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CONFLICT MANAGEMENT IN A JOINT-STOCK COMPANY

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Abstract

The article deals with current problems related to the structural element of the modern enterprise management system – conflict management. It was determined that conflict management is a complex organizational and technological process, manifested in the form of a systematic approach to the identification, analysis, resolution and monitoring of conflicts in the organization, aimed at ensuring the proper level of its efficiency and functional stability.

The key priorities of the joint-stock company were determined in order to be able to effectively resolve the identified conflict situation, and, at the same time, to be able to prevent the occurrence of a stressful situation, and prevent it from aggravating and developing into various kinds of conflicts. It has been proven that the crisis conditions of the business environment significantly aggravate the occurrence of various kinds of conflicts between employees at all levels, and this, in turn, will cause stress in various directions among employees subordinate to them. And all this, in the end, will have global, and in some places irreparable, consequences for obtaining final financial-economic and economic-organizational results regarding the enterprise's activities.

Keywords: *conflict management, joint stock company, conflict situations, security, employees, business ethics*

Introduction

Conflict management is a system for timely detection of conflict situations, identification of their causes, and development of

methods for resolution and prevention in the future. Conflicts occupy a significant place in society and in the life of every individual. Conflict management involves targeted

actions aimed at eliminating or minimizing the causes that led to the conflict or adjusting the behavior of the parties involved. In other words, conflict management is understood as any intervention in a conflict at its various stages (Reshetnikova K. E., 2008).

Methodology and the purpose of the study: The methodological framework of the study is based on a comprehensive approach, the dialectical method of scientific knowledge, as well as fundamental scientific works and developments of Ukrainian and foreign scholars in the field of conflict management theory within organizations.

To achieve the set goal, the study employed the following general scientific and specialized research methods: deduction – to structure the work in a logical interconnection and to study the subject as a whole; induction – to formulate general conclusions based on the conducted research; abstract-logical and synthesis methods – to refine the interpretation of the categorical tools related to the chosen research topic.

Research objectives: study of the peculiarities of conflict management in a joint-stock company.

Literature review: The issue of effective conflict management in organizations is relevant and crucial for ensuring the efficient operation of enterprises in the modern business environment. Among the popular approaches to conflict management in organizations, the proposals of Yu. O. Chalyuk stand out. She identifies the following methods: mediation, negotiations, conflict resolution training, and internal conflict management programs. (Chaliuk, Yu. O., 2022).

Also, an important contribution to the study of this issue was made in the works of T. Shmatkovska (Shmatkovska, T., Korobchuk, T., Borysiuk, O., 2023). and B. Pogryshchuk, which emphasize the positive aspects of conflicts. It is argued that conflict management in organizations can also contribute to strengthening team dynamics and ensuring a positive work environment for all employees (Pohrishchuk B., Kolomiiets T., Chaliuk Y., Yaremko I., Hromadska N., 2023).

Analysis of results

CEMARK (CEMARK A CRH COMPANY) is part of the CRH Group, a leading global

manufacturer of building materials and one of the largest producers in North America and Europe, operating in 29 countries. For over half a century, these enterprises have been supplying Ukraine with products such as cement. The company has successfully combined its extensive experience with the effective application of modern technologies to ensure high-quality production. Additionally, it adheres to international standards and best practices of the CRH Group, now represented under the CEMARK brand.

Joint-stock company “Podilskyi cement”, which is part of “CEMARK” in Ukraine, is one of the largest and leading producers of cement not only in Ukraine, but also in all of Europe, etc. The enterprise itself is located in the Khmelnytskyi region, near the city of Kamianets-Podilskyi.

The personnel management process is an important component of general management at any enterprise, especially in the current crisis conditions. Therefore, it is necessary to pay considerable attention to the effectiveness and correctness of the mechanism of construction and implementation of the company's personnel management system. Personnel activity in crisis conditions is extremely difficult, and requires a lot of effort to maintain efficiency in its implementation. After all, under such conditions, people who work under constant stress can cause various conflict situations, which will have a different nature of impact in the end – both on the final results of activities, and on interpersonal situations in the team. Taking this into account, JSC “Podilskyi Cement” has developed specific priorities that outline key directions for employees' activities. These priorities define the appropriate course of action in critical situations, highlighting the key aspects that require attention, emphasis, and influence. They also provide guidelines on how to effectively manage crisis and stressful situations, ensuring stability and efficiency in the workplace. That is, these are a kind of certain rules for the coordinated activity of the entire team, both personal and interdependent, considering the performance of certain tasks, tasks, functions and duties. Priorities of “Podilsky Cement” JSC: “We are aware of our responsibility to society and future generations; therefore, we implement the principles of sustainable development in all aspects of

our activities.” One of the key priorities of Podilsky Cement JSC is safety, because it is this mechanism that determines the general condition of employees in terms of their successful and effective activities, taking into account both the chosen direction of activity of this JSC and the presence of various crisis phenomena that have a significant impact on its activities through personnel. Therefore, it should be noted that according to the information displayed on the official website of this enterprise, it becomes clear about its general state of safety, as follows: during 387 days there were no injuries to employees, which can be explained by high-quality equipment of the working areas; during 2015–2022, 139 million was invested to support labor protection UAH.; during 2015–2022, employees were trained in various scientific measures related to occupational health and safety in the amount of 328,422 hours in total (Official website of JSC “Podilsky Cement”). In general, the state of health and safety for the employees of the enterprise under study is one of the main priorities of its activity. Therefore, the essence of its long-term strategy for labor protection reflects the formation of an appropriate and quite necessary safety culture at the enterprise.

It is also essential to understand that the “face” of a company is, first and foremost, its people – the employees who work there. Therefore, one of the strategic priorities of the joint-stock company is valuing its employees, as they are the ones who create and develop the company’s internal business environment. This environment is built on trust, respect, mutual understanding, support, and team spirit.

Between 2015 and 2022, the company invested over 67.6 million UAH in improving working conditions for its employees. A key priority is regular investment in personnel development, including ongoing specialized training aimed at enhancing professional qualifications, personal effectiveness, managerial skills, and teamwork within the company.

The company has also implemented a corporate culture of inclusivity and diver-

sity, ensuring that every employee has equal opportunities for professional growth and self-realization, regardless of age, gender, nationality, or background.

Conflict management is quite an important structural component of the general management strategy of the enterprise, especially under crisis conditions of its activity. After all, it is precisely the crisis conditions of the business environment that significantly aggravate the occurrence of various types of conflict between employees at all levels.

Therefore, considering the occurrence of any negative business situations, at this enterprise there is the application of norms and principles of business ethics, which is also important from the set of its main priorities. After all, the main goal of this company is to build successful and long-term relationships based on trust and fundamental values, such as: conscientiousness, honesty and respect for the law. Therefore, among the main principles of the company’s sustainable development, there is compliance with responsible and ethical cooperation with: clients; customers; suppliers; business partners; local authorities; communities; shareholders; employees. One of the significant values of the company is “Keeping one’s word and managing, in one’s work, on the principles of integrity”, which means to perform “correct” and honest actions, to comply with the law and to work responsibly in general.

Conclusions

Thus, we come to the conclusion that the importance of effective conflict management in the context of organizational management is a key factor in successful personnel management in modern organizations. It can be argued that conflicts are an objective part of the work process, and their appropriate management is defined as a critical factor for the success and stability of the organization. Therefore, understanding the nature of conflicts, their sources and the impact on personnel allows for the development of effective strategies and tools for their resolution.

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