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Abstract

A research of the conflict impact on the economic security of the enterprise is presented. The conflict arisen in the enterprise can disengage the employees' activities which results in hindering the successful work and is reflected in all areas of the enterprise operation. For this reason a favorable social and psychological atmosphere is essential.

Keywords

Socio-economic conflict – Economic security – Society – Enterprise

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Introduction

The financial and economic security of the enterprise is the primary link of the economic system including at the national level.

To achieve at the maximum level the qualitative growth is possible with certain security components, not only economic which includes financial, industrial, investment, food, macroeconomic, social, scientific and technological, foreign economic, energy, demographic, institutional, but military, political, environmental, information, legal and cultural as well.

Economic security of business is a protection against possible internal and external threats. In the organization its level depends on how effectively the managers can avoid possible internal and external threats and, accordingly, eliminate negative consequences of negative phenomena of external and internal factors.

The basis of effective activity of any enterprise is a united and competitive work collective, and integral condition for its formation is a favorable social and psychological environment within the collective. Each subject of the work collective activity is a conductor and intermediary in achieving common purposes and objectives. Oftentimes an arisen conflict can disengage the activities of employees, which results in hindering the successful work and is reflected in all areas of the enterprise operation. For this reason, a favorable social and psychological atmosphere is essential.

Literature review

The works of national and foreign scientists are devoted to the study of theoretical and methodological approaches to ensuring the financial security of business¹. However, the problems of assessing the financial and economic security of business are considered fragmentarily and require further research². Financial and economic security has already

¹ G. Azoulay, "Globalisation des échanges et sécurité alimentaire mondiale à l'horizon 2010", *Revue Tiers Monde*, num 39 Vol: 153 (2010): 25-43; C. Breidinger, *Modeling Infrastructure Investments, Growth and Poverty Impact* (New York, 2006); A. C. Brown; J. Stern; B. Tenenbaum y G. Gencer, *Handbook for Evaluating Infrastructure Regulatory Systems* (Washington: World Bank, 2006); D. Sutnata y D. M. Byrd, *Computational Models of Risks to Infrastructure*. Amsterdam. 2007; D. D'Agostino, *Defense Critical Infrastructure: Risk Analysis of Critical Infrastructure Omits Highly Sensitive Assets* (Washington: US Gout Accountability Office, 2008); A. Murray y T. Grybeste, *Critical Infrastructure: Reliability Vulnerability*. Berlin. 2007; Z. Varnaliy; S. Onishchenko y A. Masliy, "Threat prevention mechanisms of Ukraine's economic security", *Economic Annals-XXI* Vol: 159 num 5-6 (2016): 20-24; S. Sullivaut, *Strategies for Protecting National Critical Infrastructure Assets: A Focus on Problem Solving* (Hoboken: Wiley, 2007); D. D. Burkaltseva; L. M. Borsch; S. V. Gerasimova; S. A. Zotova y O. A. Guk, "Regional Aspect: Laying Institutional Groundworks", *European Proceedings of Social and Behavioural Sciences*, Vol: 50 num 33 (2018): 263-271 y O. S. Sivash; D. D. Burkaltseva y D. S. Ushakov, "Activization of Investment Process in the Agrarian Sector", *International Journal of Ecology and Development*, Vol: 32 num 4 (2017): 169-182.

² O. S. Sivash; D. D. Burkaltseva y D. S. Ushakov, *Activization of Investment Process...*; D. D. Burkaltseva, "State mechanisms of macroeconomic security management in Ukraine", *Actual problems of economics*, num 113 (2010): 29-37; L. M. Borsch; S. Yu. Tsohla; N. A. Simchenko; O. S. Reznikova; D. D. Burkaltseva; S. V. Gerasimova y M. S. Abibullayev, "Development of the Eurasian economic union in the context of international changes", *Revista inclusiones*, num 6 (2019): 134-149; D. D. Burkaltseva; O. G. Blazhevich; O. A. Gabrielyan; L. V. Savchenko; T. N.

been studied by scientists at the country and the region level³ Financial and economic security at meso- and macro levels is impossible without the financial and economic security of business. From the viewpoint of the institutional approach, this implies the nomination of the concept of socio-economic contradictions reconciliation in society through institutions (collective actions) or through a transaction at the clash of socio-economic interests⁴

Skorobogatova; O. A. Guk; E. V. Vovk y M. A. Abubakarov, "Development of the financial security of the state: neutralization of threats", *Revista inclusiones*, num 6 (2019): 294-312; T. Veblen, *The Theory of the Leisure Class* (Moscow: Progress, 1984); R. H. Coase, "The Problem of Social Cost", *Journal of Law and Economics*, num 3 (1960): 1-44; D. C. North, *Structure and Change in Economic History* (New York: W. W. Norton, 1981); D. C. North, "Institutions", *Journal of Economic Perspectives*, num 2 (1991): 97-112 y O. E. Williamson, "The New Institutional Economics: Taking Stocks", *Looking Ahead Journal of Economic Literature*, num 3 (2000): 595-613.

³ D. R. Nigmatyanova, "The impact of conflicts on the effectiveness of organizations", *Sociological sciences*, Vol: 29 num 1 (2014): 384-385; V. V. Kozlov y A. A. Kozlova, *Conflict management* (Moscow: Publishing house "Exmo", 2014); N. V. Samoukina, *Psychology of professional activity*. 2-ed. (St. Petersburg: "Peter", 2014); P. V. Samoylov; A. I. Fedoseev; L. V. Smarchkova y S. L. Zhitnev, "Management of conflicts in a crisis situation in order to improve the economic security of the enterprise", *Bulletin of the Voronezh State University of Engineering Technologies*, num 4 Vol: 66 (2015): 203-207; L. D. Stolyarenko, *Psychology and ethics of business relations* (Rostov-on-Don: "Phoenix", 2013); V. Pylypiv; A. Obykhod y I. Illiashenko "Institutional principles of balanced nature management in the context of environmental and natural-technogenic safety", *Economic Annals-XXI*, num 10 (2015): 98-102; E. I. Danilina; O. S. Reznikova; V. V. Verna y A. K. Ganieva, "Prospects for introducing the talent management concept into Russian companies", *Revista Espacios*, Vol: 38 num 48 (2017); O. M. Korobeynikova; D. A. Korobeynikov; L. V. Popova; O. V. Savina y R. Sh. Kamilova, "The current state of the payment infrastructure and development of payment systems in Russia and the Volgograd region", *Revista Espacios*, Vol: 38 num 62 (2017); V. V. Pshenichnikov y A. V. Babkin, "Digital money as a product of the development of information and telecommunication technologies", *Quality Management, Transport and Information Security, Information Technologies* (2017): 259-265 y E. I. Danilina; V. E. Chebotarev; O. S. Reznikova y D. V. Gorelov, "Increase of effectiveness of economy management in municipalities (Through the example of energy conservation)", *International Review of Management and Marketing*, Vol: 6 num 5 (2016): 197-205.

⁴ E. I. Danilina; V. E. Chebotarev; O. S. Reznikova y D. V. Gorelov, "Increase of effectiveness..."; E. Vorobyova; D. Burkaltseva; O. Blazhevich; A. Betskov; H. Kilyaskhanov; E. Mashyanova y T. Deriglazova, "Technology for Compensating Economic Damage to Injured or Aggrieved Victims of Road Traffic Incidents. Amazonia", *Investiga*, num 8 Vol: 22 (2019): 475-484; A. P. Bondar; "Providing economic security of regions in Ukraine", *Nauchnyy vestnik: finansy, banki, investitsii*, num 4 Vol: 23 (2013): 94-99; D. Burkaltseva; N. Apatova; E. Nalivaychenko; O. Boychenko; A. Yanovskaya; A. Betskov; H. Kilyaskhanov y O. Guk, "Features and new opportunities of the republic of Crimea tourism industry", *Revista Inclusiones*, Vol: 7 (2020): 325-336; V. E. Reutov; D. D. Burkaltseva; V. M. Yachmeneva; M. V. Algina; E. A. Smirnova y A. S. Tyulin, "Features of socio-economic systems' transformation processes management", *Amazonia Investiga*, num 8 Vol: 22 (2019): 467-474; Y. I. Malikova; E. I. Danilina y O. S. Reznikova, "Part of scientific-technical progress in efficiency of using labour resources (at the example of agrarian sector of economy)", *European Journal of Natural History*, num 3 (2016): 111-114; E. N. Alifanova y Yu. S. Yevlakhova, "The impact of financial literacy on the development of financial institutions and key segments of the financial market", *Terra Economicus*, Vol: 10 num 3 (2012): 115-120; A. P. Bondar, "State support of financial security of enterprises in the sphere of housing construction", *Nauchnyy vestnik: finansy, banki, investitsii*, num 1 Vol: 14 (2012): 13-15 y L. M. Borsch, "Institutional organization of relations of economic entities of the market economy and re-distributive economy", *Scientific bulletin: finance, banks, investments*, num 3 Vol: 36 (2016): 119-126.

Methodology

The methodological basis of the research is the analysis of economic security using conflictology theory, economic and statistical methods of analysis, institutional approach and regulatory documents in the field of ensuring the economic security of the enterprise.

The main objective of the financial and economic security of the enterprise is the ability to guarantee the stability of operations and effective functioning in the present and in the future. Financial and economic security implies:

- ensuring the high financial and economic efficiency of work, stability and independence of the enterprise functioning;
- ensuring high competitiveness;
- achieving high management efficiency;
- legal protection of all spheres of activity;
- ensuring the security of information, trade secrets;
- ensuring the protection of the enterprise commercial interests.
- stable socio-psychological climate of the enterprise work collective, ensuring a low level of staff turnover.

Taking into account the abovementioned criteria, the consequences of ineffective enterprise operation as a whole or its individual employees may become a threatening factor of the company's financial and economic security. The most favorable socio-psychological climate in the team and more developed cooperation, as well as productive interaction occurs when in the work collective there are more people satisfied with their work. That is, the work that does not satisfy leads to different conflicts. To resolve emerging conflicts the management has to spend enormous amounts of time at the expense of solving business problems. The enterprise security is a condition with ensuring the effective neutralization of internal and external threats affecting all areas of the enterprise's activities and occurring, including from the personnel of the enterprise. Experts have valuable information related to the activities of the enterprise. In connection with this fact, it is possible to distinguish the following internal threats to the financial and economic security of an enterprise, the appearance of which can provoke an unfavorable socio-psychological situation in the work collective, an increase in moral tension and an unsettled conflict in the proper time in the team of the enterprise:

- the threat of disclosure of valuable information relating to the enterprise activities;
- intentional disruption of work;
- a formal attitude to the performance of professional duties with the execution of the work form, but without taking into account the peculiarities of the situation and with no interest in the result of the work;

- insufficient employees qualification;
- high level of staff turnover due to unfavorable social and psychological atmosphere in the team and high level of moral tension;
- negligent attitude towards the employees on the part of the enterprise management;
- psychological resistance of employees in connection with changes in the enterprise activities;
- conflicts of interest between the personal interests of the employee and the interests of the enterprise.

The integral indicator of economic security of PJSC “Severstal” largely depends on the aggregate indicators of business activity and profitability which is clearly shown in Figure 1.

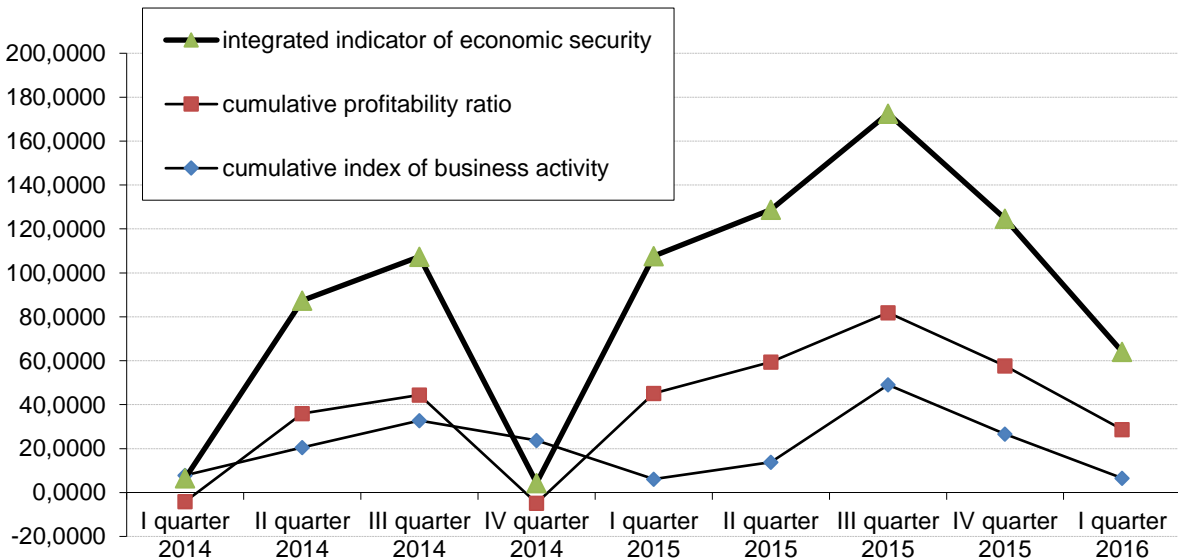


Figure 1
Dynamics of integral indicator of economic security of PJSC “Severstal”
for 2014-2016
Source⁵

Let's make an assumption that the integral indicator of economic security depends on the number of conflicts at the enterprise. And this assumption will be checked by the method of correlation-regression analysis. The initial data for the correlation-regression analysis is presented in Table 1.

⁵ D. D. Burkal'tseva; O. G. Blazhevich; O. A. Gabrielyan; L. V. Savchenko; T. N. Skorobogatova; O. A. Guk; E. V. Vovk y M. A. Abubakarov, “Development of the financial security of the state: neutralization of threats”, Revista inclusions, Vol: 6 (2019): 294-312.

Quarter	Number of conflicts	Integral indicator of economic security	Standard for integral indicator of economic security
I quarter	3	64,1313	29
II quarter	8	72,2159	29
III quarter	8	93,7051	29
IV quarter	10	69,2747	29

Table 1
Data for analysis
Source: composed by authors

Where x_i – number of conflicts, y_i – integral indicator of economic security. The Figure 2 displays the reliance of integral indicator of economic security on the number of conflicts at the enterprise.

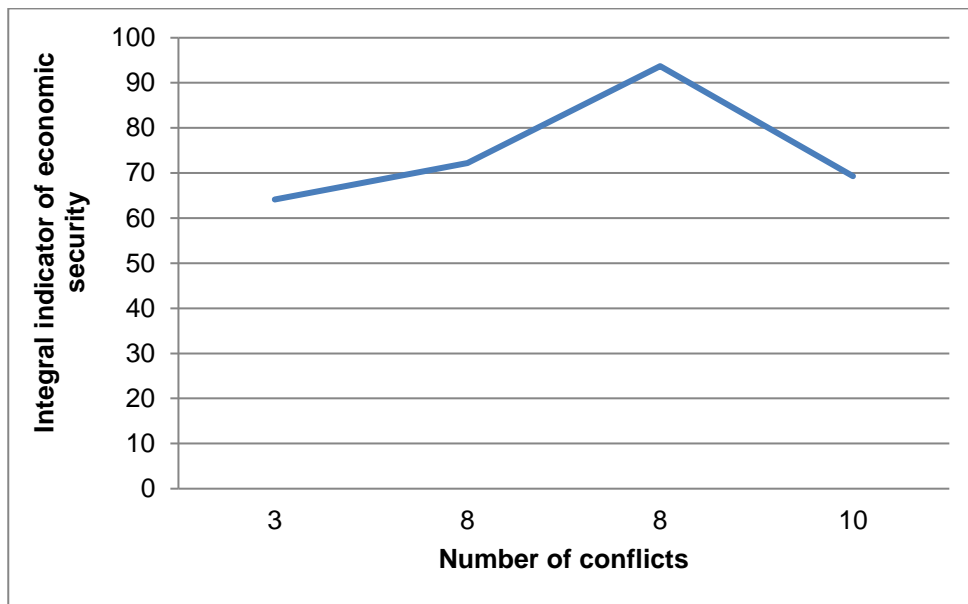


Figure 2
Reliance of integral indicator of economic security on the number of conflicts at the enterprise
Source: composed by authors

Let's develop linear single-factor regressive model of type:

$$\hat{y} = a_0 + a_1 x \quad (2)$$

Let's calculate \hat{y} according the linear single-factor regressive model (Table 2).

Quarter	Value
I quarter	68,09718411
II quarter	76,02002028
III quarter	76,02002028
IV quarter	79,18941028

Table 2

Let's calculate \hat{y} according the linear single-factor regressive model

Source: composed by authors

If proceed from the regression coefficient $a_1=1,58$, it is possible to state that with an increase in each conflict at the enterprise, the integral indicator of economic security changes by 299 on average.

Figure 3 presents the regression equation.

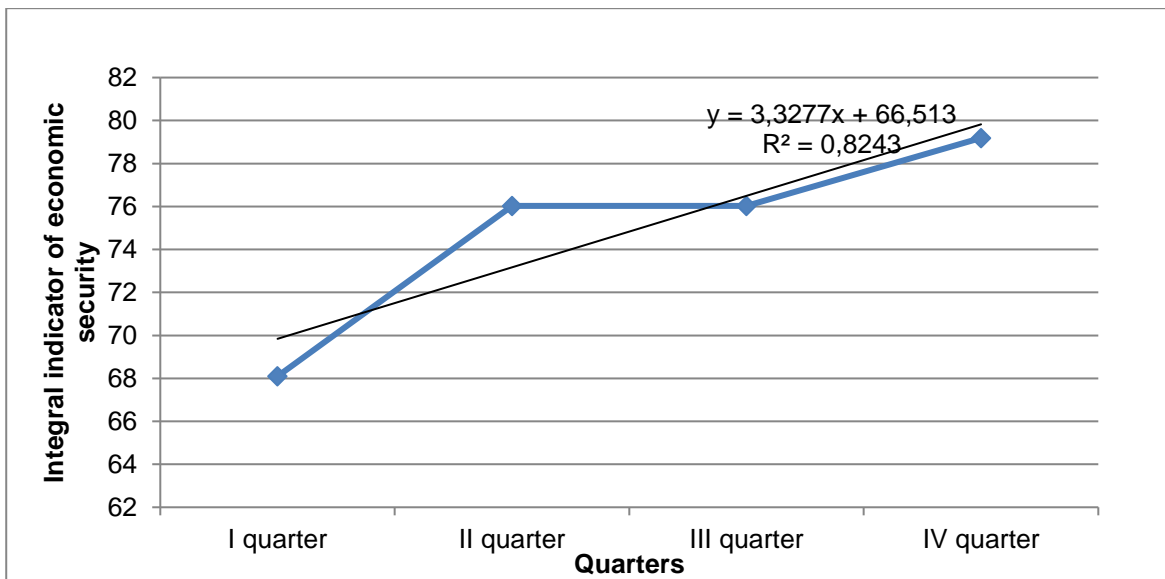


Figure 3

Regression equation

Source: composed by authors

The determination coefficient $R^2 = 0,8243$ shows that 82,4% of the sign variation “integral indicator of economic security” is caused by the variation of the sign “number of conflicts” and the remaining 17,6% of variations are related to the impact of internal and external factors that have not been considered.

Results and discussion

“Enterprises consist of a different employees number who interact with each other and conflict points are considered a permanent element of the enterprise's livelihoods”⁶. The emergence of disagreements is inevitable. At the same time people share common goals and tasks of professional activity. Any opinions opposition is reflected in the solving

⁶ D. R. Nigmatyanova, “The impact of conflicts on the effectiveness of organizations”, Sociological sciences, Vol: 29 num 1 (2014): 384-385.

the general tasks of all enterprise activity. Conflicts are often considered destructive. But modern science suggests that conflicts are integral phenomena of any activity, even in a successful organization or enterprise. "The current position lies in the fact that even in organizations with successful management, some incidents are not only possible, but desirable"⁷. Conflicts can not only impede the goals achievement, but also facilitate their implementation. Therefore, it is always important for the executive to understand the essence of the conflict, its causes and consequences, which may affect the result of the activity.

Conflict is immanent to "social and, therefore, to economic being. Each society has a generic sign, potential for conflict and at the same time has a security potential. These parameters of the economic system are inversely related"⁸. There is no society with no contradictions, no conflicts, and there is no society with no certain level of security. Economic security is determined by the potential for conflict. With a low conflict level in the society and a higher security level, the external threats can be adequately neutralized by the system at other conditions being equal.

Considering the abovementioned, the socio-economic conflict is the confrontation of economic entities, their values and socio-economic interests.

Contradictions to the economic conflict presuppose the existence of opposing subjects of will and action with their own interests. The socio-economic conflict arises when people (as members of various social groups) realize the existing contradictions in their economic interests. So, the contradictions are objective and general; and the conflict is objective-subjective and specific.

Analysis of economic security using conflictology theory provides:

"consideration of the notion of economic security as a multi-level phenomenon based on unmet basic needs of economic entities and related contradictions in the interests, values and goals;

understanding of the conflict between economic entities as a phenomenon that weakens the protective mechanisms of the economy and, consequently, reduces its security level;

focusing on the analysis of conflict origin sources and their solutions, and not on their partial settlement;

search for the underlying cause, the sources of the insider threats origin in the relations of ownership of the production means, since the forms of interests are determined by the basic production relations;

during the conflict resolution process it is necessary to consider not only the short-term result but also the long-term result in order to exclude the conflict sources as a hazard generator in the future;

⁷ D. R. Nigmatyanova, The impact of conflicts on the effectiveness...

⁸ V. V. Kozlov y A. A. Kozlova, Conflict management (Moscow: Publishing house "Exmo", 2014).

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conflict resolution activities suggests a set of tools, methods, alternative actions and, therefore, is associated with risk"⁹.

According to the proposed methodological approach the economic security is determined by a combination of forms and methods for aligning the various interests of economic entities, it allows resolving conflicts with the least expenditure and using the least destructive method for the economy.

Socio-psychological conflict is "clash of oppositely directed goals, interests, opinions and people's positions in the process of interaction"¹⁰. The conflict in the organization is characterized by a clash and an open form of "the existence of interests contradictions arising in the process of people interaction while solving issues of productive and personal form"¹¹. Specificity of conflicts at the enterprise is determined by the interaction of people, in which not only personal, but also business interests intersect and the interaction subjects are united by a framework of joint activity. The organization is always a system; it consists of various subsidiaries, departments and services. Therefore, conflicts can affect simultaneously several areas of relations for example, socio-economic, administrative and managerial, socio-psychological, organizational and technical, etc.

Conflicts in the enterprise are usually classified according to the conflict subject or the sphere of its occurrence. They distinguish: *internal* and *external* conflicts (Figure 4).

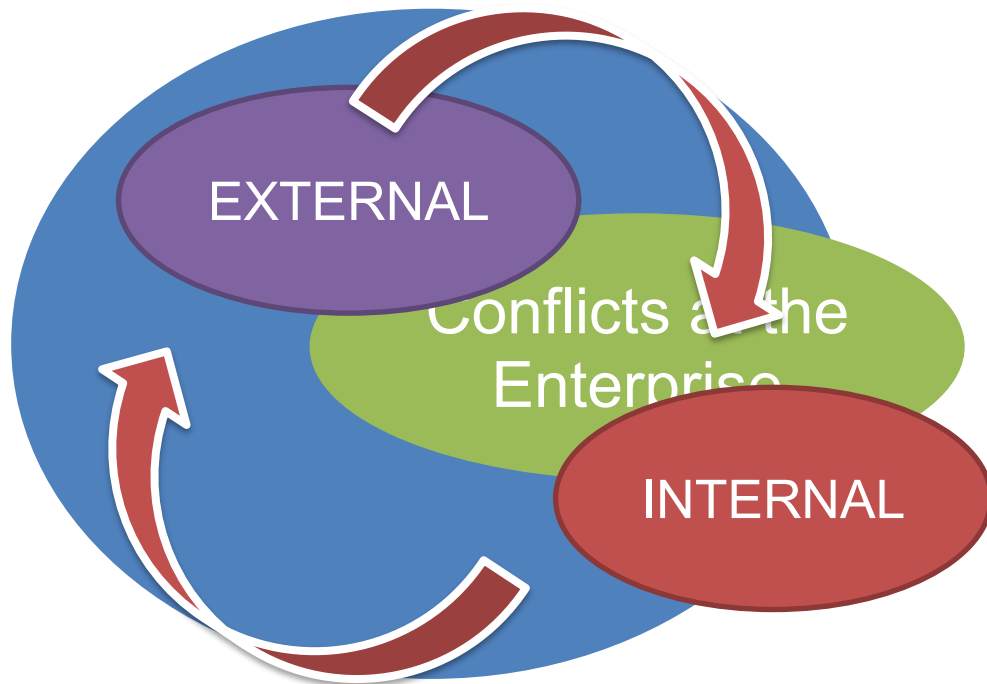


Figure 4
Types of conflicts at the enterprise
Source: composed by authors

⁹ V. V. Kozlov y A. A. Kozlova, Conflict management...

¹⁰ S. Sullivaut, Strategies for Protecting National Critical Infrastructure Assets: A Focus on Problem Solving (Hoboken: Wiley, 2007), 12.

¹¹ N. V. Samoukina, Psychology of professional activity. 2-ed. (St. Petersburg: "Peter", 2014), 13.

Internal conflicts arise within the enterprise (organization) and are resolved through the existing internal standards of this enterprise. Such conflicts include:

- *interpersonal* conflict characterized by a divergence of employees personal interests, for example, a conflict between employees of the enterprise department;

- *conflict between the individual and the group* when the parties to the conflict are on the one hand an employee and on the other – a group of people, for example the department of the enterprise. The clash of interests occurs on the basis of professional differences;

- *intergroup conflict* such a conflict arises when the parties to the conflict are two or more employees. For example, when a conflict occurs between enterprise departments.

Conflicts with the external environment are conflicts of executives or owners of enterprises with other organizations, competitors, customers, suppliers, etc.

The phenomenon of the conflict is such that it is impossible to unequivocally answer the question: whether the conflict is useful or harmful. It happens that conflict in the organization can lead to a decrease in personal satisfaction by the performance of activities, a decrease in the level of cooperation between employees, and this always affects the results of the enterprise activity. In this case it is referred to a so-called destructive conflict. The *destructive conflict* is characterized by a violation of interpersonal ties, “does not contribute to the successful search for ways to solve the problem and at the same time destroys the relationship between people – from rejecting each other to a complete alienation”¹².

But it happens differently. Conflict helps to detect a variety of attitudes, points of view and new alternatives to the solution of the same professional problem, additional information, identify the range of problems, etc. As a result, decision-making by the group becomes more effective, provides an opportunity for employees to express their own opinion, to be heard. This can also lead to more effective achievement of goals. Such a conflict is considered constructive. *Constructive conflict* is necessary and useful. In the process of constructive conflict, the positions of people are clarified, an intensive search for an effective problem solution is organized, “the main attention of the participants is aimed at finding solutions to complex tasks”¹³.

That is, the constructive conflict will lead to indicators of the enterprise efficiency. A destructive one will lead to a decrease in the activity effectiveness and its safety. What will be the consequences? It depends on the effectiveness of conflict management.

One of the indicators of the social and psychological conflict at the organization is social tension in the team. *Social tension* is a condition in which “the perception of another person and many of his actions are distorted. Our relationships are burdened with the weight of negative attitudes and prejudiced opinions. Our feelings towards the opponent

¹² P. V. Samoylov; A. I. Fedoseev; L. V. Smarchkova y S. L. Zhitnev, “Management of conflicts in a crisis situation in order to improve the economic security of the enterprise”, Bulletin of the Voronezh State University of Engineering Technologies, num 4 Vol: 66 (2015): 203-207.

¹³ P. V. Samoylov; A. I. Fedoseev; L. V. Smarchkova y S. L. Zhitnev, Management of conflicts...

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change significantly for the worse”¹⁴. Signs of tension “in the team can be identified by the method of ordinary observation. The following forms of appearance of the “imminent” conflict in the organization are possible: spontaneous mini-meetings; increase in the number of non-attendance at work; decrease in labor productivity; increase in the number of local conflicts; increased emotional and psychological background; mass layoffs at own volition; spreading rumors; collective failure to comply with the instructions of the management, etc”¹⁵.

“*Evidence of conflict situations* in organizations are:

- violation of the individual dignity;
- sudden change in attitude towards work;
- facts of evasion from the instructions implementation and management orders;
- mutual or one-sided verbal or physical assault;
- isolation, solitude, depression of individual employees”¹⁶;
- negative judgments about the environment, about the life and activities of co-workers or the organization activities.

In modern conditions, especially important is the economic security of all business entities. The enterprise security is the ability of an enterprise to be protected from various external and internal threats, while preserving the interests of the individual, the enterprise itself and the state where it operates. Socio-psychological conflict in the company's work team can be attributed to the potential risk of internal threats appearance. Conflict is almost always noticeable: the level of tension increases with teamwork, working capacity decreases and, as a result the production, financial and economic indicators deteriorate. That can not help but be reflected in the financial and economic security of the enterprise as a whole.

The biggest mistake an executive can make in a crisis situation is to ignore the conflicts that arise in the team¹⁷. However, the inaction of the enterprise management in the situation of conflict appearance is inadmissible not only in a crisis situation, but also in the usual planned mode of operation. The outcome of the conflict, the further team work, the results of the enterprise activity and hence its financial and economic security depends on the style of management behavior (Figure 5).

¹⁴ N. V. Samoukina, Psychology of professional activity. 2-ed. (St. Petersburg: "Peter", 2014).

¹⁵ N. V. Samoukina, Psychology of professional activity...

¹⁶ N. V. Samoukina, Psychology of professional activity...

¹⁷ L. D. Stolyarenko, Psychology and ethics of business relations...



Figure 5

Impact of socio-psychological conflict on the economic security of the enterprise

Source: composed by authors

Any emerging conflict should be considered as an opportunity to identify a variety of points of view, to obtain information, to find new opportunities and solutions methods. Yet the main thing when resolving conflicts is avoiding “revolutionary forms” with a destructive outcome and consequences, both for the work team and for the enterprise as a whole. Therefore, the interests of all parties must be coordinated and directed to the mission of the enterprise. So, the executive should release the tension degree and be aware of the number of parties involved.

Use an institutional approach with formal and informal parties. There are *interpersonal* methods of settling social conflicts and *administrative* methods as well.

Interpersonal methods of conflict management include:

- conversations, requests, persuasions, negotiations, psychological trainings.

Administrative methods of conflict resolution are the following:

- clear formulation of requirements, use of coordinating mechanisms, setting common goals, system of incentives.

One way to avoid the destructive conflict is forming the motivation system structure.

The very desire of a person to work, to manifest himself, his talents and involvement in the common goals are the most important factors and means for ensuring the optimal use of the enterprise's resources, mobilization and cohesion of human resources.

To create and introduce an effective motivation system the following series of actions are proposed (Figure 6):

Stage 1

The first stage in forming the motivation system is the development of a questionnaire in order to identify the weak and strong sides of the enterprise corporate environment.

The questionnaire method can be used as one of the ways to identify the motives of an employee.

The questionnaire should be anonymous, which will allow achieving more honest and sincere answers, reduce the impact of the social desirability effect.

Correctly selected questions and correct answers to them should create a fairly complete view of the existing motivational attitudes of the enterprise employee, their characteristics considering institutional factors (formal and informal, internal and external).

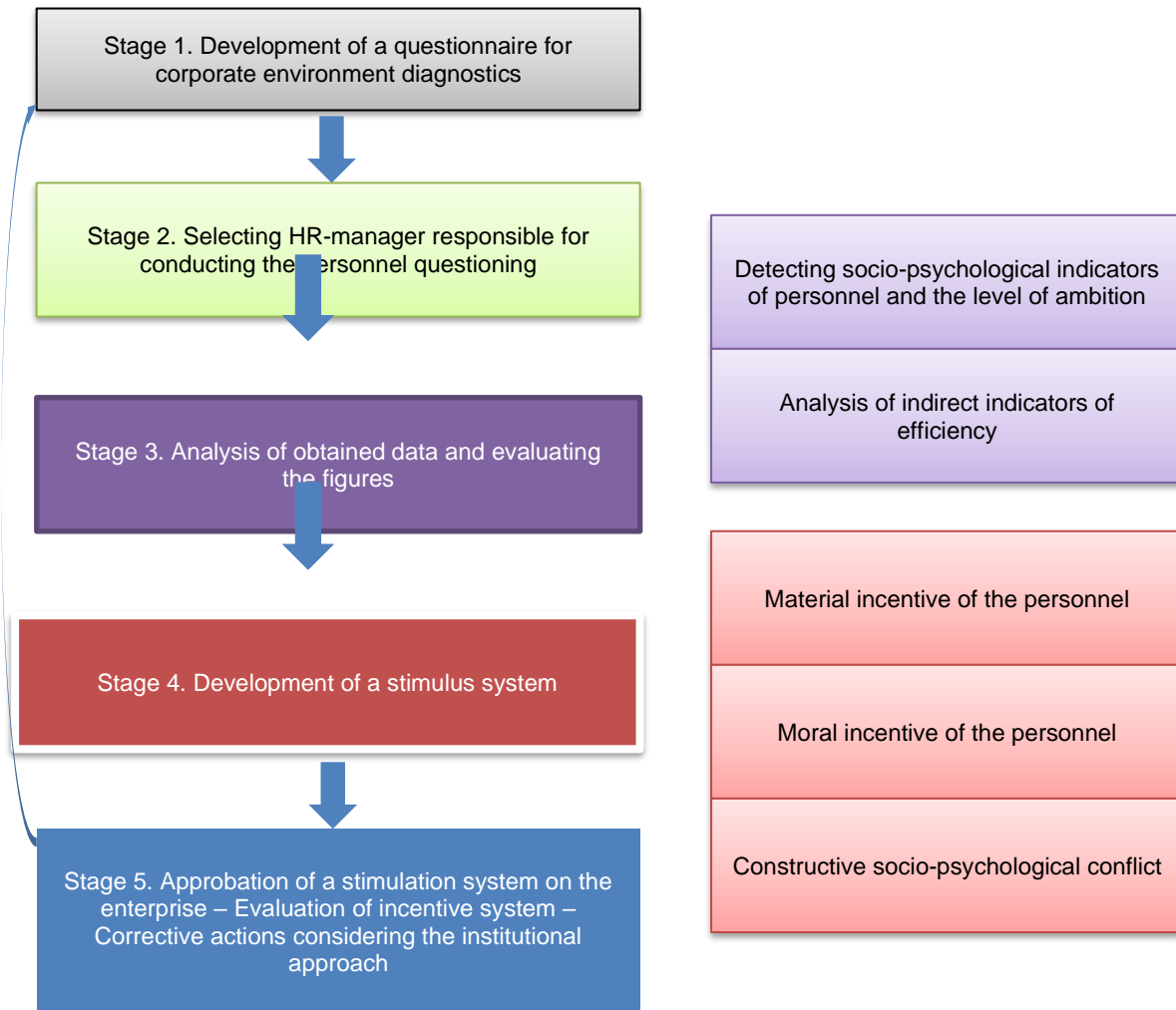


Fig. 6
 Conceptual scheme of the stages of forming the employee effective incentive system at the enterprise
 Source: composed by authors

Stage 2

It consists in setting the task before the manager in conducting the questioning of the maximum employees number and the collecting the data obtained.

HR-manager is the chief recruiter, clerk and personnel manager in any company.

This manager should provide the interviewed personnel with forms and in the course of the questionnaire should able to answer questions that arose with the employees about the questionnaires. Often this responsibility is assigned to human resources specialists.

As a rule, these same specialists are directly involved in the effective planning of the personnel training system. The obtained data will help them in the future to develop a more effective training system.

Stage 3

As a result of questioning and data processing at the selected enterprise, it will be possible to obtain results for analyzing general trends and patterns, the relationships between various factors that affect the activities of the employee. To identify the patterns of adulthood and youth in the internal content of the work process, the time of work and the mode of work, the system of wage and training, the attractiveness and interest in work when entering the workforce and the needs and dissatisfactions that engender the conflict, preceded by the risk of discontent, including interpersonal relations.

Stage 4

Development of incentive systems, development and application of effective methods to increasing the motivation (praise, unpredictable incentives, victories, success, attention, respect, freedom of action, adequate competition, stability, career growth considering the uniqueness of each person).

Stage 5

Approbation of the incentive system at the enterprise involves an evaluation of the motivation system and on its results making the appropriate corrective actions considering the institutional approach.

Conclusions

The socio-economic conflict is a confrontation between the subjects of economic activity, their values and socio-economic interests. Conflict in an organization is a specific kind of social conflict expressed in a clash of two or more opposing positions that concern both personal and business interests. Any conflict can be both creative and useful for the enterprise's activities, and at the same time destructive and undesirable. What the consequences will arise as a result of the conflict for the enterprise depends mostly on the style of management behavior at the enterprise in relation to the arisen conflict. Since the conflict affects all areas of activity and conductors between the socio-psychological situation and the enterprise performance are employees of the enterprise, the presence of social tension in the work team directly affects the economic security of the enterprise. In order to successfully settle the conflict, any conflict of interests should be considered as an opportunity for the emergence of new alternatives.

Further research should be directed to preventive measures of influencing the avoidance of conflict at the enterprise and indicators of their presence in advance; to qualitative representation of a schematic depiction of the intrasystem economic security relations deployment.

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