

N. NAZAROV

SOCIAL AND LABOR CONFLICT MANAGEMENT: UKRAINIAN AND FOREIGN EXPERIENCE

The **subject** of study in the article is the process of socio-economic conflict management. The **purpose** of the work is to substantiate the theoretical provisions and methodological approaches in the management of labor conflicts as a form of social and labor relations based on Ukrainian and foreign experience. The following **tasks** are solved in the article: to investigate the essence and place of social and labor conflict in the system of social contradictions; provide a classification of conflicts in the social and labor sphere; to study the forms and methods of resolving social and labor conflicts; to analyze the success of conflict prevention in Ukrainian and foreign practice. The following **methods** are used: method of analysis and synthesis, classification-analytical method, abstract-logical method, historical-retrospective analysis and generalization. The following **results** were obtained: the concept of socio-economic conflict is clarified. The classification of conflicts is carried out, which gives an understanding of the nature and essence of conflict relations on the following grounds: the method of conflict resolution (antagonistic and compromise conflicts); spheres of conflict (political, social, economic, organizational conflicts); direction of impact (vertical and horizontal conflicts); degree of conflict confrontation (hidden and open conflicts); the number of participants in conflict interaction (intrapersonal, interpersonal, intergroup); needs (cognitive and interest conflicts). Structural and interpersonal methods for resolving conflict situations are defined. An analysis of the current state of resolution and prevention of labor conflicts in 2020 was conducted according to the National Service for Mediation and Reconciliation. Foreign experience in resolving labor disputes has proved the feasibility of developing the following ways to resolve labor disputes in Ukraine: with the help of special courts on labor and social security (sectoral justice); through civil proceedings in general courts; through conciliation and arbitration procedures. **Conclusions:** The analysis allowed to determine the essence of social and labor conflict as a form of social and labor relations at the micro, meso, and macro levels, which is manifested in the opposition of the subjects of the socio-economic sphere. Applying the gained world experience it is possible to reduce social tensions and to strengthen social and economic safety of the state.

Keywords: conflict; conflict situation; social and labor relations; contradictions; collective labor disputes; mediation procedures; conciliation procedures.

Introduction

Modern theory of labor economics is forced to reconsider the nature and role of conflict in the functioning of socio-economic systems in connection with the permanent conflict situation in society, which is not only a source of contradictions but also a driving force of civilization. The inevitability of contradictions is a manifestation of the law of unity and the struggle of opposites, one of the classical laws of dialectics. According to this law, any phenomenon or situation is considered as a unity of opposing parties that are mutually exclusive. The joint activity of people is accompanied by a clash of different views on events taking place at the micro, meso and macro levels of the socio-economic environment.

Significant contribution to the formation of conflict theory was made by such foreign authors as: Deming V., Siegert V., Simmel G., Lang D., Mall E., Levin K., Kozer J.I., Albert M., Deutsch M., Mescon M., Darendorf R., Parsons T., however, it should be noted that sociological and behavioral approaches to conflict management dominate in their works.

It is important to note that the subject of social conflict has a long tradition, established in the works of Aristotle, M. Weber, T. Hobbes, G. Simmel, N. Machiavelli, K. Marx and other classics of the science of man and society. Modern problems of conflict management, strategies of behavior during conflicts, ways of their constructive solution were investigated by N. Vyshnyakova, S. Emelyanov, H. Cornelius, U. Mastenbrook, E. Melibruda, M. Mescon, B. Withers, S. Feir, V. Sheinov; Ways of realization of conceptual provisions of management of social and labor conflicts were considered by O.A. Grishnova, V.A. Dyatlov,

G.V. Zhavoronkova, O.M. Skibitsky, A.V. Kazanovsky, Y.I. Palekha, M.I. Prystupa, V.O. Kudin and other scientists.

Social and labor relations are a leading component of the whole system of relations of society, which determine the way of life of people, the structure of related processes and relations. The level of development of social and labor relations characterizes the degree of democratization of society, the social orientation of its economic system, the perfection of social relations in general. In this regard, the importance of studying such a form of social and labor relations as labor conflicts and scientific substantiation of methodological and scientific and practical tools for preventing and resolving contradictions in social and labor relations is growing. It should be noted that the reasons for the emergence of conflicting social and labor relations are not isolated, they are interconnected, and their relationship with social and labor relations is both complex and problematic.

The **purpose** of this article is to substantiate the theoretical provisions and methodological approaches in the management of labor conflicts as a form of social and labor relations based on Ukrainian and foreign experience.

Realization of the set purpose assumes the decision of the following tasks: to investigate essence and a place of social and labor conflict in system of social contradictions; provide a classification of conflicts in the social and labor sphere; to study the forms and methods of resolving social and labor conflicts; to analyze the success of conflict prevention in Ukrainian and foreign practice.

Analysis of the problem and existing methods

The concept of conflict originates from the Latin

word "conflictus" – collision. In textbooks on conflictology by L. Yemelyanenko, V. Petyukha, L. Torgova, A. Hrynenko [1], Dutkevych T. [2], Vorozheykina I., Kibanova A., Zakharova D. [3] are provided various, but similar to the content definitions of conflict. For example, A. Ershov defined the conflict as the action of opposite, incompatible in this situation motives, interests, types of behavior. N. Hryshyna interprets the conflict as a conscious obstacle to achieving the goals of joint activities, as a reaction based on the incompatibility of characters, cultural foundations and needs. According to D. Kaidalov and E. Sulimenko, conflict is a clash of interests, views, attitudes, aspirations

of the individual. A. Kovalev defines conflict as a phenomenon of interpersonal and group relations, as a manifestation of confrontation, an active clash of assessments, principles, opinions, characters, standards of behavior.

Almost all scholars emphasize that the conflict is based on contradictions that take the form of differences. Conflicts can be hidden or overt, but they are based on a lack of agreement. Therefore, we define a conflict as a lack of agreement between two or more parties - individuals or groups. In the table 1 other definitions of the conflict by different authors are given.

Table 1. Scholars' views on the concept of "conflict"

Author	Definition
Krysa O. [4]	Conflict is a lack of agreement between two or more parties (individuals or groups); clash of opposing views, positions, and interests.
Kuzmin O. [5]	Conflict situation is the presence of reasons that create the preconditions for conflict. Conflict situation that requires resolution provides the existence of several mandatory elements: the parties to the conflict; object of conflict; the driving force is an incident.
Balabanova L. [6]	Conflict is a special type of interaction, which is based on opposite and incompatible goals, interests, types of behavior of people and social groups, which are accompanied by negative psychological manifestations.
Zinchenko S. [7]	Conflict is a collision of opposite, incompatible tendencies, a single episode in the mind, in interpersonal interactions or interpersonal relationships of individuals or groups of people, associated with negative emotional experiences

The object of the conflict and its participants together form the subject of the conflict, ie they are considered as necessary prerequisites for the emergence of a conflict situation. The incident leads to the beginning of the conflict, plays the role of a catalyst. Conflict situation is determined by objective circumstances, and the incident occurs by accident, when the necessary preconditions are created [8].

Traditionally, there are three fundamentally different ways of resolving labor disputes.

First, a compromise based on reconciling the interests of the conflicting parties (e.g., administration and workers); at the same time each of the parties makes concessions.

Second, unilateral suppression of one party to the other (for example, the organization of strikebreaking, the introduction of troops, forced labor).

Third, integrative, in which new ways and models of behavior of the conflicting parties in the area that caused the conflict are developed and implemented (for example, privatization of the enterprise if the administration and employees cannot reach an agreement) [9].

In most cases, it is the integrative way of resolving the conflict that is optimal, because compromise and one-sided ways only slow down their development, without completely eliminating "tensions", without achieving a full settlement of the conflict. Resolving conflicts caused by objective contradictions involves their timely and accurate diagnosis, joint search for ways to overcome.

Analyzing the approaches to the essence of the phenomenon of social and labor conflicts, we can identify the main system-forming components of the concept of "conflict":

- the presence of interaction between different social actors;
- the interaction is in the nature of a contradiction perceived by the subjects or groups of subjects;
- contradiction is manifested in the opposition of the subjects, aimed at protecting their interests by limiting the activity of opponents.

Different approaches to the disclosure of the concept of "conflict" due to the fact that the study of conflict problems concerns different sciences: psychology, sociology and economics. Therefore, we will consider an interdisciplinary approach to conflicts.

Problem solving.

To select an adequate method of influence and management of the relevant conflict, it is advisable to classify depending on the main features: the method of resolution; spheres of manifestation; direction of influence; degree of expressiveness; number of participants; impaired needs (table 2).

Based on the classification, we define the types of conflicts, ie the variant of conflict interaction, distinguished by a certain feature.

Table 2. Conflict classification

A feature of classification	Types of conflicts
1. Method of solving:	violent; nonviolent
2. Sphere of manifestation:	political; social; economic; organizational
3. Focus on influence:	vertical; horizontal
4. Degree of expressiveness:	open; hidden
5. Number of participants:	intrapersonal; interpersonal; intergroup
6. Needs:	cognitive; conflicts of interest

The above classification gives an understanding of the nature and essence of conflict relations, so let's consider it in more detail.

1. The method of resolving conflicts involves their division into antagonistic (violent) conflicts and compromise (non-violent) ones.

Violent (antagonistic) conflicts are ways of resolving conflicts by destroying the structures of all parties to the conflict or refusing all but one party to participate in the conflict [10]. Compromise conflicts allow several options for their resolution due to mutual change of goals of the parties to the conflict, terms, conditions of interaction.

2. Areas of conflict are diverse: politics, economics, social relations, views and beliefs of people. There are political, social, economic, organizational conflicts.

Political conflicts are a clash over the distribution of power, a form of struggle for power.

Social conflict is a contradiction in the system of relations of people (groups), characterized by the strengthening of opposing interests, trends of social communities and individuals. Varieties of social conflicts are labor or socio-labor, ie in the field of labor. This is a large group of conflicts that have recently arisen in our country very often in the form of strikes, pickets, speeches by large groups of employees of organizations [1].

Economic conflicts are a wide range of conflicts, which are based on the contradictions between the economic interests of individuals and groups. It is a struggle for certain resources, benefits, spheres of economic influence, distribution of property, and so on. These types of conflicts are common at different levels of government [11].

Organizational conflicts are the result of hierarchical relations, regulation of personal activities, and the use of distributive relations in the organization: the use of job descriptions, the functional assignment of the employee's rights and responsibilities; introduction of formal management structures; availability of provisions on remuneration and evaluation of work, bonuses for employees.

3. According to the direction of influence, there are vertical and horizontal conflicts. A characteristic feature of them is the distribution of power, which is in the opponents at the time of the conflict.

In vertical conflicts, the amount of power decreases vertically from top to bottom, which determines the different starting conditions for the parties to the conflict: chief - subordinate, higher organization - enterprise, founder - enterprise [9, 10]. In horizontal conflicts there is an interaction of equal in volume of available power or hierarchical level of subjects: managers of one level, experts - among themselves, suppliers - consumers.

4. The degree of severity of conflict confrontation involves the allocation of hidden and overt conflicts [12].

Open conflicts are characterized by a pronounced clash of opponents: quarrels, disputes, clashes. Interaction is governed by norms that correspond to the situation and status of the parties to the conflict. In the case of a hidden conflict, there are no external aggressive actions between the parties, but indirect methods of influence are used.

5. The number of participants in conflict interaction allows to divide them into intrapersonal, interpersonal, intergroup [1, 3].

Intrapersonal conflicts are a clash within the individual equal in strength, but oppositely directed motives, needs, interests. The peculiarity of this type of conflict is the choice between desire and ability, between the need to perform and compliance with the necessary norms.

Intergroup conflicts – conflicts between different groups, units, which affect the interests of people united during the conflict into a single cohesive community. It should be noted that this cohesion may disappear immediately after the end of the conflict, but at the time of defending the common interest, the unity of the group can be quite significant.

Interpersonal conflicts are clashes of individuals with a group, among themselves, the struggle for the interests of each party. This is one of the most common types of conflict.

6. Cognitive conflicts and conflicts of interest are distinguished depending on the broken needs [2, 13].

Cognitive conflict is a conflict of views, points of view, knowledge. In such a conflict, the goal of each subject is to convince the opponent, to prove the correctness of his point of view, his position. Conflicts of interest can be represented as a counterbalance to cognitive conflict, which means confrontation based on

the conflict of interests of different opponents (groups, individuals, organizations).

Existing methods of resolving conflict situations are divided into two groups: structural and interpersonal (table 3).

Table 3. Methods of resolving conflict situations

Structural methods	
Clarification of the requirements for the content of the work	Delegation to individuals or structural units of clearly defined powers to perform the assigned functions and acquaintance with the responsibility for their implementation, prompt proof of the maximum available useful information on this issue);
The principle of using the hierarchy (appeal to the head) in resolving conflict situations	Hierarchy determines the order of interaction and subordination, regulates information flows and indicates which person is responsible for making a particular management decision;
Subordination of the purposes of divisions to the general organizational purposes.	The overall goal of the organization, to which the other goals of the units are subordinated, forces all units, formal and informal groups and individuals to contribute to its achievement;
Influence on behavior through the reward system	A fair reward has a positive effect on people's behavior and avoids destructive conflicts. It is important that the reward system does not encourage negative behavior by individuals or groups of individuals.
Interpersonal methods	
1. Evasion	A person (group of people, enterprise, part of society), anticipating the aggravation of the situation seeks to avoid actions that provoke the incident [22, p.53-61].
2. Smoothing	There are no signs of a future conflict, there is an active prevention of its manifestation, the contradictions of the parties are eliminated or veiled. The device style is used in the following typical situations: - if necessary, maintain good relations with opponents; - the importance of the result for opponents.
3. Coercion	Control over the situation and regulation of its development. In the undesirable direction of the conflict, the person who is endowed with power and authority intervenes and uses force to influence the situation, directs the desired direction to the conflict.
4. Compromise	Temporary or neutral solution to the problem, which conditionally satisfies all parties involved in the conflict. Rivals (opponents) make mutual concessions partially accept the point of view of the other party or postpone the solution of the issue for the future, leaving it open. Compromise is sometimes the last chance to make a rational decision.
5. Conflict resolution	The most desirable and radical way to develop the situation. The parties get acquainted in detail with the arguments both for and against, make mutual concessions, and resolve key issues by collective decision-making. This style is especially effective when the parties have different hidden needs and cannot identify the reasons why these needs remain unmet.

A special type of conflict is a labor or social-labor conflict. According to Art. 2 of the Law of Ukraine "On the Procedure for Resolving Collective Labor Disputes (Conflicts)", a collective labor dispute (conflict) is a disagreement that has arisen between the parties to social and labor relations regarding:

- a) the establishment of new or changes in existing socio-economic conditions of work and industrial life;
- b) concluding or amending a collective agreement;
- c) implementation of a collective agreement, contract or some of their provisions;
- d) non-compliance with the requirements of labor legislation [14].

To regulate the interaction of the parties to the labor conflict on the basis of consensus and constructive resolution of problems in Ukraine, the National Mediation and Reconciliation Service (NMRS) has been established, which is an independent mediator in resolving and preventing labor conflicts.

Thus, in 2020, the NMRS took part in the resolution of 377 collective labor disputes (conflicts) (3 - at the national, 3 - at the sectoral, 6 - at the territorial, 365 - at the industrial level), which directly involved more than 1.4 million employees 6778 of economic subjects [15].

The largest number of labor conflicts was registered, in particular, at enterprises, institutions, organizations of Lviv (93), Zakarpattya (56), Mykolaiv (24) and Volyn (24) regions; among the types of economic activity - at enterprises, institutions, organizations of the budget sphere (117), transport (37), public administration (34), which is 36% more than in 2019), mechanical engineering (27), mining and quarrying (21, which is almost 2 times more than in 2019).

In total, in 377 disputes, employees made 767 claims, which is 6.7% more than in the previous year, of which: 455 (59%) – for non-compliance with labor legislation; 151 (20%) – on the implementation of the collective agreement, agreement or some of their provisions; 142 (18%) – on the establishment of new or changes in existing socio-economic conditions of work and industrial life; 19 (3%) – on the conclusion or amendment of a collective agreement, agreement [15].

As a result of the measures taken by the NMRS to facilitate the resolution of conflicts and prevent their occurrence, wage arrears in the amount of UAH 690.8 million or 57% of the total debt (UAH 1 billion 203.5 million) were repaid, which was the main reason disputes and conflict situations, and UAH 134.5 million was

deregistered due to the termination of employment between the parties, including the dismissal of more than two-thirds of employees who demanded the repayment of arrears of wages.

Foreign experience in resolving labor disputes suggests three ways of possible dispute resolution:

- 1) with the help of special courts on labor and social security (sectoral justice);
- 2) through civil proceedings in general courts;
- 3) through conciliation and arbitration procedures.

In European countries, the United States and Japan great importance is paid to the pre-trial procedure for resolving labor disputes and conflicts.

In the United States in 1947 under the Ministry of Labor was established Federal Service for Mediation and Reconciliation (FSMR), which 30 years later received the status of an independent organization. The FSMR has a list of 1,700 qualified independent arbitrators whose task is to consider the dispute impartially and render its verdict. In the United States, in addition to the FSMR, there are other organizations - the American Association of Arbitrators, the National Academy of Arbitrators, which also mediate at the invitation of the parties. In total, the United States has 5,000 arbitrators who hear more than 100,000 cases each year. Labor relations in the public sector are regulated by the Federal Board of Labor Relations [12, 16].

In Japan, the Labor Relations Law provides for three ways of resolving labor disputes out of court: conciliation, mediation, and arbitration. All these methods fall within the competence of the Labor Relations Commission. It includes representatives of trade unions and employers, as well as members of the public. Reconciliation of the parties is carried out with the help of a mediator appointed by the commission. The mediator has the right, having studied the situation, to propose his own project to resolve the conflict. Mediation negotiations are carried out by a mediation committee set up by the Labor Relations Commission on a tripartite basis from representatives of the trade union, the employer and the public. The parties retain the right to accept or reject proposals made by the committee [13]. Arbitration is carried out through a special arbitration committee, which includes authoritative members of the Commission on Labor Relations. The decisions of the arbitration panel shall be binding on both parties to the conflict.

Conciliation and arbitration procedures are the first stage of labor dispute settlement in the UK, France and Italy. In Spain, according to Royal Decree No. 5 of January 26, 1979, no labor court is allowed to accept a claim for consideration unless there has been an attempt to reconcile the parties.

The mediation method is widely used in the Scandinavian countries. Labor conflicts that are not resolved with the help of intermediaries are considered by national parliaments, which adopt special resolutions. In Lithuania, according to the current legislation, the conflict is regulated by the reconciliation committee, which compiles.

In Estonia, a trade union has the right to seek help in resolving a conflict from a higher-level organization (such

as a national-level trade union), which in turn forms a conciliation commission of employers' and trade unions' representatives. If the conciliation commission does not reach an agreement, the labor dispute is referred to a state mediator, who can personally take up the case or appoint a local mediator. [16, 17].

In Hungary, there is a Service for Mediation and Arbitration of Social and Labor Relations. Mediators who are members of this service are appointed by the Minister of Labor in agreement with the social partners. The service is financed from the state budget. The Service is obliged to report annually on its work to the tripartite National Council for Reconciliation of Interests.

In Poland, the Law on the Procedure for Resolving Collective Labor Disputes provides for the involvement of a mediator in order to reach an agreement between the parties. A characteristic feature of the Polish system is that the parties usually invite well-known, respected people to become mediators - deputies and senators, ministers, prominent religious figures. If the parties to a collective conflict have not agreed on the candidacy of a mediator, he may be appointed by the Ministry of Labor from a list of mediators on the proposal of one of the parties [1, 13, 16].

In Romania, in the event of a conflict, trade union representatives inform the Ministry of Labor, which is obliged to appoint a mediator within 24 hours, who is instructed to carry out the conciliation procedure. The parties are not obliged to agree to the mediator's proposals. In case of disagreement, the conflict may be referred to an arbitration commission.

In Croatia, mediation is mandatory in resolving conflicts related to the signing, amendment or prolongation of a collective agreement. Other industrial disputes may also be subject to a mandatory mediation procedure if the parties have not agreed on alternative methods of resolving such conflicts. In the event of a conflict, a "council of mediators" is created with three members: one employee, one employer and one "mediator", who is appointed from a list drawn up by the economic and social council. Mediation must be completed within five days [2, 6].

World experience convincingly shows that the problems of the economy and social life, including in the field of hired labor, are best solved if the focus is not on confrontation, but on achieving social harmony, coordination of interests of different social groups. Each country has its own characteristics of conflict resolution. However, there is a single general rule: collective economic disputes are usually considered in the conciliation procedure; as such disputes are usually associated with the creation of new legal norms [16]. For example, in the United States, the conciliation method is used to resolve collective economic conflicts, and for collective legal conflicts, judicial and administrative proceedings are used; in the United Kingdom, the conciliation and arbitration method is used for all types of labor disputes; in France, collective economic and legal conflicts are resolved through the conciliation method, and legal intervention is provided for the resolution of legal conflicts.

The conclusion of collective agreements in Austria is a prerequisite for all areas of activity and applies to all employees. Instead, they are valid only within one enterprise and apply only to it. The basis of social partnership is the principle of cooperation between employers and employees, which is implemented in the form of negotiations, collective agreements and collective agreements, coordination of draft regulations, consultations in decision-making by social partners at all levels.

Conclusions

The analysis allowed to determine the essence of social and labor conflict as a form of social and labor relations at the micro, meso, and macro levels, which is manifested in the opposition of the subjects of the socio-economic sphere. Social contradictions lead to a conflict situation, the development of which can be both

constructive and destructive. It can be argued that to some extent social and labor conflicts are becoming an integral part of public life, because social and economic inequality, stratification of society, non-compliance with labor legislation; wage arrears, social and environmental security create permanent contradictions, the solution of which requires the intervention of both government agencies and civil society. The given classification of conflicts in the social and labor sphere allows to develop preventive measures in the prevention of conflicts, applying certain forms and methods of the decision of social and labor conflicts. Analysis of conflict prevention tools in Ukrainian and foreign practice has shown that a common feature is the mandatory use of procedures aimed at achieving social consensus, coordination of the interests of various social groups through the mediation of state and non-state institutions. Applying the gained world experience it is possible to reduce social tensions and to strengthen social and economic safety of the state.

References

1. Yemel'yanenko, L. M., Petyukh, V. M., Torhova, L. V., Hrynenko, A. M. (2003), *Conflictology [Konfliktolohiya]* : Textbook, ed. L. M. Gerasina, M. I. Gentlemen, Kyiv : KhNEU, 315 p.
2. Dutkevych, T. V. (2005), *Conflictology with the basics of management psychology [Konfliktolohiya z osnovamy psikhologiyi upravlinnya]* : Textbook, Kyiv : Center for Educational Literature, 456 p.
3. Vorozheikin, I. E., Kibanov, A. Ya., Zakharov, D. K. *Conflictology [Konfliktologiya]* : Textbook, Moscow : INFRA-M, 224 p.
4. Krysa, O. Y. (2005), "Formation of a modern approach to the role of conflicts in the organization" ["Formuvannya suchasnoho pidkhotu do roli konfliktiv v orhanizatsiyi "], *Bulletin of Lviv Polytechnic National University*, No. 526, P. 684.
5. Kuzmin, O. E., Melnyk, O. G. (2003), *Fundamentals of Management [Osnovy menedzhmentu]* : Textbook, Kyiv : "Akademvidav", 416 p.
6. Balabanova, L. V., Sardak, O. W. (2006), *Personnel management [Upravlinnya personalom]* : Textbook, Kyiv : VD "Professional", 512 p.
7. Zinchenko, S. (2005), "Personnel management as a special type of management activity" ["Upravlinnya personalom yak osoblyvyy vyd upravlins'koyi diyal'nosti"], *Bulletin of the National Academy of Public Administration under the President of Ukraine*, No. 3, P. 156–161.
8. Lozhkin, G. V. (2007), *Psychology of conflict: theory and modern practice [Psikhologiya konfliktu: teoriya i suchasna praktyka]* : Textbook, Kyiv : VD "Professional", 416 p.
9. Garmatyuk, O. (2010), "Mechanisms of conflict prevention and resolution in crisis management" ["Mekhanizmy poperedzhennya i rozv'yazannya konfliktiv v antykrizovomu upravlinni"], *Socio-economic problems and the state*, Issue 1 (3), P.50–55.
10. Mala, N. T., Ugrin, L. E. (2010), "Conflict in the organization: classification and modeling" ["Konflikt u orhanizatsiyi: klasyfikatsiya ta modelyuvannya"], *Scientific Bulletin of NLTU of Ukraine*, Vol. 20, P.212–219.
11. Vovk, I., Vovk, Yu. (2010), "Management of innovation conflicts in the implementation of resource-saving measures at machine-building enterprises" ["Upravlinnya innovatsiyynykh konfliktamy pry vprovadzhenni resursooshchadnykh zakhodiv na mashynobudivnykh pidpryemstvakh"], *Socio-economic problems and the state*, Issue 1 (3), P. 39–50.
12. Mayer, Bernard S. (2012), *The Dynamics of Conflict: A Guide to Engagement and Intervention 2nd Edition*, Jossey-Bass A Wiley Imprint, 386 p.
13. Boushey Heather (2019), *Finding Time: The Economics of Work-Life Conflict Paperback*, Harvard University Press, 360 p.
14. Law of Ukraine "On the Procedure for Resolving Collective Labor Disputes (Conflicts)" [Zakon Ukrayiny "Pro poriyadok vyrishennya kolektyvnykh trudovykh sporiv (konfliktiv)"], available at : <http://zakon4.rada.gov.ua/laws/show/137/98-вр>
15. "Information on the results of the National Mediation and Reconciliation Service for 2020" ["Informatsiya pro rezul'taty diyal'nosti Natsional'noyi sluzhby poserednytstva i prymyrennya za 2020 rik"], available at : <https://nspp.gov.ua/home/struktura-nspp-5/13950-informatsiya-pro-rezultaty-diialnosti-natsionalnoi-sluzhby-poserednytstva-i-prymyrennia-za-2020-rik/>
16. Furlong, Gary T. (2020), *The Conflict Resolution Toolbox: Models and Maps for Analyzing, Diagnosing, and Resolving Conflict. 2-nd Edition*, The John Wiley & Sons Inc., 246 p.
17. Nazarova, G. V., Goncharova, S. Yu., Sotnikova, Yu. V., Agramakova, N. V. (2018), *Social economy [Sotsial'na ekonomika]*: textbook, Kharkiv : KhNEU, 284 p.

Received 23.12.2020

Відомості про авторів / Сведения об авторах / About the Authors

Назаров Нікіта Костянтинович – кандидат економічних наук, доцент, Харківський національний економічний університет імені С. Кузнеця, доцент кафедри менеджменту та бізнесу, Харків, Україна; email: nikita_nazarov_88@ukr.net; ORCID: <https://orcid.org/0000-0001-8766-2248>.

Назаров Никита Константинович – кандидат экономических наук, доцент, Харьковский национальный экономический университет имени С. Кузнеця, доцент кафедры бизнеса и менеджмента, Харьков, Украина.

Nazarov Nikita – PhD (Economics Sciences), Associate Professor, Simon Kuznets Kharkiv National University of Economics, Associate Professor of the Department of Management and Business, Kharkiv, Ukraine.

УПРАВЛІННЯ СОЦІАЛЬНО-ТРУДОВИМИ КОНФЛІКТАМИ: УКРАЇНСЬКИЙ ТА ЗАРУБІЖНИЙ ДОСВІД

Предметом дослідження в статті є процес управління соціально-економічними конфліктами. **Мета** роботи – обґрунтування теоретичних положень та методичних підходів в управлінні трудовими конфліктами як формою соціально-трудова відносин на основі українського та зарубіжного досвіду. В статті вирішуються наступні **завдання**: дослідити сутність і місце соціально-трудова конфлікту в системі соціальних суперечностей; навести класифікацію конфліктів у соціально-трудова сфері; дослідити форми і методи вирішення соціально-трудова конфліктів: провести аналіз успішності запобігання конфліктам в українській та зарубіжній практиці. Використовуються такі **методи**: метод аналізу та синтезу, класифікаційно-аналітичний метод, абстрактно-логічний метод, історико-ретроспективний аналіз та узагальнення. Отримано наступні **результати**: уточнено поняття соціально-економічного конфлікту. Проведена класифікація конфліктів, яка дає розуміння щодо природи і сутності конфліктних відносин за наступними ознаками: спосіб розв'язання конфліктів (антагоністичні (насилницькі) конфлікти та компромісні (ненасилницькі); сфери прояву конфліктів (політичні, соціальні, економічні, організаційні конфлікти); спрямованість впливу (вертикальні й горизонтальні конфлікти); ступінь конфліктного протистояння (приховані і відкриті конфлікти); кількість учасників конфліктної взаємодії (внутріособистісні, міжособистісні, між групами); потреби (когнітивні конфлікти та конфлікти інтересів). Визначені структурні та міжособистісні методи вирішення конфліктних ситуацій. Проведено аналіз українського та світового досвіду вирішення соціально-трудова конфліктів. За даними Національної служби посередництва і примирення здійснено дослідження сучасного стану вирішення та запобігання трудовим конфліктам у 2020 році. Зарубіжний досвід вирішення трудових конфліктів довів доцільність розвитку в Україні наступних шляхів врегулювання трудових спорів: за допомогою спеціальних судів із питань праці та соціального забезпечення (галузеве правосуддя); через цивільний процес у загальних судах; за допомогою примирних і арбітражних процедур. **Висновки**: Проведений аналіз дозволив визначити сутність соціально-трудова конфлікту як форми соціально-трудова відносин на мікро, мезо, та макрорівнях, що виявляється в протидії суб'єктів соціально-економічної сфери. Застосовуючи напрацьований світовий досвід можна послабити соціальну напруженість та зміцнити соціально-економічну безпеку держави.

Ключові слова: конфлікт, конфліктна ситуація; соціально-трудова відносини; протиріччя; колективні трудові спори; посередницькі процедури; примирні процедури.

УПРАВЛЕНИЕ СОЦИАЛЬНО-ТРУДОВЫМИ КОНФЛИКТАМИ: УКРАИНСКИЙ И ЗАРУБЕЖНЫЙ ОПЫТ

Предметом исследования в статье является процесс управления социально-экономическими конфликтами. **Цель** работы – обоснование теоретических положений и методических подходов к управлению трудовыми конфликтами как формой социально-трудова отношений на основе украинского и зарубежного опыта. В статье решаются следующие **задачи**: исследовать сущность и место социально-трудова конфликта в системе социальных противоречий; провести классификацию конфликтов в социально-трудова сфере; исследовать формы и методы решения социально-трудова конфликтов: провести анализ успешности предотвращения конфликтов в украинской и зарубежной практике. Используются следующие **методы**: метод анализа и синтеза, классификационно-аналитический метод, абстрактно-логический метод, историко-ретроспективный анализ и обобщение. Получены следующие **результаты**: уточнено понятие социально-экономического конфликта. Проведена классификация конфликтов, которая дает понимание о природе и сущности конфликтных отношений по следующим признакам: способ решения конфликтов (антагонистические и компромиссные конфликты); сферы проявления конфликтов (политические, социальные, экономические, организационные конфликты); направленность воздействия (вертикальные и горизонтальные конфликты); степень конфликтного противостояния (скрытые и открытые конфликты); количество участников конфликтного взаимодействия (внутриличностные, межличностные, между групповые); потребности (когнитивные конфликты и конфликты интересов). Определены структурные и межличностные методы разрешения конфликтных ситуаций. Проведен анализ украинского и мирового опыта решения социально-трудова конфликтов. По данным Национальной службы посредничества и примирения проведено исследование современного состояния решения и предотвращения трудовых конфликтов в 2020 году. Зарубежный опыт решения трудовых конфликтов доказал целесообразность развития в Украине и таких путей урегулирования трудовых спорів: с помощью специальных судов по вопросам труда и социального обеспечения (отраслевое правосудие); через гражданский процесс в общих судах; с помощью примирительных и арбитражных процедур. **Выводы**: Проведенный анализ позволил определить сущность социально-трудова конфликта как формы социально-трудова отношений на микро-, мезо и макроуровнях, что проявляется в противодействии субъектов социально-экономической сферы. Применяя наработанный мировой опыт можно ослабить социальную напряженность и укрепить социально-экономическую безопасность государства.

Ключевые слова: конфликт; конфликтная ситуация; социально-трудова отношения; противоречия; коллективные трудовые споры; посреднические процедуры; примирительные процедуры.

Бібліографічні опису / Bibliographic descriptions

Назаров Н. К. Управління соціально-трудова конфліктами: український та зарубіжний досвід. *Сучасний стан наукових досліджень та технологій в промисловості*. 2021. № 1 (15). С. 91–97. DOI: <https://doi.org/10.30837/ITSSI.2021.15.091>

Nazarov, N. (2021), "Social and labor conflict management: Ukrainian and foreign experience", *Innovative Technologies and Scientific Solutions for Industries*, No. 1 (15), P. 91–97. DOI: <https://doi.org/10.30837/ITSSI.2021.15.091>