundaries of conflict confrontation (external limits in space, time, social system)?
- Type of conflict (by spheres of manifestation; by scale, duration and tension; by subjects of conflict interaction; by subject of conflict; by sources and causes of occurrence; by communicative orientation; by social consequences, by forms and degree of conflict; by methods and scales of settlement)?
- The object of the conflict?
- The subject of the conflict (the problem that is the cause of the divergence in the views of the opponents)?
- Causes of the conflict (socio-political and economic, socio-demographic, socio-psychological, individual psychological)?

The causes of the conflict reveal the main sources of their occurrence and predetermine the nature of the conflict confrontation, the principles and methods of settlement, resolution, management and prevention.

Conflict and stress management in an industrial organization is a personnel policy strategy that implies the existence of principles, methods, programs and a socio-economic mechanism that allow diagnosing the causes of organizational and social and labor conflicts and minimizing the destructive consequences

¹Creative thinking in business. (2006). Trans. from Engl. Moscow, Alpina Business Books. 228 p. [in Russian].

²Research of the level of satisfaction with the work of the personnel of industrial enterprises of Ukraine]. EkonomichnyivisnykDonbasu – Economic Herald of the Donbas, 2 (52), pp. 206–211

of conflict interaction. The subjects of personnel management act as the subject of conflict and stress management technology in an industrial organization: top management (head, head of the personnel department, head of the personnel management service); line and functional managers (unit head); conflict managers (personnel manager, psychologist, conflictologist, employee of the personnel department); primary teams of the organization; workers. The object of conflict and stress management is all human resources, from the manager to ordinary workers. Directly managing conflicts and stresses is aimed at social and labor relations that develop in the process of labor activity and at the system of legal regulation of the labor activity of employees of the organization.

The conflict and stress management technology involves the formation of a socio-economic mechanism, which is a complex of social regulation of the labor behavior of workers. The mechanism of conflict and stress management technology should be understood as economic, social, managerial, legal and psychological methods that ensure their functioning in the system of labor relations of the organization. The socio-economic element includes methods and tools for regulating labor relations between employers, employees and the state. The organizational and economic element involves the identification of organizational forms of expression of labor relations: methods and technologies for resolving conflict confrontation³.

The purposeful influences of the head of conflict management in the organization are in the following areas:

- ✓ prevention and resolution of organizational, economic, socio-psychological, social and labor and other causes of conflicts;
- ✓ correction of coping strategies of managers and employees in conflict interaction, based on the system of conflict counseling;
- ✓ monitoring compliance with the principles and norms of the ethical code, enshrined in the personnel policy of the organization;
- ✓ carrying out activities aimed at increasing the level of stress resistance of employees and managers in crisis situations;
- ✓ lowering the level of destructive conflict in the workforce as a whole;
- ✓ Ensuring the effective work of the conflict commission to resolve organizational and social and labor conflicts;
- ✓ Formation of conflict logical competence and stress competence of employees and managers of the organization.

The model of conflict and stress management technology in an organization is an information management system, the main purpose of which is to timely and effectively resolve conflicts, prevent their dysfunctional consequences and prevent occupational stress for employees. At the first stage, it is necessary to determine economic and social goals and form a conflict and stress management technology⁴.

At the second stage, a personnel management specialist: diagnoses the needs of managers and employees in conflict resolution counseling and in the formation of conflict and stress prevention programs; formulates the principles and strategic directions of conflict management activities; defines goals, objectives and programs for the development and implementation of conflict and stress management

³Yemelianko L. M. (2013). Konfliktolohiia [Con- flictology].2011.

⁴Холикова С.А. Организационный механизм управления конфликтами и экономическая стратегия развития предприятий, Международный научный журнал «Вестник науки» N 10(43). Тольяти 2021г. стр.93-99

technology. At the third stage, the conflict manager introduces conflict management technology; analyzes the existing forms of conflict management technology⁵.

At the fourth stage, the conflict manager needs to:

- analyze internal and external resources;
- to diagnose the level of professional stress, the level of conflict, the level of social tension, the level of organizational stress, etc.;
- to form a model of conflict logical competence and stress-competence of an employee;
- form a bank of information cards of occupational stress for all categories of employees of the organization;
- develop programs for prevention and correction of professional stress and professional burnout syndrome;
- Monitor results and adjust programs based on feedback received.

At the fifth stage, the personnel management specialist needs to classify the motives of the attitude of the personnel to the activities of the conflict and stress management technology; develop ways to encourage staff to use this technology. At the sixth stage, the conflict manager analyzes the results of the technology; identifies problem areas; designs forms and socio-psychological methods of conflict and stress management.

At the seventh stage, specialists carry out: a comprehensive analysis and diagnosis of existing problems; monitoring the implementation of conflict and stress management technology; assessment of socio-economic efficiency of conflict management technology.

In accordance with the objectives of the activity of an industrial organization, the following principles of conflict management technology can be distinguished:

- ✓ it is expedient to carry out the formation of conflict and stress management technology on the basis of the process approach;
- ✓ conflict management technology should be aimed at ensuring the effectiveness of the organization's collective activities;
- ✓ an important element of conflict management technology is staff awareness of the organization's development strategy;
- ✓ The effectiveness of conflict management technology should be determined in accordance with the requirements of the quality management system of an industrial organization.

Interactive learning is associated with the active participation of the student in the educational process; high motivation; active involvement of all subjects in productive joint activities; updating the acquired knowledge; the interaction of students with the teacher, with each other, with the learning environment. Conversations with employers have shown that a modern industrial organization needs a highly qualified worker, capable of self-esteem, conflict-resistant, aimed at professional development. For effective management of the process of conflictological training of personnel in the system of personnel training in order to form its conflictological competence, modern management and educational technologies should be used.

⁵Mitrofanova E. A. Economics of Personnel Management Textbook/Ed. By A. Ya. Kibanov - M.: INFRA-M, 2013. P.56.

Programs for the formation of conflict management competence of managers and staff of the organization should be comprehensive and allow the organization to choose various managerial and pedagogical methods and tools for the main components of conflict management, with a clearly defined expected result.

The formation of conflictological competence of the leader allows you to accurately understand the true causes of conflict confrontation, individual personality characteristics of opponents, their emotional states, planned conflict activity strategies and possible methods of influence. A high level of conflictological competence is an important characteristic of the professionalism of managers, since constructive conflict management in the overwhelming majority of cases has a positive effect on the performance of the organization.

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