

PSYCHOLOGICAL ASPECTS OF THE EMERGENCE AND ROLE OF CONFLICTS IN THE DEVELOPMENT OF THE LABOR TEAM OF A PHARMACEUTICAL ENTERPRISE

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INTRODUCTION

In the modern conditions of martial law in Ukraine, the pharmaceutical sector of the health care industry is a socially and strategically important component of civil society, the effectiveness of which directly depends on the stability of labor groups and the coherence of their internal interaction. The specifics of the activities of pharmacists and other specialists of pharmaceutical industrial enterprises combine high responsibility for the health of patients, strict compliance with technological regulations and constant communication, which under certain circumstances creates an objective basis for the emergence of conflicts. Conflict in the professional environment is defined as a complex clash of oppositely directed tendencies, needs or plans in the interpersonal relationships of employees. Ignoring conflict or untimely resolution in the early stages can lead to destabilization of the entire organization. Understanding the nature of such contradictions is critically important, because they are able to influence work processes, the effectiveness of the pharmaceutical enterprise and the quality of providing medical care to the population.

The emergence of conflicts in the labor team is due to the complex interaction of objective and subjective factors. In pharmacies, the key catalyst is chronic emotional stress caused by the awareness that the slightest error in dosage or technology can have fatal consequences. Constant contact with visitors (patients or their family members), who are often in a depressed or aggressive state, requires efforts from the specialist to maintain self-control, which lowers the threshold of tolerance within the team. Cognitive overload due to the need to process large amounts of information and the continuous change in regulatory requirements often leads to communicative errors that can cause controversy¹.

¹ Психологія професійної діяльності : підручник / В. С. Біскуп та ін. ; за ред. С. К. Шандрука. Тернопіль : ЗУНУ, 2022. 256 с.

At pharmaceutical industrial enterprises, the conflict is often associated with the number of production tasks, understanding of a high level of risks in the event of even a minor error or violation of the rules for compliance with procedures according to the production dossier, physical discomfort of the staff, for example, due to work in noisy premises. Since the manufacture of medicinal products (MPs) is a continuous cycle, any delay in the technological process is a threat to the overall result and can provoke the transition of participants to destructive behavior patterns. This is aggravated by high requirements for the accuracy and speed of operations, which in conditions of physical fatigue or constant psychological pressure due to martial law in the country significantly reduces the threshold of emotional stability of employees. As a result, minor working disagreements and misunderstandings can turn into serious interpersonal confrontations, which negatively affects the general climate of the entire production team. The study of the psychological mechanisms of conflicts allows not only to minimize their destructive consequences: emotional alienation of personnel, reduced motivation or blocking the exchange of critical information between units, but also to use conflict as a tool for the development and improvement of the management system. Understanding the dynamics of the conflict and mastering modern strategies of mediation, facilitation and assertive behavior is a necessary condition for the formation of organizational culture in pharmaceutical organizations and enterprises of the health care industry of Ukraine. Systemic analysis of the nature and role of conflicts is critical to ensuring the quality of drugs. It is possible to guarantee exact compliance with production standards thanks to the creation of a harmonious working environment and the minimization of errors under the influence of stress factors. Transformation of conflict situations from destructive to constructive are able to ensure professional stability of the team and high performance of the pharmaceutical enterprise².

1. Theoretical and psychological analysis of the conflict in the organizational structure of a pharmaceutical organization, enterprise (literature review)

Conflict is a clash of oppositely directed, incompatible trends (needs, interests, value orientations, attitudes, plans, etc.) in people's interpersonal relationships. This is a form of relationship between subjects of social action, the motivation of which is determined by opposite values, interests and needs. Some managers perceive conflict in the organization as a violation of

² Conflicts. Mechanisms of conflict emergence and development. URL: <https://courses.prosto.in.ua/courses/use-shcho-treba-znaty-dlia-roboty-v-tsnap/lessons/standarty-komunikatsii-ta-profesiynna-ety-ka/-topic/konflikty-mekhanizmy-vynyknennia-i-rozvytku-konfliktu/>.

relationships, loss of psychological balance, emotional imbalance, it can be useful both for conflicting parties and for the organization as a whole. The main thing is to understand its essence, timely diagnosis and effective management of its course. According to literary sources, about 70–80% of their working time, representatives of management positions (administration) are under the influence of hidden and obvious contradictions, ignoring which can lead to conflicts, and participation in conflict situations itself takes up to 20% of the ordinary employee's working day, so the conflict is defined as lack of agreement between two or more parties³. Conflicts are characterized by the objective-subjective nature of their occurrence: objective factors (the state of development and logistics of the industry); subjective factors (psychological characteristics of the participants in the conflict, their needs, interests, character traits, etc.). Classic Stages of conflict development: emergence of differences; growing tensions; awareness of the situation as conflict; use of different behaviors in conflicts; conflict resolution⁴. The phases of the conflict are directly related to its stages and reflect the dynamics of the conflict primarily from the point of view of the real possibilities of its solution. The main phases of the conflict: the initial phase; the rising phase; the peak of the conflict; the decline of the conflict. The phases of conflict can be cyclically repeated, for example, after the phase of recession in the first cycle, the phase of rise of the second cycle can begin with the passage of the phases of peak and recession. At the same time, the possibilities of conflict resolution in the next cycle are narrowing. The stages and phases of the conflict are interconnected, so it is important to find out their interdependence.

The emergence and development of conflicts is due to the action of four groups of factors and causes: objective, managerial, psychological and personal. The first two groups of factors are mainly objective in nature, the third and fourth – are mainly subjective. Understanding the objective-subjective nature of the causes of conflicts will be quite useful in the future when determining ways to prevent them, developing an optimal strategy for people's behavior in typical conflicts. The objective causes of conflicts include mainly those circumstances of social interaction of people that led to a clash of their interests, opinions, attitudes, etc. Objective reasons lead to the creation of a pre-conflicting situation.

The subjective causes of conflicts are mainly related to those individual psychological characteristics of the opponents, which lead to the fact that they

³ Психологія професійної діяльності : підручник / В. С. Біскуп та ін. ; за ред. С. К. Шандрука. Тернопіль : ЗУНУ, 2022. 256 с.

⁴ Conflicts. Mechanisms of conflict emergence and development. URL: <https://courses.prosto.in.ua/courses/use-shcho-treba-znaty-dlia-roboty-v-tsnap/lessons/standarty-komunikatsii-ta-profesiyna-ety-ka-topik/konflikty-mekhanizmy-vynyknennia-i-rozvytku-konfliktu/>.

choose exactly the conflict, and not any other way of solving the objective contradiction that has been created. A person does not compromise on the problem, does not give in, does not avoid the conflict, does not try to mutually advantageously solve the conflict, but chooses a countermeasures strategy together with the opponent. In almost any pre-conflict situation, it is possible to choose a conflict or one of the non-conflict ways to solve it. The reasons by virtue of which a person chooses a conflict are mainly subjective in the context of the above⁵.

Systematization of conflicts in the professional environment is important for the correct understanding and analysis of conflicts in the labor team based on the relevant features of classification and types of conflicts. Political, social, economic, and organizational conflicts are distinguished as the main areas of conflict manifestation⁶. Political – clashes over the distribution of power, forms of struggle for power; social – contradictions in the system of relations between people (groups), characterized by the strengthening of opposing interests, trends of social communities and individuals; economic – they are based on contradictions between the economic interests of individual individuals, groups; organizational – an open form of existence of conflicting interests in the organization arising from the process of human interaction when dealing with issues of an organizational (production) and personal nature⁷. According to the status of the participants (or the direction of influence), there are vertical, horizontal and mixed conflicts: vertical – participating subjects with different status (conflicts with a “vertical” line are classified as management conflicts); horizontal – involved subjects with the same status; mixed – both “vertical” and “horizontal” components⁸ are represented.

From the point of view of the subjects of the conflict, intra-personal, interpersonal, personality-group and inter-group conflicts are distinguished: intra-personal – two or more components of the same personality act as parties to the conflict; interpersonal – confrontation over needs, motives, goals, values between individual personalities; personality-group – inconsistency of norms of behavior, values, goals of an individual and a group; intergroup – clash of

⁵ Dvulit Z. P., Petrova Ya. Yu. Types of personnel conflicts and ways to resolve them in the company's activities. *Economy and the state*. № 12, 2021. P. 35–40.

⁶ Svintsov O., Voronchak I., Blystiv O. Management: a study guide. Part 1. Drohobych : Editorial and publishing department of Ivan Franko Drohobych State Pedagogical University, 2022. 102 p.

⁷ Svintsov O., Voronchak I., Blystiv O. Management : a study guide. Part 1. Drohobych : Editorial and publishing department of Ivan Franko Drohobych State Pedagogical University, 2022. 102 p.

⁸ Svintsov O., Voronchak I., Blystiv O. Management : a study guide. Part 1. Drohobych : Editorial and publishing department of Ivan Franko Drohobych State Pedagogical University, 2022. 102 p.

norms of behavior, values, goals of different groups⁹. Usually, interpersonal and intergroup conflicts occur most often in the workforce. In view of the particular characteristics of the parties, the following labour conflicts are distinguished: between the labour collective and the administration; between the labour collective and the trade union committee; between the administration and the trade union committee; between the labour collective and the management of the sector; between the labour collectives of the various organizations; between the labour collectives and the governing bodies of the State¹⁰.

Depending on the violated needs, cognitive conflicts and conflicts of interest are distinguished: cognitive conflicts – a clash of views, points of view, knowledge; conflicts of interest – a confrontation based on the convergence of interests of different opponents. To analyze the form of interaction of conflicting parties, conflicts are defined: direct – pass between the parties to the conflict directly; indirect – are of an indirect nature¹¹.

The emergence and development of conflicts is due to the action of four groups of factors: objective, organizational-management, social-psychological and personal. The first two factors are objective in nature, the third and fourth – subjective. The objective causes of conflicts are considered to be the circumstances of social interaction leading to a clash of opinions, interests, and values. In the conditions of industrial pharmaceutical production, objective factors include: limited resources; divergence from goals (irrational organization of work); interdependence of tasks; lack of objective criteria for evaluating work; lack of vital resources; unsatisfactory communications; affecting the interests of employees with a system of statuses and roles; organizational and managerial factors; non-compliance of the organization's structure with the requirements of the activity it deals with; poor supply of materials and equipment; irrational organization of work; management errors; weak development of regulatory and legal procedures for eliminating contradictions; low wages; weak collective cohesion; incompatibility of employees¹².

The subjective causes of conflicts are due to the individual psychological characteristics of individuals and the characteristics of their interaction in social groups.

⁹ Svintsov O., Voronchak I., Blystiv O. Management : a study guide. Part 1. Drohobych : Editorial and publishing department of Ivan Franko Drohobych State Pedagogical University, 2022. 102 p.

¹⁰ Ethics and psychology of business relations. URL: https://web.posibnyky.vntu.edu.ua/icgn/12lesko_eti-ka_-ta-_psiho-logiya_dilovih_vidnosin/p7.html.

¹¹ Dvulit Z. P., Petrova Ya. Yu. Types of personnel conflicts and ways to resolve them in the company's activities. *Economy and the state*, № 12, 2021. P. 35–40.

¹² Kolot A. M., Gerasimenko O. O. The field of personnel management in the conditions of global transformations: theoretical foundations, new realities, directions of development : monograph. Kyiv : KNEU, 2023. 450 p.

Socio-psychological factors: psychological incompatibility of employees; limitation of status, personal interests; manipulation; inconsistency of words, evaluations of actions of expectation. Personal factors: miscalculations in the manager's actions; incorrect actions of subordinates; presence of conflict workers in the team.

To manage conflicts in the workforce and resolve them successfully, you need to understand the causes of conflicts¹³. Traditionally, the causes of conflicts are determined by a non-systemic list of relevant causes.

The content and number of reasons are determined differently by the authors. In general, this list boils down to the following list: working conditions (technology, mode, rationing, safety, etc.); resource distribution system (wages, spending of funds, distribution of received profits, participation of employees in capital management, rules for privatization, etc.); interdependence of production tasks (fulfillment of a task, plan by one division of the enterprise depends on the work of another division); opposite requirements for the production process (the need to exceed the plan and the need to save electricity increase in production volumes and improvement of product quality, etc.); inconsistency of rights, vagueness in the distribution of responsibilities and low level of discipline; conflicting organizational structures generated by ineffective schemes of interaction between different substructures of the organization (the head of the unit receives instructions from different sources and must fulfill them in time, but physically it is impossible); conflicting goals of different divisions (one division is responsible for quantity, the second – for quality), etc.¹⁴

Stress, as a source of conflicts in the pharmaceutical team, acts as a powerful catalyst for conflicts, as it reduces the cognitive flexibility of the employee. Working with drugs requires maximum concentration. The constant realization that the slightest deviation from technology or error in dosage can have fatal consequences keeps staff in a state of chronic emotional strain, leading to irritability and acute reactions to colleagues' remarks.

The work of a pharmacist in a pharmacy is accompanied by a high level of sensory and physical activity. A particular stressful factor is the continuous contact with visitors, who are often depressed or aggressive due to illness or deteriorating health due to nervous tension in the conditions of martial law in the country. The need to show empathy for every visitor against the background of claims about the cost of medicines or queues requires a colossal

¹³ Lisenyi E. V., Lisenaya A. M. Features of conflicts in the enterprise and means of their resolution. *Economy and society*. № 35, 2022.

¹⁴ Lisenyi E.V., Lisenaya A.M. Features of conflicts in the enterprise and means of their resolution. *Economy and society*. № 35, 2022.

effort to maintain self-control. The source of intellectual stress is the constant need to process large volumes of information in a short time. A pharmacist in a pharmacy works in conditions of continuous changes in regulatory requirements, and during work he must almost simultaneously monitor the release of drugs, search for analogues identical in composition, and advise on the specifics of their intake, which creates cognitive overload. Against this background, communication errors often arise, which become the causes of conflicts both with clients and within the workforce.

In a pharmaceutical enterprise, production is often associated with monotonous work under noise conditions or specific requirements for the cleanliness of premises, which requires workers to stay in protective clothing for a long time. Physical discomfort can accumulate during the shift, which lowers the tolerance threshold. The need for strict adherence to equipment loading schedules and product sales deadlines creates a stress associated with haste. In such conditions, any delay at the previous stage of the production chain is perceived by other divisions as a direct threat to their work results, which provokes interpersonal clashes. Also, stress provokes the transition of the individual from the position of “Adult”, in which a person is able to rationally analyze, to the state of “Child”, which is characterized by more emotional reactions. In this state, a person is able to automatically choose destructive strategies: either passive retreat or open aggression¹⁵.

It should be noted that conflicts, from the point of view of modern management theory, have a positive character and have a constructive and developmental function. A positive, functionally useful result of conflicts in the working environment is considered to be the resolution of the problem that gave rise to contradictions and caused clashes, taking into account the mutual interests and goals of all parties, as well as achieving understanding and trust, strengthening partnership relations and cooperation, overcoming conformity, submission, striving for superiority¹⁶.

The social (collective) constructive impact of the conflict is expressed in the following consequences:

1. Conflicts perform an informational function, namely, they help employees to realize their own and other people's impulses of interests in the struggle. They contribute to the identification and fixation of contradictions, as well as problems in society, organization, group; and testify that these contradictions have already reached the highest limit, and therefore it is necessary to take immediate measures to eliminate them.

¹⁵ Emotional states of pharmacists during war. URL: <https://www.apteka.ua/article/637559>.

¹⁶ Positive aspects of conflicts. URL: https://sonyah.blogspot.com/2011/09/blog-post_21.html.

2. The development of contradictions contributes to the elimination of those shortcomings and miscalculations in the social organization that led to their occurrence.

3. Performs integrative and unifying functions. In the face of an external threat, the group uses all its resources for cohesion and confrontation with an external enemy. In addition, it is the task of solving existing problems that unites people. In the search for a way out of the conflict, mutual understanding and a sense of involvement in solving a common task are developed.

4. Contributes to the stabilization of the social system, because at the same time sources of dissatisfaction are eliminated. The parties to the conflict in the future will be more determined to cooperate than to the conflict. In addition, conflict resolution can prevent the emergence of more serious conflicts that could have arisen if it had not.

5. Conflict intensifies and stimulates group creativity, promotes the mobilization of energy to solve the problems set before the subjects. In the process of finding ways to resolve the conflict, mental forces are activated to analyze difficult situations, new approaches, ideas, and innovative technologies are developed.

6. Serves as a means of clarifying the balance of power of social groups or communities and can warn against subsequent, more destructive conflicts.

7. Conflict is the source of new norms of communication between people or to help fill old norms with new meaning¹⁷.

The constructive influence of conflict at the personal level reflects the influence of conflict on the individual traits of a person:

1. Performs a cognitive function in relation to people who take part in it. In difficult critical (existential) situations, the true character, true values and motives of people's behavior are revealed. Related to the cognitive function is the possibility of diagnosing the opponent's strength.

2. Promotes self-knowledge and adequate self-esteem of the individual. Conflict can help to correctly assess one's strengths and abilities, to identify new, previously unknown aspects of personality character. Can also harden character, contribute to the emergence of his new virtues (feeling of pride, self-worth).

3. Helps to get rid of unwanted character traits (feelings of inferiority, submission, agreeableness, etc.).

4. Conflict can increase the socialization of a person, his development as an individual. In a conflict, an individual can gain as much life experience in a relatively short period of time as he may never gain in everyday life.

¹⁷ Positive aspects of conflicts. URL: https://sonyah.blogspot.com/2011/09/blog-post_21.html.

5. Contributes to the adaptation of the employee in the team, because it is during the conflict that people reveal themselves to a greater extent. The person is either accepted by the members of the group, or, on the contrary, they ignore him. In the latter case, of course, no adaptation occurs.

6. Reduces mental tension in the group, reduces the level of stress in its members (in case of a positive resolution of the conflict).

7. Conflict is capable of satisfying not only the primary, but also the secondary needs of the individual, his self-realization and self-affirmation⁹.

However, conflict can also have destructive consequences of conflict interaction. The dysfunctional consequences of the conflict include people's dissatisfaction with the common cause, moving away from solving pressing problems, increasing hostility in interpersonal and intergroup relations, weakening collective cohesion.

The social destructive impact of conflict is revealed at different levels of the system and is expressed in concrete consequences.

1. Violent methods may be used in conflict resolution, with the result that heavy casualties and material losses are possible. In addition to the direct participants, those around them may also suffer in the conflict.

2. The conflict leads to an imbalance of work processes, ignoring management orders and general destabilization of the atmosphere, which destroys the coordinated work of the unit.

3. Internal disputes inhibit the implementation of innovations and modern standards, which causes professional stagnation of the team and can lead to the establishment of an authoritarian management style as a forced measure.

4. Destroys trust between colleagues and departments, causing emotional alienation of employees. This blocks the exchange of important information, which is critical for ensuring the quality and safety of medicines.

5. Conflict can be accompanied by a growing mood of pessimism and neglect of customs.

6. Conflict can cause new, more destructive conflicts and often leads to a decrease in the level of organization of the system, a decrease in discipline and, as a result, to a decrease in the efficiency of activities.

The destructive impact of conflict at the personal level is expressed in the following consequences:

1. The conflict can negatively affect the socio-psychological climate in the group. Signs of a negative mental state (feeling depressed, pessimistic and anxious) may appear, leading the person to a state of stress.

2. Contributes to disappointment in one's capabilities and abilities with an individual.

3. Employees may experience a feeling of self-doubt, loss of former motivation, destruction of existing value orientations and behavioral images. In

the worst case, the consequence of the conflict can be disappointment, loss of faith in former ideals, which gives rise to antisocial behavior.

4. Conflicts contribute to a person's negative assessment of his partners by joint activities, disappointment in his colleagues and recent friends.

The response of pharmaceutical workers to conflict situations is often realized through subconscious defense mechanisms that take the form of non-constructive behavior aimed at reducing internal tension. In the work team, this can be manifested both through demonstrative silence, loss of interest in joint tasks and self-isolation of the specialist, and through aggressive tactics, which include cursing and emphasizing one's own professional superiority. It is quite common to switch to hypertrophied normativity, where a staff member may require strict adherence to small norms only to manipulate others. A separate group of reactions consists of a constant search for the culprits, which is accompanied by either self-flagellation of the employee or baseless accusation of team members of all production failures.

Such are the main consequences of the conflict that are interdependent and of a specific and relative nature¹⁸.

The psychological response patterns of conflict actors are diverse^{19, 20, 21, 22, 23}. Among the available number of classifications and types of behavior strategies in conflict situations, the most famous is the "double interest" model of American psychologists K. Thomas and R. Kilmann, developed in the early 70s twentieth century^{24, 25}. Model K. Thomas and R. Kilmann identifies five ways of resolving conflicts:

1. Rivalry (competition) as a desire to achieve the satisfaction of one's interests to the detriment of another.

2. Adaptation, which means sacrificing one's own interests for the sake of others.

¹⁸ Conflicts and ways to resolve them. Negative consequences of conflicts. URL: <https://www.psyh.kiev.ua/>

¹⁹ Conflicts and ways to resolve them. Negative consequences of conflicts. URL: <https://www.psyh.kiev.ua/>

²⁰ Beyond Compromise: 5 Conflict Resolution Strategies. URL: <https://britishmba.in.ua/za-mezhamy-kompromisu-5-stratehii-vyrishennia-konfliktiv/>.

²¹ Thomas Kilmann model of conflict. URL: <https://www.maxzosim.com/thomas-kilmann-conflict-management-model/>.

²² Hirnyk A. M. Basics of conflictology : study guide, Kyiv : Ed. house "Kyiv-Mohyla Academy", 2021. 222 p.

²³ Dynamics of the conflict and mechanisms of its occurrence. URL: <https://pedagogy.lnu.edu.ua/wp-content/uploads/20-19/03/LEKTSIYA-4.pdf>.

²⁴ Beyond Compromise: 5 Conflict Resolution Strategies. URL: <https://britishmba.in.ua/za-mezhamy-kompromisu-5-stratehii-vyrishennia-konfliktiv/>.

²⁵ Thomas-Kilmann model of conflict. URL: <https://www.maxzosim.com/thomas-kilmann-conflict-management-model/>.

3. Compromise (neutral option).
4. Avoidance, which is characterized by both the lack of desire for cooperation and the lack of a tendency to achieve one's own goals.
5. Cooperation when the participants in the situation reach a consensus that fully satisfies the interests of both parties.

According to K. Thomas, avoiding conflict, neither side will succeed. With such forms of behavior as competition, accommodation and compromise, two options are possible: either one of the participants wins and the other loses, or both lose because they make concessions to each other. Only one strategy of cooperation brings benefits to both parties²⁶. Cooperation is the degree to which people are willing to work together to achieve a goal. Cooperation has certain advantages: it minimizes the consequences and can improve the reputation of an employee or manager as a diplomat and a person who knows how to communicate with people.

The given analysis allows us to come to a conclusion about the expediency of the existence of different combinations of the specified dimensions of behavior, since none of the strategies is universal for all types of organizational contradictions. Effective application of this model and the choice of the optimal interaction option require the specialist to be able to accurately identify the nature and stages of conflict development directly in the working environment. The use of the Thomas-Kilmann toolkit allows for the systematization of staff behavioural responses based on five underlying strategies, each with a specific scope depending on the objectives and resources of the parties. An in-depth analysis of these modes makes it possible to determine the most adequate model of interaction in a specific professional environment:

1. Avoidance.

On the border of low assertiveness and minimal level of cooperation, the «avoidance strategy is localized, characterized by the passive position of the subject and his attempt to distance himself from direct intervention in the development of events. Such an approach involves an organic solution to the situation without the active participation of the parties, which is a common behavioral pattern in everyday practice. Despite the prevalence of the desire to avoid confrontation, systematic ignoring of contradictions can take destructive forms and negatively affect the viability of the organization. At the same time, an avoidance strategy is justified and appropriate when the necessary emotional stabilization and problem is not a priority. The choice of this model is usually based on a subconscious cost-benefit analysis, during which the ratio of potential

²⁶ Thomas Kilmann model of conflict. URL: <https://www.maxzosim.com/thomas-kilmann-conflict-management-model/>.

risks from participation in the debate and expected results is evaluated. For outside observers, this approach is natural, but direct participants in the labor process – both employees and employers – should use avoidance as a last resort, especially when conflict resolution is critical to stability or livelihoods.

2. Accommodating.

On the verge of a low level of assertiveness, but with a high degree of cooperation, the strategy of “adaptation” is localized. This approach involves conscious agreement with the opponent’s position and de-escalation of the conflict through concessions. In contrast to the avoidance strategy, accommodation is based on the recognition of the existence of a contradiction and is aimed at the immediate removal of interpersonal tension. The application of this model is appropriate in cases where the subject recognizes the fallacy of his own arguments or seeks to preserve the stability of the working environment over and above his own interests.

The use of the adjustment strategy requires a balanced approach in view of: reputational losses, if the person previously took an aggressive position, then a sharp transition to concessions can negatively affect his authority in the team; and loss of strategic advantages, namely in the presence of strong argumentation and significant interests within the organization, excessive adjustment can lead to a weakening of the professional position of the specialist. Adjustment is an effective tool for maintaining the corporate microclimate, however, it requires caution in situations where the price of concessions is high for the long-term purposes of the entity or unit.

3. Competition.

The combination of high assertiveness with minimal readiness for cooperation forms a strategy of competition (rivalry). In the context of conflict management, this approach involves open confrontation, where the subject directs efforts to prove the exclusive correctness of his own position and subordination of the other party to his interests. The strategy is appropriate and effective in certain professional situations: when the lack of time requires an immediate decision (for example, a violation of the technological process of making drugs or a threat to the patient’s safety); in cases where the stakes are high and the specialist has indisputable evidence of his rightness and appropriate authority. At the same time, the systematic use of a competitive model carries significant organizational risks. An unjustified increase in the level of conflict provokes others to retaliatory actions that may be directed against the professional status or career advancement of the initiator; and abuse of dominance reduces the likelihood of further successful cooperation with colleagues, as the team will subconsciously try to remove such a person from key decision-making processes. Competition requires a strong argument and

must be applied carefully to avoid the transformation of constructive assertion of a position into a destructive interpersonal confrontation.

4. Cooperation.

The combination of high assertiveness with a high level of cooperation forms a strategy of cooperation (collaboration). This regime provides for the recognition of the opponent's arguments while simultaneously defending one's own interests in order to find an integrative solution that would fully satisfy both parties. This approach is characterized as the most constructive, but has its own peculiarities of application. Cooperation is a long process, requiring considerable time and intellectual costs. It is appropriate in cases where both sides have strong comments, and there is no unequivocal "winner" in the conflict. The synergy of ideas with the free exchange of ideas allows you to find non-standard ways to solve the problem, which were not obvious at the beginning. Effective cooperation is possible only if all participants show a sufficient degree of assertiveness. The lack of one's own position in one of the partners turns the process into an adaptation that negates the value of joint work. When implementing a cooperation strategy, potential risks should be taken into account, such as depleting resources and checking the opponent's trust. Excessive concentration on finding the perfect consensus can slow down operational processes in an organization. Cooperation with an unscrupulous opponent creates a threat of manipulation, delay or appropriation of intellectual property. Cooperation is the optimal path for strategic conflict resolution, but its success depends on the readiness of the parties for an open dialogue and the presence of mutual professional respect.

5. Compromise.

Central to the Thomas-Kilmann model is a strategy of compromise based on a moderate level of both assertiveness and cooperation. This regime provides for mutual concessions, where each of the parties partially renounces its own claims in order to reach an agreement acceptable to all. Unlike cooperation, compromise is not aimed at finding the perfect solution. Its purpose is to find a point that allows you to get out of a deadlock, even if neither side is completely satisfied with the result. This regime is indispensable in situations with limited time resources, when consensus-building through deep cooperation is impossible and open competition threatens to destabilize the collective. Compromise often acts as an effective transitional solution for complex problems that require further detailed processing. Despite its practicality, the compromise strategy has certain limitations. The constant use of this model alone can lead to the fact that fundamental issues remain unsolved in essence, and the accumulated feeling of "the unresolved result" will eventually provoke a new wave of tension. Compromise is a rational tool for maintaining working

balance, especially in cases of equality of positions of opponents or, if necessary, preservation of functional relations within the group. Summarizing the analysis of the key strategies of the Thomas-Kilmann model, it is worth noting that the choice between cooperation and compromise determines the long-term stability of the organization.

Cooperation appears as the most reliable choice in most management situations, provided there is no critical time deficit. The main advantage of this approach is to direct resources to the search for an objectively correct solution, which eliminates the state of uncertainty and satisfies the interests of all participants in the labor process. This lays the foundation for high loyalty and coherence of the team in the future. Instead, compromise often acts as a tool for prompt response to acute conflicts. While it provides a temporary resolution of the conflict on the basis of the principle of equal opportunities, in the long run such an approach could be a source of relapses of confrontation. In democratic systems and modern business structures, compromise is a common everyday solution, but it rarely encourages parties to unlock their maximum potential. For effective personnel management, it is important to avoid the inertial application of compromise in situations where cooperation would be strategically more beneficial. The continued use of concessions instead of in-depth analysis of problems may result in an accumulation of system errors that will require multiple reviews during subsequent periods of the organization's operations²⁷.

2. Regulation technology and psychological prevention of conflict in the labor team of a pharmaceutical enterprise and organization

Communicative and psychological management strategies are based on conflict resolution. A disputed situation is created by subjects of social interaction and is a prerequisite for conflict. Perception of a disputed situation as conflicting by at least one of the parties and emotional experience of this fact²⁸. Consequences and external manifestations of such perception can be: changes in mood, critical and unfriendly statements addressed to the opponent, restrictions on communicative contacts with him, etc. The beginning of open conflict interaction. This stage is expressed in the active actions of one of the participants in the conflict, who realized the conflict situation for himself. These actions (statements, warnings, critical statements, etc.) are directed against your opponent. At the same time, another participant realizes that the actions are directed against him and, in turn, takes adequate actions against

²⁷ Thomas Kilmann model of conflict. URL: <https://www.maxzosim.com/thomas-kilmann-conflict-management-model/>.

²⁸ Hirnyk A. M. Basics of conflictology : study guide, Kyiv : Ed. house «Kyiv-Mohyla Academy», 2021. 222 p.

the initiator of the conflict. Development of open conflict. At this stage, the participants in the conflict openly declare their positions and put forward their demands. At the same time, they may not be aware of personal interests and not understand the essence and subject of the conflict²⁹. Depending on the content and severity of the conflict, it can be resolved by two main methods: pedagogical or psychological (conversation, persuasion, clarification, requests, etc.); administrative (decisions of executive bodies, orders, orders, etc.). At the same time, you should be guided by the situational approach and select the means of influence depending on the specific circumstances. For example, an effective leader who enjoys respect and authority in the team can find an approach to each subordinate through psychological methods. In conditions of frequent violation of labor discipline, when subordinates misunderstand their tasks, managers use the method of coercion, which is based on the use of administrative powers and is reflected in orders and orders. The ability to resolve conflicts within an organization also depends on the stage at which the conflict confrontation is³⁰ (Table 1).

Table 1

The ratio of the possibility of conflict resolution depending on its phase and stage

Conflict phase	Conflict stage	Resolution possibilities, %
Initial phase	1. The emergence and development of a conflict situation 2. Awareness of the conflict situation	90%
Lifting phase	3. The beginning of open conflict interaction	50%
Peak conflict	4. Development of open conflict	5%
Decline phase	5. Conflict resolution	20%

Skills and methods of communication are also important for conflict resolution. Assertive communication is the ability of an individual to constructively, directly and confidently express his own thoughts, needs and intentions, which is realized with the mandatory observance of parity of the parties and respect for the psychological boundaries and feelings of others. Assertiveness is the golden mean between passivity and aggression. It is the ability to confidently defend one's own boundaries, thoughts and needs, while respecting the rights, feelings and boundaries of other people. This skill is

²⁹ Hirnyk A. M. Basics of conflictology : study guide, Kyiv : Ed. house "Kyiv-Mohyla Academy", 2021. 222 p.

³⁰ Dynamics of the conflict and mechanisms of its occurrence. URL: <https://pedagogy.lnu.edu.ua/wp-content/uploads/20-19/03/LEKTSIYA-4.pdf>.

the key to emotional health and harmonious relationships³¹. In a professional environment, an assertive style of interaction acts as a foundation for building rational and stable communication within the team. Scientific studies confirm that workers with developed assertiveness skills show a better response to occupational stress.

Assertiveness studies³² show: 57% of people develop this skill naturally with age; 22% – develop assertiveness through mentoring or training courses; 18% – achieve assertive behavior through unassisted practice. To ensure the psychological stability of the staff and the constructive resolution of professional contradictions, it is advisable to implement effective methods of self-regulation and effective communication. A special place among them is occupied by strategies aimed at the transformation of internal cognitive guidelines and external behavioral reactions, namely the technique of nonviolent communication and the technique of stopping thought.

The concept of nonviolent communication is one of the effective tools for the development of professional assertiveness. At the heart of the approach is a framework that allows minimizing the conflictogenicity of communication and focusing on the constructive resolution of existing contradictions. Behavioral strategy requires the individual to: capture specific facts without value judgments or interpretations; identify and voice their own emotional state arising in response to said facts; substantiate the relationship between emotion and a basic professional or personal need; express concrete, positively formulated suggestions for further action³³. The technique allows you to maintain a professional distance, avoid the transition to individuals and contributes to the formation of a culture of mutual responsibility in the team. The method is considered as an effective tool of psychological self-regulation, aimed at interrupting destructive cognitive patterns that prevent assertive behavior. The implementation of the technique allows workers to neutralize automatic negative attitudes and replace them with rational ones³⁴.

The implementation of the “method of stopping negative thoughts” begins with the identification stage, which involves fixing the moment of occurrence of automatic destructive installations. The employee must track internal statements, as they block confident communication and provoke stress in conflict situations.

³¹ Shikanova A. What is assertiveness and why it is difficult to live without it in 2025. *RBC-Ukraine*. URL: <https://www.rbc.ua/rus/news/shcho-take-asertivnist-i-chomu-neyi-skladno-1763052686.html>.

³² Pyrkh A. V. Assertiveness as a tool of effective communication. *Habitus*. Issue 39. 2022. P. 182–187.

³³ Pyrkh A. V. Assertiveness as a tool of effective communication. *Habitus*. Issue 39. 2022. P. 182–187.

³⁴ What is assertiveness and how to develop this skill in employees. URL: <https://itexpert.work/uk/shho-take-asertyvnyist-ta-yak-rozvyvaty-zyu-navychku-u-svoyih-spivrobitnykah-porady-ld-fahivcziv/>.

After realizing the negative thought, a direct interrupt is made through the internal command “Stop!” or visualization of the corresponding limiting symbol, which allows you to quickly break the chain. The next step is to transform the negative attitude into a realistic and constructive statement. At the next stage, the employee must determine the key theses of the future dialogue and visualize the process of confident expression of his own needs, which allows to reduce the level of anxiety. The final stage is the systematization of the skill through regular practice in everyday work situations. Gradual development of the algorithm leads to a significant increase in the general stress resistance of the employee and his ability to interact constructively in the team. The application of this method within the labor team allows to minimize manifestations of deviant behavior caused by internal insecurity and promotes the transition from passive or aggressive reactions to constructive cooperation³⁵.

Systemic feedback is an integral element of conflict management and professional development of the collective. A high level of ownership of feedback tools allows you to adjust the behavioral patterns of employees and prevent conflict situations. Within the workforce, three main types of feedback are distinguished: positive (to stimulate initiative), corrective (to objectively capture errors) and constructive (combines support with specific proposals for improvement). All of them are important elements of personnel management, as they allow to evaluate the current results and form a clear vector of further development of the specialist.

Statistical data indicate the critical importance of recognition: more than 80% of employees value sincere feedback (from English). Feedback or reaction to an action, event or result of work is higher than material bonuses. Lack of feedback creates a recognition vacuum leading to burnout and reduced engagement. The implementation of a regular evaluation system allows: to improve the quality of pharmaceutical or management tasks; to strengthen internal communications and the level of mutual trust; and to identify potential risks of conflicts in the early stages. For feedback not to be perceived as a pressure tool, it must follow the principles of assertiveness. The supervisor should be guided by specific examples and observations instead of assumptions. Various unpleasant situations with employees should be discussed exclusively alone and at optimal times (1–2 days after the event). Must remember that it is necessary to end the conversation on a positive note, which will help to keep the employee motivated³⁶.

³⁵ What is assertiveness and how to develop this skill in employees. URL: <https://itexpert.work/uk/shho-take-asertyvnist-ta-yak-rozvyvaty-chy-u-navychku-u-svoyih-spivrobitnykah-porady-ld-fahivcziv/>.

³⁶ Employee Feedback: How to Give and Receive Constructive Feedback. URL: <https://happymonday.ua/yak-davaty-ta-prosyty-fidbek>.

However, no matter what strategies the manager chooses, no matter what means and methods of their settlement he uses, they will not bring the desired result if the following conditions are not met: awareness by the conflicting parties of the contradictions that objectively exist between them, as well as disagreements that require prompt intervention for their adjustment; the emergence of the need and interest of each of the participants in the conflict in jointly overcoming the conflicts that have arisen; and joint search for the use of methods and rules of untying the conflict that took place between them, that is, eliminating its causes. Achieving a real positive result in the activities of organizations is carried out with the help of organizational-management, moral-ethical and socio-psychological methods.

The most common psychological technologies for conflict resolution are mediation or mediation (the use of a third party in conflict resolution). Mediation is a modern psychological technology for conflict resolution. The third party is an individual or group external to the conflict of two or more participants trying to help in reaching an agreement. There are several types of third-party participation in conflict resolution: arbitrator, mediator, assistant, consultant. They differ in the degree of control of a third party over decisions that are approved and made.

The most significant power of a third party is determined in recognizing it as an arbitrator. The arbitrator studies the essence of the problem, discusses it with the participants in the conflict, and then makes a final and binding decision.

The following psychological principles governing the arbitration process are defined:

1. Trust of the arbitrator in the application of regulatory procedures and his competence in the application of procedural forms in conflict resolution.
2. Recognition that the center of effective decision-making is an arbitrator whose activity is contained in a weighted assessment of the case in accordance with the defined norms and rules.
3. The arbitrator's competence in the subject of the conflict, including the arbitrator, must understand both the subject of the conflict and the rights and legal forms.
4. The arbitrator must understand the process of establishing the actual circumstances that lead to the conflict, as well as the decision-making norms.

A less authoritative role of a mediator (mediator), who, having special knowledge of the discussed problem, participates in its discussion, but the final decision is made by the participants independently. The most minor role is that of the assistant, who is mainly engaged in improving the process of discussing the problem and is not included in the controversy about the content of the problem and the adoption of the final decision³⁷.

³⁷ Personnel management : textbook. / edited by Doctor of Economics, prof. V. Brych. Ternopil : ZUNU, 2023. 640 p.

It is quite effective to resolve the conflict with the help of an assistant, who is included or who is included in the process of improving the process of discussing the problem of the conflict, helps in the organization of meetings and negotiations, while not being included in the controversy or discussion about the content of the problem and making the final decision. The position of the observer, who by his presence in the conflict zone deters the parties from violations of previously reached agreements or from mutual aggression, is also appropriate. The presence of an observer in the conflict creates conditions for a negotiated solution to the problems.

The constructive resolution of the conflict depends largely on the power, authority, role and personal qualities of the mediator, who can ensure: the willful end of the conflict, the blocking of further struggle and conflict opposition, the provision of assistance in the search for a solution and the promotion of the normalization of relations³⁸.

The effectiveness of dispute resolution depends to a large extent on the third party's chosen role and clear rules of engagement. The process usually begins with the mediator clarifying the terms of cooperation to the participants. The main goal is to solve the problem without finding culprits, unnecessary excuses and interruptions of each other. An important part is the listening stage, where each participant tells his version of events, and the other party retells what he heard in his own words to make sure there are no misunderstandings. This allows everyone to express their attitude to the situation and hear the opponent's position. The final stage involves a joint search for an exit, where the parties announce exactly what they need for agreement. Such a decision can be recorded in writing and signed by the participants for reliability. Depending on the situation, the role of the auxiliary party can be different: from an active mediator who helps to find a common language, to an assistant who only organizes a meeting, or an observer who restrains opponents from aggression with his presence. In any case, the involvement of a reputable mediator helps to stop the struggle, find a profitable solution and restore normal relations in the team³⁹.

The art of the mediator is manifested at all stages of conflict resolution activities, starting with an appeal by one of the parties with a request to resolve the conflict. The skill of the mediator is manifested in how the mediator knows how to create an atmosphere of trust in negotiations. Mediation cannot

³⁸ Nevesela A. V. Conflicts in labor relations: classification and methods of settlement. *Strategic Innovations of Social Communications and Foreign Philology in Crisis Times* : Proceedings of the I International scientific and practical conference (Sumy, June 1, 2024) / exec. ed. M. Nabok. Sumy : Sumy State University, 2024. P. 263–268.

³⁹ Personnel management : textbook. / edited by Doctor of Economics, prof. V. Brych. Ternopil : ZUNU, 2023. 640 p.

be carried out according to a ready-made algorithm, so the operation of the mediator cannot be simplified⁴⁰.

Facilitative methods of conflict resolution also occupy a prominent place among other methods. Facilitation is the process by which a specially trained person (facilitator) helps a group of people achieve a common goal, come to agreed solutions or resolve conflicts. The facilitator does not make decisions for the group, but creates conditions in which participants can effectively cooperate and solve problems⁴¹.

The implementation of facilitation as a modern way of group interaction is based on compliance with a number of fundamental principles that ensure the constructiveness of the discussion and the achievement of a collective result. A key aspect is the neutrality of the facilitator, whose role is not focused on the content of the debate or the imposition of his own ideas, but on the management of the very structure and process of communication. This involves clear planning of stages, control over the regulations, as well as the use of visualization tools to visually record the opinions of participants. An important condition for the effectiveness of the method is to ensure inclusiveness, where through active listening and the creation of equal opportunities for expressing the positions of each member of the group, the adoption of joint, agreed decisions is achieved⁴².

The most common facilitation techniques:

1. Brainstorming. It consists in generating ideas when participants express their opinions without criticism or discussion. The facilitator supports the process by encouraging all to participate.

2. Role-playing games that involve using scenarios or roles to model situations and find solutions in a safe environment.

3. SWOT analysis. The tool is used to identify strengths, weaknesses, opportunities and threats associated with a particular situation or project⁴³.

The use of facilitation becomes critically important in situations that require solving complex issues, making strategic decisions or resolving conflicts of interest of the team. This process significantly increases the efficiency of teamwork, as a structured approach allows participants to reach consensus faster and use working hours rationally. The involvement of each employee in the discussion strengthens

⁴⁰ Nevesela A. V. Conflicts in labor relations: classification and methods of settlement. *Strategic Innovations of Social Communications and Foreign Philology in Crisis Times* : Proceedings of the I International scientific and practical conference (Sumy, June 1, 2024) / exec. ed. M. Nabok. Sumy : Sumy State University, 2024. P. 263–268.

⁴¹ Explanation of the facilitation process and methods of effective group work. URL: <https://hurma.work/blog/fasilitacziya-vyznachenya-ta-zastosuvannya/>.

⁴² Explanation of the facilitation process and methods of effective group work. URL: <https://hurma.work/blog/fasilitacziya-vyznachenya-ta-zastosuvannya/>.

⁴³ Explanation of the facilitation process and methods of effective group work. URL: <https://hurma.work/blog/fasilitacziya-vyznachenya-ta-zastosuvannya/>.

internal interaction, forming a sense of joint responsibility for the final result. The facilitator creates a neutral environment where each participant can express their opinions, which contributes to the search for compromise solutions⁴⁴. An important advantage of the method is the stimulation of innovativeness, because thanks to the creation of an open space for the exchange of ideas, facilitation encourages the search for non-standard modern solutions, which has a positive effect on the development of the organization⁴⁵.

Consequently, facilitation is an effective tool in the mediation process when it is necessary to help the parties to find a common approach to conflict resolution. The conflict prevention strategy provides for a system of specific actions, a set of stages and methods of managing specific processes of conflicting relationships. There are states of partial and complete prevention of conflicts, as well as early prevention and their anticipatory resolution. Partial prevention becomes possible if one of the causes of this conflict is blocked, its negative impact on the interests of opponents is limited.

The strategy of complete prevention assumes the neutralization of the action of the entire complex of factors determining the conflict, allows to direct subjects in the direction of their cooperation for the realization of common interests. Anticipatory resolution of conflicts, like early prevention, means nothing more than agreeing the positions and interests of opponents in the space of social unity, reaching an agreement on more important issues of public life. A significant part of conflict prevention strategies is their prevention, which can be: primary, consists in psychologically education of potential conflict participants in the conflict; and secondary, related to conducting direct work on reducing the level of tension in groups. At the same time, it is worth taking into account and analyzing everything that can cause a conflict (word, action or inaction, non-verbal manifestations, etc.). The main conflict agents are threats, orders, non-constructive criticism, insults, manifestation of aggressiveness, etc. In response, similar in strength or even stronger conflictogens are usually employed⁴⁶. In order to prevent destructive conflicts and the possible transition of constructive conflicts into destructive ones, a certain system of prevention of conflict situations, stimulation of positive consequences of conflicts may be established at the enterprise⁴⁷.

⁴⁴ Explanation of the facilitation process and methods of effective group work. URL: <https://hurma.work/blog/fasilitacziya-vyznachenya-ta-zastosuvannya/>.

⁴⁵ Explanation of the facilitation process and methods of effective group work. URL: <https://hurma.work/blog/fasilitacziya-vyznachenya-ta-zastosuvannya/>.

⁴⁶ Kolot A. Solving social and labor conflicts on the basis of partnership and social responsibility. *Economy and society*. 2023.

⁴⁷ Kolot A. Solving social and labor conflicts on the basis of partnership and social responsibility. *Economy and society*. 2023.

There is a system of measures to prevent conflict situations:

1. Clear definition and clarification of work requirements for all structural divisions and officials, creation and maintenance of a favorable microclimate in the organization and culture of the organization.

2. Setting and development of organizational goals.

3. Stimulation of employee participation in solving general organizational problems.

4. Establishing a feedback mechanism in the organization's communication system.

5. Creation of a mechanism for settling differences of interest and emerging problems (organizational meetings, the possibility of making a proposal or request to responsible or senior persons).

6. Conducting periodic meetings (preferably once a week and more often), corporate events focused on joint spending of time between employees.

7. Celebration of holidays and solemn events of employees in the team. This gives employees a sense of significance, the weight of their personality in the team and involvement in it.

8. Conducting general corporate trainings by professional trainers on the subject of team building, interesting events aimed at developing social and psychological characteristics of features.

9. Joint training of employees in order to increase their professional knowledge and skills.

10. Promotion of a healthy lifestyle in the team (sports in your free time).

11. The possibility for the employee to leave the workplace faster in case of extreme need.

12. Absence of conflicts between the heads of all branches.

13. Humor in the team, storytelling, the presence of special «corporate» jokes.

14. Conversations with employees about the inadmissibility of conflicts with colleagues and the possibility of resolving disputes in a calm way⁴⁸.

The effectiveness of the chosen conflict prevention strategy depends squarely on the ability of management to transform potentially adverse tensions into a resource for development. The combination of organizational methods (clear division of responsibilities, transparent feedback) with psychological aspects (development of emotional intelligence and informal connections) creates a stable immunity of the collective to external and internal stressors. Subject to the systematic implementation of these measures, conflictogens lose their destructive power, and contradictions are resolved at their nascent stage through open dialogue and mutual trust⁴⁹.

⁴⁸ Antonova S. E., Tikhonchuk L. Kh., Kovaleva K. Yu. Prevention of collective labor disputes (conflicts) and promotion of their timely resolution. *Economic sciences*. № 3, 2024. P. 31–41.

⁴⁹ Kolot A. Solving social and labor conflicts on the basis of partnership and social responsibility. *Economy and society*. 2023.

Ultimately, conflict prevention must become an integral part of the corporate philosophy, where each employee feels meaningful and involved in common goals. The establishment of mechanisms for free expression of proposals, regular team activities and joint training not only neutralize the causes of differences, but also shape a mature organizational culture. In such an environment, professional assertiveness and mutual respect become natural norms of conduct, which minimizes the need for administrative intervention and ensures stable operation of the entire enterprise⁵⁰.

We processed the database of the personnel support department at the industrial pharmaceutical production enterprise regarding the positions of specialists with higher education and established the relevant specialties that give the right to hold the specified positions to specialists (Table. 2). Since the research was conducted during martial law in Ukraine, the industrial pharmaceutical enterprise (IPE) we chose will continue to have the conventional name IPE-1.

Table 2

List of units of IPE-1 and positions, the holding of which requires the presence of specialized higher education

Main employees of IPE-1		
Name of the department / (Number of positions)	Job title	Higher education by specialty
1. Ampoule department/ (25)	Head of department	Pharmaceutical/Chemical/ Biotechnological
	Shift supervisor	Pharmaceutical/Chemical/ Biotechnological
	Senior supervisor	Pharmaceutical/Chemical/ Biotechnological
2. Tablet and packaging department/ (11)	Head of department	Pharmaceutical/Chemical/ Biotechnological
	Shift supervisor	Pharmaceutical/Chemical/ Biotechnological
	Senior supervisor	Pharmaceutical/Chemical/ Biotechnological
3. Chemical department/ (10)	Head of department	Pharmaceutical/Chemical/ Biotechnological
	Shift supervisor	Pharmaceutical/Chemical/ Biotechnological
	Senior supervisor	Pharmaceutical/Chemical/ Biotechnological

⁵⁰ Antonova S. E., Tikhonchuk L. Kh., Kovaleva K. Yu. Prevention of collective labor disputes (conflicts) and promotion of their timely resolution. *Economic sciences*. 2024. № 3. P. 31–41.

Continuation of table 2

Main employees of IPE-1		
Name of the department / (Number of positions)	Job title	Higher education by specialty
4. Quality Control Department/ (31)	Head of the quality control department	Pharmaceutical/Chemical/ Biotechnological
	Chemist	Pharmaceutical/Chemical/ Biotechnological
	Quality engineer	Pharmaceutical/Chemical/ Biotechnological
5. Biological laboratory/ (28)	Head of the biological laboratory	Biological/Pharmaceutical
	Biologist	Biological/ Biotechnological
6. Research center/ (38)	Head of research center	Pharmaceutical/Chemical/ Biotechnological
	Chemist	Chemical/Pharmaceutical/ Biotechnological
	Process engineer	Pharmaceutical/ Engineering/ Biotechnological
7. Quality Assurance Group/ (14)	Head of the quality assurance group	Pharmaceutical/Chemical/ Biotechnological
	Quality expert	Pharmaceutical/Chemical/ Biotechnological
Other categories of employees (support services)		
8. Maintenance service/ (75)	Head of maintenance service	Engineering
	Mechanical engineer	Engineering
	Power engineer	Engineering
	Technician	Engineering
9. Procurement department/ (17)	Head of the procurement department	Engineering/Economic
	Specialist of the procurement department	Engineering/Economic
10. Warehouse department/ (7)	Head of warehouse management	Engineering/Economic
	Storekeeper	Engineering/Economic
11. Transport department/ (7)	Head of the transport department	Engineering
	Traffic safety engineer	Engineering
12. IT Department/ (8)	Head of IT department	Engineering
	Electronics engineer	Engineering
	Specialist	Engineering
	Programmer	Engineering
13. Accounting/ (20)	Chief accountant	Economic
	Accountant	Economic

Main employees of IPE-1		
Name of the department / (Number of positions)	Job title	Higher education by specialty
14. Department of Economic Planning/ (8)	Head of the Economic Planning Department	Economic
	Economist	Economic
15. Personnel management service/ (11)	Head of the personnel management service	Management/Economic
	Specialist of the personnel management service	Management/Economic
16. Legal department/ (2)	Head of the legal department	Legal
	Lawyer	Legal
17. Personnel Training and Development Service/ (8)	Head of the staff training and development service	Management/ Pharmaceutical/ Biotechnological/ Economic
	Specialist in the training and staff development service	Management/ Pharmaceutical/ Biotechnological/ Economic

Explanations for the name of the specialties listed in Table 1 are given below. Pharmaceutical education: graduates (bachelors/masters) of specialties: “Pharmacy, industrial pharmacy”, “Pharmacy”, “Pharmaceutical technologies”, “Industrial pharmacy”, new specialty I8 “Pharmacy (by specializations)” specialization I8.02 “Industrial pharmacy”. Chemical education: “Chemistry”, “Chemical technologies of pharmaceuticals”, “Chemical technology of biologically active compounds”. Biological education: “Biology”, “Biology and biotechnology”, “Biology and biochemistry”. Engineering Education: Graduates (Bachelor/Master) majors: “Transport Technology”, “Applied Mechanics”, “Electrical Power Engineering, Electrical Engineering and Electromechanics”, “Computer Science”, “Computer Engineering”, “Information Systems and Technologies”. Biotechnology: Graduates (Bachelor’s/Master’s) majors now belong to the Knowledge Branch G “Engineering, Manufacturing and Construction”, major G21 “Biotechnology and Bioengineering”. There are no specializations, there can only be different OPs “Industrial biotechnology”, “Pharmaceutical biotechnology”. Economic education: graduates (bachelors/masters) majors: “Economics”, enterprise economics”, “Economic cybernetics”, “International economics”, “Finance”, “Marketing”, “Management”. Legal education: graduates (bachelors/masters) majoring in “Law”.

Therefore, the main employees with higher education can be specialists who have a pharmaceutical, chemical or biotechnological education and among whom the most significant conflicts may arise at an industrial pharmaceutical enterprise.

In order to conduct a survey on conflict situations that arise at a pharmaceutical enterprise and ways to avoid conflicts, we processed a questionnaire (Table 3), which provided for anonymity and independent analysis of the conflict by the respondent. The questionnaire contained three columns and predicted that it would take no more than 5–10 minutes to complete.

However, a preliminary pilot survey as respondents of education seekers who are employees of pharmaceutical industrial enterprises showed that the time of filling out the questionnaire requires much more time (from 10 to 30 minutes) and respondents seek to share the conflict they have experienced and cannot always attribute it to a certain category on their own and indicate the reasons for its occurrence.

Table 3

**Questionnaire form for surveying the main employees
of a pharmaceutical enterprise regarding conflicts and ways to resolve them**

Types of conflicts	Causes of conflicts
1. Intrapersonal (two or more components of the same personality act as parties to the conflict); 2. Interpersonal (confrontation over needs, motives, goals, values between individuals); 3. Personal-group (inconsistency of norms of behavior, values, goals of an individual and a group); 4. Intergroup (clash of norms of behavior, values, goals of different groups)	1. Working conditions (technology, regime, rationing, safety, etc.); 2. Resource distribution system (wages, spending of funds, distribution of profits, participation of employees in capital management, rules for privatization, etc.); 3. Interdependence of production tasks (fulfillment of a task, plan by one division of the enterprise depends on the work of another division); 4. Opposite requirements for the production process (the need to exceed the plan and the need to save electricity, increase production volumes and improve product quality, etc.); 5. Inconsistency of rights, vagueness in the distribution of responsibilities and low level of discipline; conflict-ridden organizational structures generated by ineffective schemes of interaction between different substructures of the organization (the head of the unit receives instructions from different sources and must fulfill them in time, but physically it is impossible); 6. Conflicting objectives of different units (one unit is responsible for quantity, the other for quality)

Types of conflicts	Causes of conflicts
Ways to resolve conflicts	
1. Clear definition and clarification of work requirements for all structural divisions and officials, creation and maintenance of a favorable microclimate in the organization and culture of the organization. 2. Setting and development of organizational goals. 3. Stimulation of employee participation in solving general organizational problems. 4. Establishing a feedback mechanism in the organization's communication system. 5. Creation of a mechanism for settling differences of interest and emerging problems (organizational meetings, the possibility of making a proposal or request to responsible or senior persons). 6. Conducting periodic meetings (preferably once a week and more often), corporate events focused on joint spending of time between employees. 7. Celebration of holidays and solemn events of employees in the team. This gives employees a sense of significance, the weight of their personality in the team and involvement in it. 8. Conducting general corporate trainings by professional trainers on the subject of team building, interesting events aimed at developing social and psychological characteristics of features. 9. Joint training of employees in order to increase their professional knowledge and skills. 10. Promotion of a healthy lifestyle in the team (sports in your free time). 11. The possibility for the employee to leave the workplace faster in case of extreme need. 12. Absence of conflicts between the heads of all branches. 13. Humor in the team, storytelling, the presence of special "corporate" jokes. 14. Conversations with employees about the inadmissibility of conflicts with colleagues and the possibility of resolving disputes in a calm way.	

The next stage of our research will be close cooperation with the personnel training and development department of PFP-1 in order to conduct a survey (questionnaire) and train personnel on conflict studies at a pharmaceutical production enterprise.

CONCLUSIONS

Conflict in a pharmaceutical organization is a complex socio-psychological process that arises due to the clash of opposing interests and goals in professional interaction. The systematization of different types of conflicts indicates the need for a differentiated approach to their analysis, since each type of conflict requires specific regulatory tools. Psychological factors of conflictogenesis in pharmacy are closely related to the high level of responsibility, emotional exhaustion and cognitive overload of the staff, which makes the identification of triggers a priority task to ensure stable team work.

The analysis of psychological aspects of conflict interaction within labor relations confirmed their contradictory nature. Conflict can act as both

a destructive factor and a tool for positive organizational changes. Under the condition of a destructive development scenario, conflict becomes a regressive factor, which leads to psychological alienation of personnel, destruction of team ties and a significant decrease in overall labor productivity. In constructive development, contradictions act as a powerful stimulus for organizational development, allowing to identify hidden systemic shortcomings and initiate the necessary managerial transformations.

A deep understanding of the dynamics of the conflict process is of particular importance. Timely identification of the stages of increasing tension and objective awareness of the situation as conflict-ridden allow timely application of measures that prevent the professional discussion from entering the stage of uncontrolled interpersonal aggression. It is important for participants to consciously choose an adequate model of behavior according to the Thomas-Kilmann methodology. The priority application of cooperation and compromise strategies is a key tool for preserving the interests of the parties, professional ethics and the integrity of the workforce in conditions of high stress.

The use of mediation allows you to constructively settle disputes through the involvement of a neutral party. The development of staff assertive behavior skills ensures the ability of specialists to argue a professional position without violating the ethical norms and interests of colleagues. Facilitation facilitates effective group discussion of technological or management issues, preventing tensions from arising. The application of modern strategies contributes to the dominance of a culture of open dialogue, mutual trust and continuous professional improvement.

Effective conflict prevention in the pharmaceutical industry should be based on a comprehensive approach that combines the creation of a transparent system of internal communications, the maintenance of a favorable socio-psychological microclimate, and the continuous training of personnel in emotional intelligence skills. Currently, the implementation of such tools is a critical necessity for stabilizing the work of pharmacy and production teams. The formation of a mature corporate culture, where the conflict situation is not perceived as a threat, but as a constructive opportunity for open dialogue and organizational improvement, can ensure consistently high quality of pharmaceutical care.

The systematic implementation of the proposed conflict prevention measures and the active use of mediation strategies ensure the effective transformation of interpersonal tension into a productive resource for organizational development. The approach is able to increase the overall competitiveness of the pharmaceutical enterprise on the market due to the coordination of all production links.

Building a balance between the interests of an individual specialist and the strategic goals of the organization on the basis of confident behavior

and a culture of mutual respect is the main condition for creating a stable professional environment. In such conditions, each employee feels the value of his role, which increases his resistance to stress and responsibility for the result. A favorable internal climate guarantees the team's ability to function effectively and respond to the complex challenges of the modern health care system, ensuring the continuity of providing quality pharmaceutical care to the population.

SUMMARY

The article “Psychological aspects of the emergence and role of conflicts in the development of the workforce of a pharmaceutical enterprise” is devoted to a meta-analysis of scientific works in recent years regarding conflictogenesis and ways to get out of conflict situations. Martial law in Ukraine leads to nervous exhaustion and professional burnout of pharmacists both in pharmacies and at industrial pharmaceutical enterprises. An important and urgent issue today is the training of personnel regarding the types, causes of conflicts and ways to resolve them.

The article contains two sections. The first section of the article of the monograph is an overview and contains a meta-analysis of literary sources (literature review) regarding the theoretical and psychological analysis of the conflict in the organizational structure of a pharmaceutical organization and enterprise. The second section of the article of the monograph is devoted to the technology of regulation and psychological prevention of conflict in the labor team of a pharmaceutical enterprise and organization. This section presents the results of the study: the structure of the organization of the pharmaceutical enterprise is worked out, the positions and specialties of the main employees are indicated, and the form of a questionnaire on the types, causes and methods of solving conflict situations at the pharmaceutical industrial enterprise is proposed.

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