

# RESOLUTION OF SOCIAL AND LABOR CONFLICTS IN THE CONDITIONS OF SOCIAL INTENSITY OF THE SOCIETY

## Abstract

Prospects for modernization of social and labor relations and reduction of conflict and social tensions in any country largely depends on the nature of interaction between its main actors, the quality diagnosis of conflict in enterprises, industries, countries and timeliness of response to emerging social and labor conflicts. In turn, the growth of inequality and social tension in society creates a large number of problems in the field of social and labor relations. The purpose of the study is to further develop the theoretical provisions and practical recommendations for the resolution of social and labor conflicts (SLC) in conditions of social tension in society. The object of the research is the process of resolution of social and labor conflicts at the state level. The subject of the research – theoretical and practical aspects of resolving social and labor conflicts in conditions of social tension in society. The article considers evolutionary scientific approaches to the formation of the conflict paradigm; the statistical basis of the occurrence of social and labor conflicts in Ukraine is studied; the structural-logical resolution model of SLC in the conditions of social tension of a society is offered; the scientific-theoretical approach to the stages of development of social and labor conflict depending on the level of social tension of society is substantiated; the definition of the concept of social tension of society has been improved.

**Keywords:** social and labor conflict, social and labor relations, conflict paradigm, social tension, resolution of SLC, stages of SLC

**JEL Classification:** J01, J28, J50, J52

## Introduction

Social and labor relations are relations between the worker, the employer and the state, aimed to meet the social needs of each of the participants in these relations in the process of using labor and its results. The socio-economic and financial crisis of the last decade has exacerbated the situation in the field of social and labor relations and created additional grounds for the emergence of conflict situations and protests in labor collectives. The issues of conflict and social tensions are not fully resolved in any country in the world, and the relationship between workers and employers is one of the most acute problems of all time.

The level of development of social and labor relations at the macro level characterizes the degree of democratization of society, social orientation of its economic system, social cohesion of society, perfection of social relations in general and the level of conflict and social tension in society. And for this type of social and labor relations the main driving force is human. These phenomena determine the relevance of the article.

Today it is becoming increasingly clear that modern science is forming a new approach to the analysis and interpretation of such a complex socio-psychological phenomenon as social and labor conflict. If earlier scientists mainly focused their efforts on developing practical methods related to conflict resolution (Hansen) [1], today a methodological basis is being developed for in-depth analysis and monitoring of the phenomenon of social and labor conflict at the macro level (Siregar, Zulkarnain) [2]. It can be argued that today conflict theorists are increasingly turning to the idea of creating new theoretical and methodological approaches to the study and resolution of social and labor conflicts [3, 4].

## Literature review

Among the scholars of conflict theory are well-known researchers such as Marx & Engels [5] and Simmel [6] who believed that society consisted of various groups with conflicting interests.

One of the first developers of conflictology was the Italian thinker and statesman Machiavelli [7]. The scientist made an attempt at a systematic analysis of social conflicts by identifying ways to rationally influence them by public authorities. In his works, a form of public administration capable of ensuring order in society and its stability was substantiated.

Smith (18th century), was the first to analyze the labor relationship between employer and employee [8]. The researcher proved that the contradiction between the employer and the employee, as well as their confrontation is a prerequisite and source of development, and conflicts of interest should not always lead to social explosions.

In terms of historical retrospect, in the emergence of various theories of social conflict we distinguish the following stages:

the first (end of the 19th century and beginning of the 20th century) – classical is characterized by the existence of both Marxist and non-Marxist theories. Conflict is understood as a manifestation of various interests (the main ones are class conflicts). During this period, there are studies of conflicts in the political, economic, religious, cultural spheres, as well as the sociology of conflict. The conflict is seen as having both positive and negative consequences;

the second stage (middle of the XX century) – is neoclassical. Its beginning was characterized by the predominance of structural and functional school, which reflected the system of institutions, laws, personal and group interactions of European and American societies of that time. Within this direction, the conflict was interpreted as a social disease, as a factor in the gradual development of society. In the 1950s, the conflict became the subject of scientific debate again. The conflict paradigm violates the predominance of structural functionalism and occupies its niche as an equal in explaining the social process and social phenomena. During this period, the formation of the Western European conflict direction in the modern sense. In social practice, the transformation of violent forms of conflict into legitimized ones begins;

the third stage (end of XX – beginning of XXI century) – postclassical, due to circumstances that have radically changed the macro level (clash of civilizations, the collapse of the USSR, the growth of interethnic tensions in different regions of the planet). Changes in the social structure lead to the individualization of social life. Socio-cultural factor (problems of security, equality, etc.) at this stage is defined as the main cause of modern social conflicts [9].

Particular importance in the study of social and labor conflicts should be given to the class paradigm, which considers the source of conflict is the division of people into different classes according to their position in the economic system [6]. The class paradigm most fully and accurately explains the root causes of social inequality in society.

Representatives of the dialectical and creative paradigm (Weber, Cozer) [10, 11], agreeing with Marx that the causes of social conflicts are class differences, held the position that conflict is inevitable but not necessarily destructive.

They defended the positive importance of social conflicts, as conflicts perform an innovative function – the creation of new, including organizational forms and rules of interaction of conflicting actors, the function of stability of relations. The new conflict paradigm (Vayrynen, Karlov) [12, 13] explains the emergence of conflicts by the growing number of changes, the process of continuous transformation in society and in the state.

These conflict paradigms, especially dialectical-creative and new, are focused on the prevention of social and labor conflicts, the formation of various technologies for managing social and labor conflicts at the macro level. This necessitates the integration of the conflict paradigm with the communicative and globalization paradigm; the conflict paradigm continues to be transformed simultaneously with the transformational processes taking place in the social and labor sphere.

## **Aims and Objectives**

The purpose of the study is to further develop the theoretical provisions and practical recommendations for the resolution of social and labor conflicts in conditions of social tension in society.

Objectives:

study of the conflictological paradigm;

analysis of indicators of the social and labor conflicts occurrence in Ukraine

development of a structural-logical model for resolving social and labor disputes in conditions of social tension in society;

substantiation of the scientific and theoretical approach to the stages of development of a social and labor conflict, depending on the level of social tension;

clarification of the concept of social tension in society.

## **Methods**

The following methods were used during the writing of the article: retrospective analysis (to study the evolution of conflicts); generalization method (to formulate conclusions and proposals); methods of scientific abstraction and theoretical generalization (to define the concept of «social tension»); analysis and synthesis (to substantiate the

structural and logical model of SLC resolution); method of graphical interpretation (for a schematic representation of the stages of SLC).

## Results

For comparative characterization of the living standards of the population and the development of social and labor relations between Ukraine and European countries, the following integrated indicators were used: social development index, human development index, quality of life index, index of happiness, life expectancy index, which are shown in table 1 (Eurostat, 2022) [14].

**Table 1. Indicators of living standards and social and labor relations.**

Country	The Social Progress Index, 2020 year		Human Development Index, 2020 year		Quality of Life Index for Country, 2020 year	Happy Planet Index, 2021 year		Life Expectancy Index, 2020 p.
	rating position	index value	rating position	index value		rating position	index value	
Ukraine	63	73,38	74	0,779	104,77	110	4,875	72,9
Belarus	47	77,00	53	0,823	134,83	75	5,534	74,8
Spain	19	88,71	25	0,904	169,82	27	6,491	83,3
Luxembourg	14	89,56	23	0,916	nd(no data)	8	7,324	80,1
Moldova	68	72,58	90	0,750	nd	65	5,766	73,3
Germany	11	90,56	6	0,947	179,78	13	7,155	81,7
Norway	1	92,73	1	0,957	175,19	6	7,392	82,6
Poland	31	84,32	35	0,880	141,83	44	6,166	78,4
Portugal	21	87,79	38	0,864	162,91	58	5,929	79,7
Slovakia	36	83,15	39	0,860	152,53	34	6,331	78,1
Slovenia	22	87,71	22	0,817	172,15	29	6,461	79,5
Hungary	40	81,02	40	0,854	128,16	53	5,992	76,4
Czech Republic	25	86,69	27	0,900	156,24	18	6,965	79,2

The Social Progress Index – is a combined indicator that measures the level of social well-being and social progress in the countries of the world. In determining the success of a country in social development, more than 50 indicators are taken into account, grouped into three main groups: basic human needs, (nutrition, access to basic medical care, housing, access to water, level of personal safety); principles of human well-being (access to basic knowledge and literacy rate, access to information and means of communication, level of health care); opportunities for human development (level of personal and civil freedom, ensuring rights and opportunities to realize their potential). In 2020, Ukraine ranked 63rd out of 132 countries, ahead of Moldova due to high performance in the availability of products and basic medical care, but significantly behind the EU, Norway.

The Human Development Index (HDI) – is a combined indicator of human development, compiled annually by UNDP and used for a special series of UN reports on human development. According to the concept of HDI, social development is assessed not only by national income, but also by achievements in the fields of health and education, in overcoming socio-economic inequality. According to the results of 2020, Ukraine ranked 74th in the world. From 1990 to 2020, this index for our country increased by 0.65 points, but still significantly lower than in EU countries.

The Quality of Life Index, calculated by the international research organization Numbeo, allows you to compare information on quality of life in terms of cost of living, purchasing power, affordability, quality of health care, air pollution, water pollution, etc. Unfortunately, according to this indicator, Ukraine does not have the best position (104.77 points) and is inferior to most of the studied countries.

The Happy Planet Index — is a combined indicator that measures the achievements of countries around the world in terms of their ability to provide their citizens with a happy life. The index, established as an alternative to the Human Development Index, measures the satisfaction of people in the country and their average life expectancy in relation to the amount of natural resources they consume. In 2021, Ukraine ranked 110th among 151 countries, which is significantly below the average.

The life expectancy index is published in a special UN report "Assessment of world population trends" and measures the average life expectancy in the world. It is a broad-spectrum indicator that characterizes the SLS (living conditions, social

policy, social protection). Among the considered countries, Ukraine has the worst indicator, which is 72,9 years, while in Spain it is 83,3 years.

Statistical indicators of the dynamics of social and labor conflicts and the number of strikes in Ukraine are published annually in statistical collections. Information on the number of collective social and labor conflicts is provided by the National Mediation and Conciliation Service. The dynamics of collective social and labor disputes (conflicts) in Ukraine over the past 5 years are shown in table 2 [15].

**Table 2. Dynamics of collective social and labor disputes (conflicts) in Ukraine.**

Years	2015		2017		2018		2019		2020	
	production and territorial	sectoral and national	production and territorial	sectoral and national	production and territorial	sectoral and national	production and territorial	sectoral and national	production and territorial	sectoral and national
The number of collective labor disputes is taken into account at the beginning of the year, units	86	4	75	6	138	6	171	6	171	6
during the year	95	3	135	–	168	–	193	–	200	–
Resolved collective labor disputes, units	118	3	72	–	135	–	193	–	221	–
of them:										
with the assistance of the NMCS (National Mediation and Conciliation Service)	57	1	46	–	79	–	85	–	105	–
as a result of the strike	1	–	–	–	–	–	–	–	–	–
collective labor disputes, at the end of the year, units	63	4	138	6	171	6	171	6	150	6
Requirements of employees (units), not resolved at the beginning of the year	227	9	176	35	265	33	378	33	383	33
arises since the beginning of the year	235	9	291	–	362	–	308	–	351	–
resolved since the beginning of the year	306	8	202	2	249	–	303	–	415	–
not resolved at the end of the reporting period	156	10	265	33	378	33	383	33	319	33
Number of enterprises whose employees participated in collective labor disputes, units	242	8 098	172	6 595	240	6 595	203	6 595	183	6 595

The largest number of social and labor conflicts was registered in 2019 and 2020 (6 sectoral and national, 171 industrial and territorial). At the same time, in 2015-2021, 28 social and labor conflicts were registered at the national and sectoral levels, and 641 – at the industrial and territorial levels.

During this time, employees or trade unions made 1,547 claims (at the industrial and territorial levels) and 9 (in 2015) at the national and sectoral levels. However, the number of unresolved social and labor conflicts is noteworthy (their number is growing significantly at the industrial and territorial levels and remains unchanged (33) for the last 4 years at the sectoral and national levels).

Information on the number of strikes is provided by employers as part of the survey of enterprises on labor statistics (Table 3) [15].

**Table 3. Strikes and their consequences for certain types of economic activity.**

Years	2015	2016	2017	2018	2019	2020
Number of enterprises and organizations affected by strikes						
Total	5	–	23	–	–	–
Industry	2	–	23	–	–	–
Transport, warehousing						
postal and courier activities	3	–	–	–	–	–
Number of workers who took part in the strikes, thousand people						
Total	0,9	–	2,1	–	–	–
Industry	0,8	–	2,1	–	–	–
Transport, warehousing						
postal and courier activities	0,1	–	–	–	–	–
The number of hours unworked on average per worker who took part in the strike						
Total	133	–	66	–	–	–
Industry	156	–	66	–	–	–
Transport, warehousing						
postal and courier activities	2	–	–	–	–	–

According to the State Statistics Service, no strikes were recorded in Ukraine between 2018 and 2020. At the same time, in 2017, strikes took place in Ukraine at 23 industrial enterprises, in which 2.1 thousand people took part. The average number of hours unworked per striker was 66 hours.

It should be noted that the main problematic factors that cause protests of employees are still non-compliance with current labor legislation, arrears of wages, non-compliance with the provisions of collective agreements and contracts.

## **STRUCTURAL AND LOGICAL MODEL OF RESOLUTION OF SLC IN THE CONDITIONS OF SOCIAL TENSION OF SOCIETY**

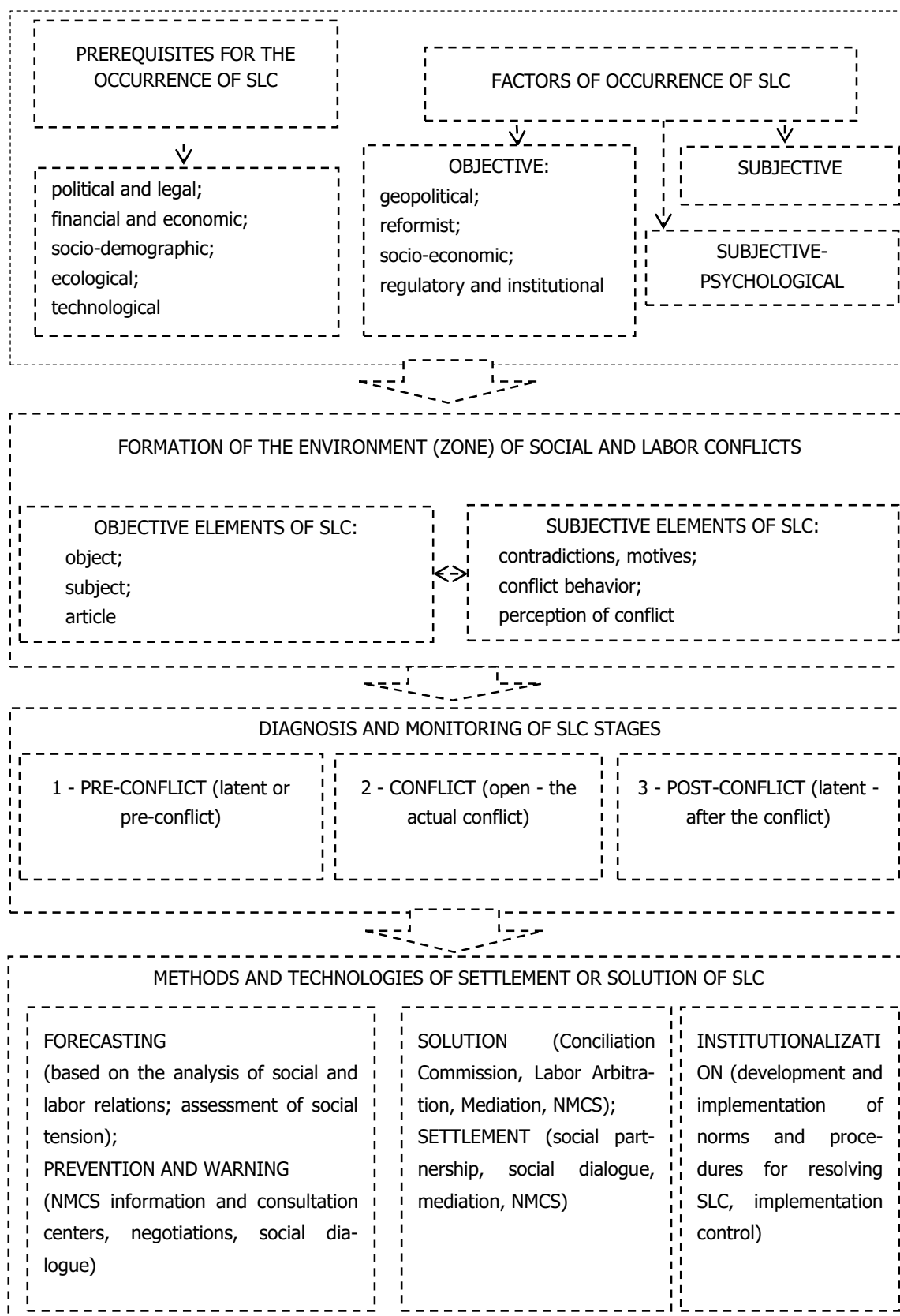
The theoretical and statistical basis of the regulation of social and labor conflicts proves that only a comprehensive analysis of their nature can reveal their true causes and create the preconditions for effective and timely resolution of conflicts. For this purpose, a structural-logical model has been developed, which allows visualizing the process of resolving social and labor conflicts (Figure 1).

### **1. Prerequisites and Factors of SLC at the Macro Level**

The conditions in which social and labor relations are formed are not isolated, they are directly or indirectly related to each other, and their connection with the social and labor sphere is both complex and problematic. The preconditions for the emergence of social and labor conflicts, unfortunately, are now manifested in political and legal, and financial and economic, and socio-demographic, and environmental, and technological, as they are all closely linked and affect employment in different ways.

The underdevelopment of the social and labor sphere today slows down the process of ensuring productive employment, which affects the indicators of economic development of the state. The social and labor sphere of Ukraine is unstable in terms of resolution of the SLC, it has many shortcomings, including: imperfection of the legislative, regulatory framework; low motivation of the parties of social and labor relations to participate in social dialogue; formal nature of contracts and agreements at different levels of the economy, etc.

Important factor in finding ways out of a conflict situation is the influence of macro-environmental factors under which the conflicting parties are act. Identifying the causes of social and labor conflicts at the macro level is the key to finding ways to prevent and constructively resolve them. Without knowledge of the driving forces of conflict development, it is difficult to exert any effective regulatory influence on them.



**Figure 1. Structural and logical model of SLC resolution in the conditions of social tension of society (authors research result)**

Objective factors of the SLC consist of four groups: geopolitical; reformist; socio-economic; regulatory and institutional.

The most significant geopolitical factors today are those related to Ukraine's place in the international community:

globalization of the world economy, which may lead to further qualification and technological lag of Ukrainian enterprises from competitors with globalization features (USA, EU, Southeast Asia) and reduce the demand for skilled workers;

the country's declared accession to the EU, the WTO, and the "free trade" zone within the territories of a number of CIS member states, along with many positive consequences in the long run, will have temporary problems in the near future. There will be unregulated return of illegal migrants from near and far abroad and additional pressure on curtailed labor demand. It is possible to predict quite differentiated in the territorial and sectoral context of social and labor conflicts associated with irreversible bankruptcy of some enterprises, rising prices, loss of some segments of the domestic consumer market, etc.;

reforming factors of social and labor conflicts and deterioration of labor relations, those connected to the problem of structural change and inconsistency of reforms currently underway in Ukraine: agrarian, land, budgetary and administrative reforms; revision of regional policy, in particular, change of approaches to interregional redistribution of State budget funds; personalized accounting of all types of social insurance of employees; further violation (in the direction of reduction) of inter-job and inter-professional relations during the increase of the minimum wage, especially in the budget sphere;

socio-economic factors associated with the crisis in the economy, combine: complex financial and economic condition of a number of industries, enterprises and organizations; unprofitability of a significant part of business facilities; growing receivables and payables; mass violations by employers of Ukrainian labor legislation, non-compliance by employers with collective agreements, employment agreements; low level of labor protection and safety;

normative-legal and institutional factors related to the imperfection of the legal regulation of the social and labor sphere become a conflict factor and contribute in one way or another to the deterioration of social and labor relations.

The group of subjective factors includes those that are largely related not to the general state of socio-economic and political-legal situation in society, but to the actions (or inaction) of managers and workers to perform (not perform) their duties. The above-mentioned subjective factors are mostly caused by collective labor disputes.

Attention should be paid to a number of subjective and psychological reasons that cause conflict, including: breach of professional ethics; violation of labor legislation; unreasonable assessment by the head of subordinates and the results of their work.

## **2. Formation of the Environment (Zone) SLC**

The formation of the environment (zone) of the SLC, which combines its objective and subjective elements, deserves special attention. Understanding the objective and subjective nature of the elements of the SLC is quite useful for determining ways to prevent them and develop an optimal strategy of behavior in the SLC.

Objective elements combine the object, subject and article of SLC. When analyzing the SLC, it is necessary to clearly distinguish between its subject and object. The object of the conflict is the central part of the social and labor problem that needs to be resolved, the main link in the conflict situation. To resolve a conflict effectively, you need to identify its object correctly. The subjects of SLC are labor collectives, employees, employers, trade unions, the state; they are participants who are directly or indirectly related to the conflict situation. The subject of the SLC is a real problem in social and labor relations, the solution of which the parties focus their efforts and enter into conflict.

Subjective elements of SLC include contradictions, motives; conflict behavior and model of conflict perception. Motives and contradictions are the basis for the emergence of SLC. The parties to the conflict are taking active steps to resolve these differences in their favor.

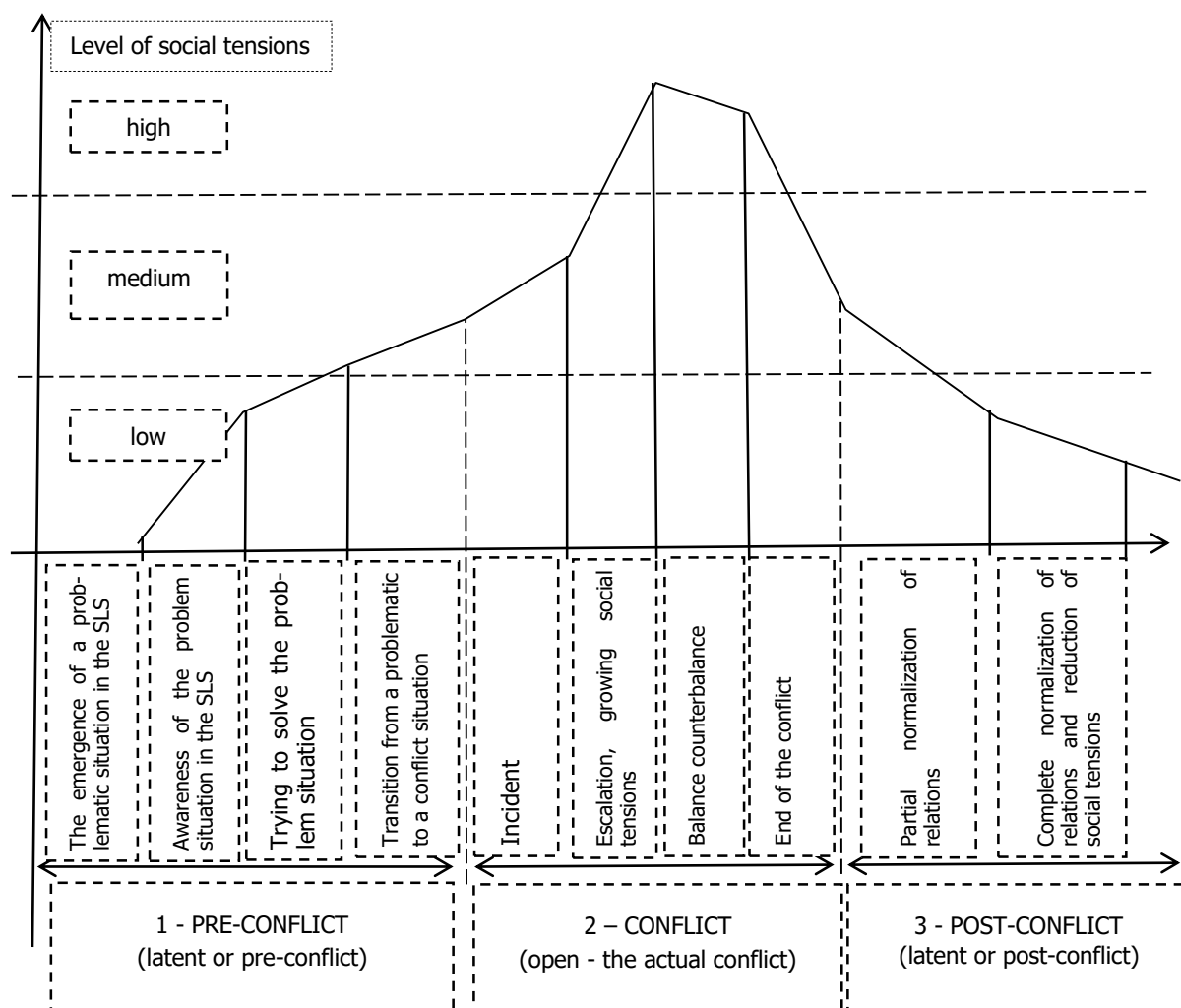
Conflict behavior – is an action aimed at directly or indirectly blocking the achievement of the other party's goals, intentions, interests. Conflict behavior – is the peak of conflict development. It cannot last long, and ultimately the conflicting parties will have to choose between two behaviors: 1) reduce the level of tension, but maintain the conflict situation itself, translating it into a hidden form due to partial concessions of the opposing parties; 2) look for ways to completely eliminate the conflict [16]

The perception of social and labor conflict is not as unambiguous and simple as it seems at first glance. Perception of the situation as conflict means that a certain situation is compared with examples of different situations of social interac-

tion. Based on this comparison, the situation can be classified as «conflict». That is, the mechanism of categorization is launched, which is a way to systematize the environment in order to reduce its subjective complexity.

### 3. Diagnosis and Monitoring of SLC Stages

Diagnosis and monitoring of social and labor conflicts involves the selection of stages and each of them has specific stages (Figure 2).



**Figure 2. Stages of development of social and labor conflict in the SLS**

**Pre-conflict (Latent or Pre-conflict) Stage** includes the following stages: the emergence of an objective problem situation in the SLC; awareness of the objective problem situation in the SLC by the subjects of interaction; attempts of the parties to resolve the objective problem situation in non-conflict ways; the emergence of a pre-conflict situation. It is important to note that the conflict arises from an objective problem situation, when there are conflicts between the parties (their goals, motives, actions, aspirations, etc.). As the contradictions are not yet realized and there are no conflicting actions, this situation is called problematic.

Awareness of the objective problem situation in the social and labor sphere implies the perception of reality as contradictory, understanding the need to take some action to resolve inconsistencies is the content of this stage.

The subjectivity of perception is generated by the nature of the human state of mind, the social differences of the participants in communication (values, social attitudes, ideals, interests). The individuality of awareness depends on the level of knowledge, needs and other characteristics of the participants in the interaction.



Forms of social tension in the latent stage are "hidden" and don't need attention. Conflict of the situation is perceived as a threat to one of the parties to the interaction in the social and labor sphere. The situation may be perceived as pre-conflict and in the case of perception of a threat to certain socially important interests. The feeling of imminent threat contributes to the development of the situation towards the conflict, is the "trigger" of conflict behavior [16].

**Conflict or Open Stage** includes: incident; escalation of the conflict; balanced counteraction; end of the conflict. Often the conflict develops further as a series of conflict events, incidents. Conflict interactions are able to change, complicate the original structure of the conflict, adding new incentives for further action. This process can be represented as: transition from negotiations to struggle – struggle inflames emotions – emotions increase errors of perception – this leads to intensification of struggle and so on. This process is called "conflict escalation". The escalation is a sharp intensification of the struggle of opponents [16]. Ending the conflict is the transition from conflict resistance to finding a solution to the problem and ending the conflict under any circumstances. The main forms of ending the conflict: resolution, resolution, extinction, elimination or escalation into another conflict. During the conflict stage, there is a transition from medium to high levels of social tension, which significantly affects the development of events.

**The Post-conflict (Latent or Post-conflict) Stage** includes two stages: partial normalization of opponents' relations and full normalization of their relations. Complete normalization of relations occurs when the parties realize the importance of further constructive interaction. The confrontation continues until further escalation loses its meaning. From this moment, the integration process begins. Participants begin to strive for an agreement acceptable to the parties; the level of social tension is gradually reduced.

Thus, the proposed scientific and theoretical approach to the stages of development of social and labor conflict in the SLS depending on the level of social tension in society by distinguishing overt and covert features of each stage, the main internal elements of the conflict and external factors of its development, which allows, in contrast to existing ones, to determine the actions of participants in social and labor conflict at each stage, directions of its development and their features, escalation of the conflict, forms of interaction between the parties to the conflict, the main consequences.

### Social Tension

An important component of the proposed scheme is the level of social tension, which is considered as a multifaceted concept that reflects the degree of dissatisfaction of the population with socio-economic living conditions. The main pain points are lower living standards, impoverishment, social and labor conflicts, and others [18].

Social tension as an independent subject of study arose in the XIX century, but its intensive development began in the West only in the middle of the XX century. The term "social tension" in the works of Western sociologists is understood differently: as the gap between expected and actual satisfaction of needs, as inconsistency between components of action, as divergence of initiatives (goals and strategies of intergroup behavior) in the structure of society [19]. In the following years, the term "social tension" so accurately reflected the state of public life and mass consciousness, which is very firmly entrenched in the scientific lexicon of domestic social researchers. In conflict theories, tension is considered a natural phenomenon of social change and modernization of society [13].

The Encyclopedia of Modern Ukraine defines that social tension is a state of dissatisfaction of social actors with the level of providing for their own needs and interests, which is formed in the course of social interaction by comparing expectations with existing reality and becomes the basis of protest potential. In contrast to social conflict, social tension is a closed form of conflict of interests of social actors [20].

Mukhopadhyay proposed her own interpretation of the concept of social tension, which means a special state of the social system (group, community, society), which is in the process of social change [21]. This state is a consequence of the emergence and development of social contradictions and persistent feelings of social dissatisfaction, which affect the state of public consciousness and behavior of social actors.

Mishra defines social tension as a characteristic of the social climate of society, which is a prerequisite for the emergence and background of social conflicts and involves awareness or anticipation of social actors incompatibility or conflict of interests, needs or values of each other [22].

According to Slyusarevsky social tension, like psychological tension, «is a reaction of society (community, group) to living conditions, which in fact threaten the realization of significant needs and goals of social actors, and even their very existence or from this point of view are perceived. Therefore, in the most general form, social tension can rightly be defined as the mental state of society that arises in response to extreme influences» [23].

It should be noted that a certain level of social tension is inherent in any society and always accompanies it. The social tension of society is characterized by: growing dissatisfaction with state policy; distrust of power; economic downturn; high levels of anxiety and conflict among the population; increase in depressive states; deteriorating demographic situation; deterioration of the crime situation in the state; increasing the degree of dissatisfaction of the population; intensification of negative phenomena (alcoholism, drug addiction, prostitution, theft, etc.).

It is important that social tensions perform two main functions:

- 1) destructive – destroys relations between states and people, economic ties; destabilizes the economy, social relations, etc.;
- 2) constructive – increases motivation to overcome difficulties; mobilizes economic, political, human resources.

In accordance with the national surveys conducted by the Institute of Sociology of the National Academy of Sciences of Ukraine in previous years of sociological monitoring (repeated surveys using the same methodology). The level of tension in society is assessed by the majority of the population (61%) as high: «extremely high» (23%) and «above average» (38%). On a ten-point scale (1 – «calm situation», the level of tension is very low, 10 – «critical situation, explosive», the level of tension is extremely high) the average score is 6,79 points [24].

Analysis of existing approaches, characteristics and functions of social tension allows us to define the following: social tension is a gradually increasing phenomenon that manifests itself at the state and society and is characterized by growing dissatisfaction with social and working conditions and, ultimately, leads to the emergence and development social and labor conflicts as a destabilizing factor in the social and labor sphere. Social tensions, whether they increase gradually or escalate over a short period of time, lead to social and labor conflicts, which undermine the foundations of not only social but also national security in general. To ensure social stability, it is important not only to correctly identify «points of social tension», but also to monitor the pace of change in social sentiment.

## Discussion

The process of resolving social and labor conflicts taking into account the level of social tension is closely related to the dynamics of the conflict, that is, each stage of the conflict corresponds to specific methods and technologies for its resolution. In accordance with the proposed model for resolving social and labor conflicts in the SLS, it is advisable to use the following methods and technologies:

institutionalization, which involves the development and implementation of norms and procedures for resolving SLC, implementation control);

a decision involving the conciliation commission, labor arbitration, mediation, the National Mediation and Conciliation Service (NMCS);

resolution through social partnership, social dialogue, mediation, NMCS;

forecasting using methods of analysis of socio-economic and socio-labor relations and forecasting LDC;

assessment of social tension;

prevention and warning with the help of information and consultation centers of the NMCS, negotiations, social dialogue.

It should be noted that the majority of conflict scholars prevail the statement that the participants of social interaction can prevent social and labor conflicts. Many researchers of conflict issues focus their attention on the fact that in the emergence of a conflict situation in the social and labor sphere, it is necessary to use technologies for forecasting and preventing labor conflict. If the conflict between the parties has passed into the stage of open confrontation, then there is no way to resolve the conflict without special techniques and methods [25]. It should be noted that the regulation of social and labor conflicts in the SLS includes all elements of work with conflict interaction, namely: monitoring, diagnosis, analysis, prevention, conflict resolution.

Conflict forecasting involves purposeful activities of competent persons (groups, bodies) who have the necessary level of skills, knowledge and abilities, the main purpose of which is to anticipate possible conflicts in the future, as well as determine the specifics and consequences of their development in the future. When forecasting social and labor conflicts, it is necessary to develop and implement effective management decisions to prevent conflicts.

Conflict prediction and forecasting is one of the most important functions of conflict management. First of all, it is aimed at assessing the general situation and identifying potential areas of conflict, as well as the reasons for their formation. Conflict prevention helps to reduce the possibility of conflict. Based on the information obtained through forecasting, it is possible to identify areas of conflict, identify the causes of emerging conflicts, and take specific measures to neutralize the effects of these causes and factors that cause conflict.

Thus, in order to minimize the negative consequences of conflicts at the macro level, it is necessary to diagnose them in a timely manner, manage their development and resolution, and reduce the level of conflict confrontation and tension.

## Conclusions

The socio-economic and financial crisis of the last decade has exacerbated the situation in the field of social and labor relations and created additional grounds for the emergence of conflict situations and protests in labor collectives. The socio-economic and financial crisis of the last decade has exacerbated the situation in the field of social and labor relations and created additional grounds for the emergence of conflict situations and protests in labor collectives.

The scientific novelty of the research shows following:

the structural-logical model of SLC regulation is substantiated by means of selection of macroenvironment of social and labor sphere, specification of SLC environment components, definition of diagnostic methods and selection of SLC stages, ordering of methods and technologies of SLC regulation or solution. The difference of this model is the generalization and logical combination of components of the SLC regulation at the national level, taking into account the peculiarities of the social and labor sphere. The proposed structural and logical model of STC resolution in the social and labor sphere is designed for preventive and timely impact on the object of conflict on the basis of monitoring of the social and labor sphere, as well as serious diagnostic and prognostic analysis of conflict zones;

substantiated scientific and theoretical approach to the stages of social and labor conflict in the SLS depending on the level of social tension in society by identifying explicit and implicit features of each stage, the main internal elements of the conflict and external factors of its development, which allows, unlike existing, to determine the actions of the participants of the social and labor conflict at each stage, the directions of its development and their features, the escalation of the conflict, the forms of interaction between the parties to the conflict, the main consequences;

the definition of the concept of social tension in the STS has been improved, which, unlike the existing ones, is considered as a gradually increasing phenomenon that has a manifestation at the level of the state and society and is characterized by an increase in population dissatisfaction with social and labor conditions and, in the end, leads to the emergence and development of social labor conflicts as a destabilizing factor in the social and labor sphere.

The results of the research carried out give the opportunity to expand the theoretical and methodological knowledge of the regulation of social and labor conflicts in the conditions of the social tension of the society.

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## РЕГУЛЮВАННЯ СОЦІАЛЬНО-ТРУДОВИХ КОНФЛІКТІВ В УМОВАХ СОЦІАЛЬНОЇ НАПРУЖЕНОСТІ СУСПІЛЬСТВА

### Abstract (in Ukrainian)

Перспективи модернізації соціально-трудова відносин та зниження конфліктності та соціальної напруженості суспільства будь-якої країни багато в чому залежать від характеру взаємодії між основними її суб'єктами, від якісної діагностики конфліктогенності підприємств, галузей, країн та своєчасності реагування на виникаючі соціально-трудова конфлікти. У свою чергу зростання нерівності та соціальної напруженості в суспільстві породжує велику кількість проблем у сфері соціально-трудова відносин. Мета дослідження полягає в подальшому розвитку теоретичних положень та практичних рекомендацій щодо врегулювання соціально-трудова конфліктів (СТК) в умовах соціальної напруженості суспільства. Об'єкт дослідження – процес врегулювання соціально-трудова конфліктів на рівні держави. Предмет дослідження – теоретичні та практичні аспекти вирішення соціально-трудова конфліктів в умовах соціальної напруженості суспільства. У статті розглянуто еволюційні наукові підходи щодо формування конфліктологічної парадигми; досліджено статистичний базис виникнення соціально-трудова конфліктів в Україні; запропоновано структурно-логічну модель врегулювання СТК в умовах соціальної напруженості суспільства; обґрунтовано науково-теоретичний підхід щодо стадій розвитку соціально-трудова конфлікту в залежності від рівня соціальної напруженості суспільства; удосконалено визначення поняття соціально напруженість суспільства.

**Ключові слова:** соціально-трудова конфлікт, соціально-трудова відносини, конфліктологічна парадигма, соціально напруженість, врегулювання СТК, стадії СТК

**JEL Класифікація:** J01, J28, J50, J52