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## MANAGER'S WORK WITH PERSONNEL AS THE BASIS OF CONFLICT PREVENTION IN AN ORGANIZATION

### Abstract

*The article is devoted to the problems of the manager's activities with personnel as the basis of conflict prevention in the organization (on the example of LLC SPA "Perlyna Podillya").*

***Goal.** The study of modern trends in the manager's work with personnel as a basis for the prevention of conflicts in the organization, as well as the development of recommendations and substantiation of directions to improve personnel work.*

***The results.** It is stated that the current stage of social and economic development is characterized by the maximum commercialization of social relations, formed under the influence of the market economy and fierce competition, reinforced by periodically occurring crisis phenomena, which exacerbates conflicts and creates conflict situations.*

*The authors emphasize that personnel policy in the organization as a tool for managing it and conflicts makes it possible to create a competitive policy if there is high-quality personnel potential.*

*The article states that today the LLC pays considerable attention to the study and diagnosis of conflicts. Personnel policy is always aimed at work with the personnel in conflict situations.*

*The analysis of personnel work and personnel policy was carried out in the context of prevention and resolution of conflict situations in the conditions of the latest challenges.*

*The article emphasizes the global experience of conflict resolution. It confidently shows that based on the achievements of joint decisions and coordination of interests, any conflict situations and problems of organizational life at the LLC can be resolved.*

*The recommendations for improving the personnel policy of the LLC, aimed at conflict prevention, have been developed. And it, in turn, should minimize the possibility of conflict situations at the enterprise.*

***Keywords:** personnel work, personnel policy, personnel management, conflict, conflict situation, conflict prevention.*

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**Галина БАБ'ЯК, Наталія КОТИС**

**РОБОТА МЕНЕДЖЕРА З КАДРАМИ ЯК ОСНОВА ПРОФІЛАКТИКИ КОНФЛІКТІВ  
В ОРГАНІЗАЦІЇ**

**АНОТАЦІЯ**

***Вступ.** Стаття присвячена проблемам діяльності менеджера з кадрами як основи профілактики конфліктів в організації (на прикладі ТОВ НВА "Перлина Поділля").*

***Мета.** Вивчення сучасних тенденцій роботи менеджера з кадрами як основи профілактики*

конфліктів в організації, а також розроблення рекомендацій та обґрунтування напрямків покращення кадрової роботи.

**Результат.** В ній зазначено, що сучасний етап соціального та економічного розвитку характеризується максимальною комерціалізацією суспільних відносин, сформованою під впливом ринкової економіки і жорсткої конкуренції, підсиленою періодично виникаючими кризовими явищами, що загострює конфліктність та створює конфліктні ситуації.

Авторами наголошено, що наявність кадрової політики в організації як інструменту управління нею та конфліктами, дає можливість здійснення конкурентоспроможної політики за наявності високої якості кадрового потенціалу.

В статті зазначено, що сьогодні ТОВ приділяє значну увагу вивченню та діагностиці конфліктів. Кадрова політика завжди націлена на роботу з персоналом у конфліктних ситуаціях.

Здійснено аналіз діяльності кадрової роботи і кадрової політики в контексті профілактики та вирішення конфліктних ситуацій в умовах новітніх викликів.

В статті робиться наголос на світовому досвіді врегулювання конфліктів. Він впевнено показує, що опираючись на досягнення спільних рішень та узгодження інтересів можна вирішити будь-які конфліктні ситуації та проблеми організаційного життя на ТОВ.

Розроблені рекомендації щодо вдосконалення кадрової політики ТОВ, націленої на профілактику конфліктів. І вона, у свою чергу, повинна мінімізувати можливість виникнення конфліктних ситуацій на підприємстві.

**Ключові слова:** кадрова робота, кадрова політика, кадровий менеджмент, конфлікт, конфліктна ситуація, профілактика конфліктів.

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### **Problem statement in general and its connection with important scientific and practical tasks.**

If to take into account the changing conditions in the modern world economy, its transformation, as well as in the approach to the assessment of human capital, its role in the development of society, the issue of the role of personnel policy and personnel work deserves special attention. Today the world community taken the path of innovative development, an important factor of which is intelligence, which means the person himself.

Personnel policy and personnel work in modern realities indicate that in production the priority be given not to the number of employees, but to the professional quality of personnel. Therefore, the main goal of personnel work should be determination of specific tasks and measures in the personnel work system. And the ultimate goal is to create a cohesive team that will be able to perform the intended tasks and bring the company to a high level of competitiveness. Today, personnel policy covers areas that were not previously used in personnel work, for example, the field of labor conflict situations, the role of public and social programs that affect the productivity of the team. Taking this into account, it can be argued that planning and implementation of personnel policy plays an important role, since personnel decisions cover all areas of the company's activity.

The modern market economy sets an ultimatum to ensuring the competitiveness of business entities and national economies as a whole. Thus, one of the most important tasks is the most effective use of the personnel potential. In turn, to achieve the set goal, a clearly developed personnel policy is necessary both at the state level and in an individual enterprise, taking into account the peculiarities, requirements, opportunities and needs of the economy or the enterprise.

Currently there is still no widespread application of foreign experience in personnel management, including conflict prevention, in Ukraine. Today, only some enterprises are introducing non-traditional payment systems, and training specialists is still a rare phenomenon; due attention is not paid to the selection of personnel and study of conflict situations and their prevention. Only motivational innovations have found there place at Ukrainian enterprises.

**Analysis of recent research and publications that have launched considering and solving the problem.** The studies of D. Bogynya, O. Grishnova, V. Danyuk, A. Kolot, L. Lisogor, I. Petrova, M. Semikyna, L. Shaulska and other scientists deal with the problems of personnel recruitment, modern tendencies in staff service activity and work of personnel management.

The issue of implementing an effective personnel policy is considered in the works of the following scientists in the field of management in general, and personnel management in particular: H. Dessler, A. Kibanov, M. Konovalenko, Y. Lukash, L. Lukycheva, R. Mansurov, Y. Odegov, V. Polovynko, V. Ratnikov, V. Spivak, L. Trofimova, N. Fedorova, Yu. Shapovalov, and others. However, despite the significant number of scientific works on this topic, their acuteness does not decrease.

**Goal.** The study of modern trends in manager's work with personnel as a basis for prevention of conflicts in the organization, as well as development of recommendations and substantiation of directions aimed at improving personnel work.

**Presentation of the main research material.** In the conditions of the modern economy, it is necessary to consider thoroughly all the steps in order to achieve the success of organizations. The first and most important of them is the organization of the personnel service. The role of the personnel service in the enterprise management apparatus is constantly growing: there is a constant need for reasonable recruitment, organization of training, improvement of qualifications, correct assessment and education of the company's personnel. The main purpose of the personnel service is to be guided in implementation of the personnel policy not only by the interests of the enterprise, but also to act taking into account labor legislation and the implementation of social programs.

The issue of evaluation, settlement and prevention of managerial conflicts is extremely relevant, since their dominance in the activities of the enterprise/organization affects the effectiveness of its management system. The study of the management system in LLC SPA "Perlyna of Podillya" gives the grounds to come to the conclusion, that creates conflicts, and on the other hand, it is a way to resolve them. The conflict occupies a prominent place in the personnel policy of the LLC. After all, managers understand well that situations in teams directly affect the activities of the entire organization. Therefore, settling conflict situations and their prevention is a priority of the personnel service.

The head of the personnel service of LLC SPA "Perlyna Podillya" believes that conflict should not be perceived as a 100% negative phenomenon, one can find its advantages in it. Therefore, there is no need to try to completely avoid any conflict situations in all spheres of the organization activity. After all, they can help learn new, previously undetected problematic aspects of personnel management, to get to know the opinions of employees, which they would not express under normal circumstances, and see the organization in general from a different side.

The personnel service department of this enterprise pays a lot of attention to conflicts in its personnel policy, including the study and discernment of conflicts in various departments, forecasting conflict situations, researching methods of preventing serious conflicts and localizing small ones at their nascent stages. For a broader understanding of the nature of conflicts and their impact the personnel, LLC SPA "Perlyna Podillya" conducts anonymous surveys. In this way, it is possible to find out what the employees are dissatisfied with, what conflicts they have during the work process, and how confrontations can be resolved. All questionnaires are processed and the most pressing issues and problems that concern the personnel of the LLC are revealed. After that, personnel service department examines these issues and searches for ways to improve them. This questionnaire method is quite effective, because over the years of its use, it has shown good results. More than one hidden conflict in various teams, errors in personnel management, and personnel distribution were discovered.

On the whole, the process of conflict management is the prerogative of the company's management and is carried out with the predominance of the functional approach in managing the organization by the methods of planning and motivating, controlling and regulation of conflicts. This is done in order to increase the number of rational consequences of resolved or prevented conflicts and to reduce their negative consequences. During the rational management of conflicts, it is possible to predict the approximate types of possible conflicts, the probability of their occurrence and their consequences. Planning also involves a choice of conflict management strategy, approving policies, tactics and budgets for conflict management activities.

Most of the company specialists believe that their main function is to resolve contradictions and problems of the organization survival. However, conflicts should also occupy a significant place among the functions of the managers, because 50% of leaders have some relation to problems and contradictions, but they are the ones that ensure positive solutions of these problems. It primarily depends on the manager, due to his status, how to create a favorable atmosphere in the staff, which will promote freedom of speech and

respect for each other, justice and initiative and prevent from occurrence of any conflicts.

The most important issue for the head of LLC SPA "Perlyna Podillya" is to inspire employees, to ensure their voluntary interaction, to protect them from undeserved insults that can lead to conflicts.

The ability of the LLC to neutralize conflicts is an indicator of a strong personnel policy. When forming a solid staffing policy in the organization, the employees all together always discuss the conflicts that have arisen and are not afraid to identify the cause of the problem. At the same time, the staff produces new cultural patterns of interaction of its members and the organization in general in a conflict situation. We can confidently say that these are conflicts that test the strength of the entire personnel, and the selected management methods and principles of personnel policy in the organization show the true features of each member of the staff and its managers. LLC SPA "Perlyna Podillya" treats conflicts quite calmly and approaches them professionally, discreetly, and this way the company strategically wins. The enterprise believes that management personnel should be trained in ways to resolve conflicts, as well as in management skills and readiness for innovations. After all, it is the introduction of innovation programs that gives birth to the greatest contradictions in the team and exacerbates constant conflicts.

Considering the recent events in Ukraine, it is possible to note the need to improve the conflict management system. World experience confidently shows that by focusing not on confrontation, but on reaching agreement, joint decisions and coordination of interests in the team, all problems of organizational life and conflicts at enterprises can be solved in the best possible way.

Each country has its own specific methods and features of conflict management. However, one important general rule can be identified: any conflicts, collective labor disputes should be considered within the framework of the conciliation and arbitration procedure. Indeed, such controversial situations are usually related to the creation of new legal norms.

For example, in the USA, a conciliation-arbitration method is used to resolve collective economic conflicts, and a judicial-administrative proceeding is used for collective legal conflicts; in Great Britain, the conciliation-arbitration method and court proceedings are used for all types of labor conflicts; in France, collective economic and legal conflicts are resolved using the conciliation-arbitration method, and judicial intervention is provided for the resolution of legal conflicts [9].

In world practice, the negotiation process is considered to be the best-known method of conflict resolution, which is used most often even in the most developed countries in solving criminal cases. The negotiation process can become a leading way to resolve conflicts in labor relations at enterprises, provided that the technologies of its management are worked out.

Today, in Ukraine, negotiations are an exception to the rules, not the norm. And although the collective agreement should be binding for every enterprise, it, unfortunately, has no real force. Therefore, the main methods of conflict resolution remain court proceedings and arbitration. And in the case of labor conflicts, the most effective method is considered to be the use of sanctions, threats, administrative pressure or dismissal.

In the United States, the Bureau of Cooperation and Labor Relations Programs was established in 1982 within the Department of Labor. This bureau was supposed to promote cooperation between trade unions and management, encourage improvement of the quality of working conditions at enterprises.

In Spain, no court has the right to consider a conflict claim until there has been an attempt to resolve the conflict through conciliation, arbitration or negotiation.

In the Scandinavian countries, the method of mediation, or as it is also called mediation, is widely used. Mediation is considered to be the most effective and popular method of conflict resolution worldwide [9].

In many cases, it is possible to resolve a conflict situation without a trial or confrontation, it is better to use the method of negotiations or discussion. However, it often happens that excessive emotions, enmity, inequality of social position or a sense of hopelessness, the tactics of confrontation of another opponent bring the resolution of the conflict to a dead end and prevent constructive negotiations. Therefore, in such cases, the help of a third party is usually required.

In Poland, in order to reach an agreement between the conflicting parties, guided by the Law "On the procedure for resolving collective labor disputes", the involvement of a mediator is provided.

However, in Croatia, mediation is required when resolving definite conflicts. At Croatian enterprises, in the event of a conflict, a "council of mediators" is immediately created. It includes three

members: the employer, the employee and the intermediary. Mediation must be completed within five days.

In Ukraine, the Law "On the procedure for resolving collective labor disputes" was also adopted. On the basis of this law, a National Mediation and Reconciliation Service was created. This law makes it possible to involve an independent mediator in the conciliation commission.

Thus, an additional mechanism for regulating the interaction of parties of a labor conflict appears, based on the values of consensus and constructive problem solving, which forms new social roles and professions.

As it can be seen, we have a number of possibilities to resolve conflict situations. In order to prevent them and, in the event of their occurrence, to overcome them, a targeted program to improve the work of the personnel service is necessary.

Improvement of personnel policy and personnel work in general must be carried out comprehensively, taking into account the enterprise's weaknesses and possible ways to eliminate them. To begin with, it is necessary to determine the main goals and results that the personnel management service and the management of the enterprise want to achieve when implementing certain projects regarding the improvement of the system and technology of personnel management [10].

It is worth noting that the results of implementation of an improved personnel management system usually bring social results to the enterprise, which eventually turn into economic ones and are subject to cost evaluation.

It should be also mentioned that personnel development is aimed at increasing the level of knowledge, skills and abilities of employees in order to achieve the strategic goals of the enterprise and realize their individual needs. The process of personnel development itself is actually a complex of targeted measures: informational, educational, socio-cultural and motivational, which contribute to the formation and development of the necessary competences of the personnel and strengthening of their motivation.

At the current level of dynamism of both external and internal environments, personnel development should be preventive in relation to changes, and under the influence of a complex of motivating factors, this process should be aimed at forming employees' internal need for self-improvement, self-development; it should be continuous and involve all members of the organization.

An important aspect of the personnel manager's work is his assessment. With the wrong approach to this problem, various negative situations, including conflicts, are possible. Based on this, we propose to develop and implement the personnel evaluation and placement program at LLC SPA "Perlyna Podillya".

The evaluation of the performance of personnel is important, first of all, when characterizing an employee who already occupies a certain position, to assess whether he corresponds to the position held. Assessment of the potential (personal qualities) is of crucial importance in the selection of candidates for managing positions.

When evaluating work performance, you can use the point method, according to which a certain number of points can be awarded for certain achievements. Table 1 shows the criteria for interpreting work intensity scores.

Table 1

**Interpretation of labor intensity in points**

Degree of intensity	Score in points
During the period of temporary absence of some workmate, the employee additionally performed his duties for a longer period of time	5
In case of temporary absence of some workmate, the employee additionally performed his duties for some period of time	4
The employee fully fulfilled all the duties assigned to him in his area of work	3
The employee was provided with help in the performance of the work assigned to him	2
Other employees performed a significant part of the work assigned to the employee	1

Note: compiled by the authors

To assess the complexity of the work, the score method can be used in LLC SPA "Perlyna Podillya" (Table 2):

Table 2

**Interpretation of difficulty of work in points**

Degree of difficulty	Score in points
Completed work according to its complexity:	
– significantly exceeds the official instruction;	5
– slightly exceeds the official instruction;	4
- corresponds to the official instruction;	3
– slightly lower than required according to the official instruction;	2
- significantly lower than required at the enterprise.	1

Note: compiled by the authors

To assess the quality of work of their employees of LLC SPA "Perlyna Podillya", can use the following table:

Table 3

**Interpretation of the quality of work in points**

Degree of quality	Score in points
work done:	
– at a high level;	5
- at a good level;	4
- satisfactory;	3
- mediocrely;	2
- unsatisfactory.	1

Note: compiled by the authors

When evaluating the work of employees, the management of LLC SPA "Perlyna Podillya" should pay attention to such qualities as the ability to plan, coordinate, organize, control the work of subordinates, as well as stimulate employees.

On the basis of a five-point scale, the score of 3 is average. If an employee's rating is lower than 3, it is necessary to think about transferring him to another job. A score of 4 indicates that an employee is in his place. If an employee's work is rated at 5 points, he may be promoted to a more responsible job. At the end of the evaluation of the work, it is necessary to draw up an evaluation sheet of every employee, which shows the results based on the scored points. Based on the results, a decision is made whether the employee should be transferred to another job or promoted. We believe that this approach is effective and, in turn, can also help prevent the development of conflict situations.

As an effective tool in the work of the company's personnel management service, it is possible to introduce assistance to dismissed employees - psychological, informational, and consultative. The advantage of the method is that it is one of the few measures that do not require large financial costs (except for the cases when it is necessary to conduct special psychological trainings for employees who are dismissed).

In connection with the implementation of assistance to dismissed employees in the work of the personnel management service, an employee who is dismissed can be provided with a package of information, documents, or advice. The employee may be provided with letters of recommendation, mandatory psychological counseling, training in job search methods, and counseling in accordance with the order of application to the labor exchange.

We recommend conducting consultations on the rules of behavior at the interview, on compiling a resume competently. These measures will allow: to reduce the number of claims from dismissed employees, including the number of lawsuits (payments for them); reduce the number of compensation payments to employees who are dismissed; maintain a positive image of the enterprise; remain on good terms with dismissed employees.

For the purpose of stable operation of LLC SPA "Perlyna Podillya" and planning its development, long-term planning of personnel policy and personnel work, including the aim of preventing conflict situations, is very important.

**Conclusions.** The development of a sustainable personnel policy and personnel work and its implementation requires the joint efforts of all employees of LLC SPA "Perlyna Podillya". These efforts should be coordinated by a specialized department - the personnel management service and its managers. Large enterprises, having sufficient assets, can retain such departments and attract qualified specialists to them, however small and medium-sized enterprises cannot afford it.

For a more efficient operation of LLC SPA "Perlyna Podillya", it is necessary to revise the system of motivation and stimulation of personnel. A modern enterprise needs to develop a personnel policy aimed at transforming knowledge into efficient production.

The personnel policy in the organization as a tool for its management and conflict management makes it possible to implement a competitive policy if there is high-quality personnel potential. The competitiveness of the company depends on the competitiveness of each of the team members. Therefore, it is quite important to create and maintain a favorable microclimate in the team, control and help in resolving conflict situations, conflict prevention for stable and harmonious work of the entire organization.

The organization can achieve a high level of development only as a result of coordinated and well-thought-out personnel policy work.

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