

CONFLICT MANAGEMENT AS A FACTOR OF ENTERPRISE COMPETITIVENESS GROWTH

In modern conditions, the conflict in an enterprise is no longer associated with only negative phenomena and processes, but its idealization is also imperceptible. The approach to shaping the role and place of conflict is more pragmatic: a conflict is definitely an integral part of any organization.

Identifying the causes of the conflict is one of the key tasks in building a conflict management scheme in general or in a particular conflict. It is clear that there are many reasons for conflicts. However, if you concentrate on some of the reasons, namely: interdependence of tasks, controversial tasks, incorrect allocation of resources, ineffective system of motivation, inaccessible goals and so on, one very important conclusion can be made: all these reasons are directly or indirectly related to the management system of the organization, which, under the conditions of existence of these reasons, could not find effective methods of managing the enterprise. After all, the managers themselves manage the organization and implement the processes of planning, organizing, motivating, controlling and regulating. Of course, the conflicts generated by these reasons, weaken the internal environment of the enterprise, and thus weaken its competitiveness.

The prerequisites for the emergence of conflicts in the enterprise management process in general, are caused by the ineffectiveness of this management:

1. The planning process involves the formation of goals, objectives, strategies, tactics, policies, etc. All these processes should be based on the assessment and analysis of the external and internal environments, the strengths and weaknesses of the enterprise, that is, depending on the current state of the enterprise, which, of course, is not perfect at the time of the specified process. Therefore, planning from the very beginning places some contradictions in the activities of the enterprise, and taking into account the factor of subjectivity in planning, the emergence of conflicts in the future is inevitable due to the reasons for the results of planning.

2. Organizing is probably the function of management, which is most involved in establishing conflict preconditions in the activities of the enterprise. Since the organization involves the division of the enterprise into certain structural divisions and, most importantly, the division of powers that eventually leads to the construction of an organizational structure with the allocation of resources, it is simply not possible to avoid conflicts in the future.

3. The most indicative of conflict in its essence is the function of motivation. Taking into account the fact that the object of motivation is the needs of workers – both material and immaterial, which are at the same time unlimited, as well as certain limitations of any organization to meet these needs, we arrive at a simple conclusion: there will always be dissatisfaction, there will always be dissatisfied, which can serve as the reason for the emergence of conflicts.

4. Of course, control as a management function also generates conflicts, although not so obvious. During control, the management system tries to compare the expected

results with the actual, verifying all types of resources, including employees. The very fact of control can take a negative view of those who are checked, although it depends on the style of control. In addition, the deviation from the expected results without objective reasons also does not cause great enthusiasm among managers.

5. The last management function – regulation – depends on the previous four, and its implementation will directly depend on the results of planning, organizing, motivating and, most of all, controlling. That is, in essence, the regulation performs one of the tasks of resolving conflicts, but if one considers this function as a causative agent of conflicts, the reason for this is the mistakes in regulation when adjusting plans, changes in the organizational structure, changes in forms and methods of motivation, etc.

Consequently, the management system, the management of the organization and the results of management of this system are the source of many conflicts that arise in the organization. Undoubtedly, under such conditions there is no need to talk about increasing competitiveness. In this context, the conflict management process is designed to improve the enterprise management system.

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INTERNATIONAL LABOUR MIGRATION

International labor migration which affects most countries in the world is the movement of employed people from one country to another within international labor market for more than a year due to the nature of development of the productive forces and industrial relations, the effect of economic laws.

As a rule we distinguish:

1. Migration of human resources to search for a new place of residence.
2. Labour migration- employable people with the aim to receive better work.

Nowadays workers constitute the basis of international migration labor flow, to a lesser extent – employees.

Scientists and also technical staff, though they consist only small proportion of the total number of migrants, play an important role in international migration.

International labor migration is becoming global. Permanent labor markets are currently formed in the world. The first market belongs to the USA and Canada, the second – to the countries of Western and Northern Europe, the third – to the region of the oil-producing countries of the nearest, the fourth – to Latin America.

Traditional immigration countries are Australia, Canada, New Zealand, USA. Besides, new destination countries (Ireland, Italy, Norway, Portugal) are main places of residence for migrants.

In the modern world we can observe the process of transferring the minds from less developed countries to more developed. Over the last 20 years from less developed countries more than 500000 highly qualified and skilled specialists have migrated to USA, Great Britain and Canada because it gives them the opportunity to receive more rewards for their activities. To the main causes of labor migration belong: