

SECTION 6. ORGANIZATION OF PHARMACEUTICAL BUSINESS

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6.1 Psychological aspects of the occurrence and impact of conflict on the image of pharmaceutical companies

Conflicts are an integral part of the life of any labor collective and organization as a whole. They arise as a result of differences in views, values, interests and goals of various participants in labor relations. In today's conditions of high competition, stress and constant changes in the business environment, the issue of effective conflict management is becoming increasingly relevant to ensure the productivity and psychological well-being of employees, especially in today's conditions during martial law in Ukraine. Pharmaceutical workers are on the front line of protecting the health of citizens of the country both during the Covid-19 pandemic and during the enemy's aggression against our Motherland. Understanding the psychological aspects of the emergence of conflicts and their impact on the development of labor relations is of critical importance for creating a healthy working environment and achieving organizational goals. It should be noted that we paid special attention to intra-organizational conflicts.

Research shows that conflicts in the work team can be both destructive and constructive [253]. On the one hand, unresolved conflicts lead to tension, poor communication, reduced motivation and productivity, and increased staff turnover. On the other hand, properly managed conflicts stimulate innovation, reveal hidden problems, contribute to the personal and professional growth of employees, and strengthen team spirit through joint overcoming of difficulties. Thus, the key factor is not the avoidance of conflicts, but the development of competencies for their constructive resolution [253].

Psychological aspects of conflicts in the collective of a pharmaceutical enterprise cover a wide range of phenomena: from individual characteristics of perception and response to conflict situations to group dynamics and organizational contexts. Particular attention is paid to the mechanisms of formation of conflict situations, the

role of emotional intelligence in their management, the influence of leadership styles on conflict behavior, as well as interpersonal and intergroup aspects of conflicts. Understanding these psychological mechanisms allows developing effective strategies for preventing and resolving conflicts, adapted to specific organizational conditions and needs. In today's rapidly changing business environment, where it is difficult to predict risks, the importance of an organizational culture that recognizes conflict as an integral part of development and uses it as a tool for positive change is growing. Research shows that organizations that implement a systemic approach to conflict management demonstrate higher rates of innovation, adaptability and productivity compared to those where conflicts are perceived exclusively as a negative phenomenon. Furthermore, the ability to effectively manage conflict is becoming an increasingly important competency for leaders and managers at all levels [253].

The aim of this work is a comprehensive study of the psychological aspects of the emergence and role of conflicts in the development of relations in the labor collective of a pharmaceutical enterprise. The work is aimed at identifying the main causes and mechanisms of the formation of conflict situations, analyzing their impact on individual and group productivity, as well as developing recommendations for taking into account the risks of occurrence and constructive management of conflicts to increase the efficiency of the functioning of labor collectives of pharmaceutical enterprises.

6.1.1. The concept and essence of conflict in the workplace, their typology and consequences

Conflict as a socio-psychological phenomenon is a clash of oppositely directed interests, positions, opinions or views of opponents or subjects of interaction. In the context of a work team, conflict acquires special significance, since it concerns the relationship between people who are united by common professional activities and organizational goals [253]. The specificity of conflicts in a work team is that they arise in the process of performing professional duties and affect not only interpersonal relationships, but also the efficiency of work and the image of the pharmaceutical

organization as a whole, whether it is a manufacturing industrial enterprise, an intermediary wholesale company or a pharmacy. Modern conflictology considers conflict not only as a destructive phenomenon, but also as a natural element of the development of social systems, including work teams. Conflict is an indicator of existing contradictions and an incentive to resolve them, which, under the condition of constructive management, can lead to positive transformations. This understanding of conflict is based on the dialectical concept, according to which development occurs through the emergence, exacerbation and resolution of contradictions.

Labor conflicts can be classified according to various criteria. According to the subjects of interaction, they are: intrapersonal (when a person experiences a contradiction between professional requirements and his own capabilities), interpersonal (between employees), between the individual and the group (conflict between an employee and the team or part of it), intergroup (between structural units of the organization). According to functionality, constructive and destructive conflicts are distinguished, according to the method of resolution - antagonistic and compromise, according to duration - short-term, long-term and protracted.

Psychological mechanisms of conflict in the work team are based on a complex of objective and subjective factors. Objective factors include organizational and managerial (imperfect organizational structure, unclear division of responsibilities, limited resources), socio-economic (uneven remuneration, unfair incentives) and technical and technological (unsatisfactory working conditions, imperfect technological processes). Subjective factors include individual psychological characteristics of participants (temperament, character, emotional stability), socio-psychological (management style, psychological climate, group norms) and communicative (violation of information flows, communication barriers) [254].

A special role in the emergence of conflicts is played by cognitive processes, in particular, the perception and assessment of the situation by participants. Inadequate attributions (attribution of negative intentions to the opponent), stereotyping (simplified categorical perception of people), egocentrism (inability to accept the point of view of another) can act as a conflict trigger. Cognitive dissonance, which occurs

when expectations do not match reality, also often becomes the basis for conflict interaction [254].

The emotional-volitional sphere significantly affects the dynamics of conflict situations. Negative emotional states (frustration, aggression, anxiety) reduce tolerance for disagreements and increase confrontation. At the same time, developed emotional intelligence and self-regulation skills contribute to more constructive conflict resolution. Studies show that employees with a high level of emotional intelligence demonstrate a greater ability to empathize, more effectively manage their own emotions and better resolve conflict situations [254].

The typology of conflicts in the professional pharmaceutical environment is characterized by significant diversity, which necessitates their classification according to various criteria. The following types of conflicts can be distinguished by their content:

Organizational-technological conflicts arise due to imperfect labor organization, unclear distribution of functional responsibilities, problems in technological processes or interaction of different departments [255].

Socio-economic conflicts are related to issues of resource allocation, wages, social guarantees and preferences. Such conflicts are especially aggravated in conditions of economic instability or when introducing new reward systems [255].

Socio-psychological conflicts are caused by personal differences of employees, mismatch of individual values, communication styles, as well as group dynamics and formation of coalitions [255].

Administrative and managerial conflicts at pharmaceutical enterprises arise in the process of implementing managerial functions, in particular when making decisions, exercising control, applying sanctions.

By the direction of influence, conflicts are divided into horizontal (between employees of the same level), vertical (between managers and subordinates) and mixed. According to the criterion of clarity, open (manifested in overt confrontation) and hidden (latent) conflicts are distinguished, which are characterized by hidden opposition without overt conflict actions [255].

Of particular note are the innovative conflicts that arise in the process of implementing changes and innovations, which are inevitable in pharmaceutical enterprises. Such conflicts reflect the contradictions between the need for development and the desire for stability, between different approaches to the implementation of innovations [255].

The psychological consequences of conflicts for the individual and the team are extremely positive when they are resolved correctly. The individual gains experience, and the company continues its activities by receiving the necessary resources.

However, conflicts in the work team have various psychological consequences, both negative and positive. The negative consequences include: psycho-emotional tension, stress, decreased performance, deterioration of the socio-psychological climate, destruction of interpersonal relationships, formation of negative attitudes towards opponents. Long-term unresolved conflicts can lead to professional burnout, psychosomatic disorders, destructive personality changes.

At the same time, constructively resolved conflicts contribute to personal and professional growth, stimulate innovative processes, prevent stagnation and formalism, increase team cohesion through the experience of jointly overcoming difficulties. Conflict can serve as a "safety valve", allowing you to identify and relieve accumulated tension, articulate hidden problems and find ways to solve them.

Of particular importance is the impact of conflicts on organizational culture. The style of conflict resolution in an organization forms certain norms and values regarding acceptable ways of resolving contradictions. Organizations with a developed culture of conflict resolution consider conflict as a tool for development and improvement, create conditions for open discussion of problems and implement mechanisms for constructive resolution of contradictions.

The psychological prerequisites for the emergence of conflicts are preceded by the psychological and emotional state of employees and the culture of behavior at the pharmaceutical enterprise as a component of the image of the organization.

The psychological nature of conflicts in the work environment is deep and related to the fundamental features of the human psyche and social interaction. The

emergence of conflict situations is determined by the interaction of external working conditions and internal psychological factors. According to modern researchers, the individual psychological characteristics of employees form a kind of "perception matrix" through which organizational events are interpreted and acquire an emotional coloring. Such features are temperament, character, attitudes, values, motivation, self-esteem and the level of demands [256].

The basic psychological needs of the individual play a special role in the emergence of conflicts. According to the theory of self-determination of R. Ryan and E. Deci, a person has three fundamental psychological needs: autonomy (the desire to be the subject of his own life), competence (the desire to interact effectively with the environment) and relatedness with other people (the need for meaningful relationships). Frustration of these needs in the work environment becomes a powerful source of internal tension and conflict. For example, excessive control from management causes the need for autonomy, insufficient recognition of achievements - the need for competence, and a competitive environment can prevent the satisfaction of the need for relatedness [257].

Cognitive mechanisms also play a significant role in the formation of conflict situations. Selective perception, cognitive distortions, stereotypes and prejudices affect the interpretation of other people's actions and the formation of appropriate reactions. Thus, the fundamental attribution error (the tendency to explain other people's behavior by their personal traits, and one's own by situational factors) often leads to inadequate interpretations of the intentions of colleagues and management. Cognitive dissonance occurs when there is a discrepancy between expectations and reality, causing psychological discomfort, which can manifest itself in conflict behavior.

The emotional sphere is one of the key factors determining the nature of conflict interaction in the work team. Emotions are not only a reaction to a conflict situation, but also an important component of its development and regulation. Negative emotional states (anger, fear, resentment, envy) increase the subjective significance of contradictions, reduce the ability to rationally analyze the situation, and contribute to the formation of destructive behavioral habits. Of particular importance is the

phenomenon of emotional contagion, which increases emotional tension in the team and can lead to conflict escalation. Emotional intelligence, as the ability to recognize, understand, and manage one's own emotions and other people's emotions, becomes an important regulator of conflict interaction. Studies show that leaders with a high level of emotional intelligence demonstrate greater effectiveness in resolving conflicts and maintaining a favorable psychological climate in the team [258].

Volitional qualities of the personality (self-control, perseverance, determination) also significantly affect the course of conflicts. The ability to self-regulate in tense emotional situations allows you to avoid impulsive reactions, maintain a constructive orientation of interaction. At the same time, volitional deficits can manifest themselves both in excessive aggressiveness and in avoiding conflicts, which prevents effective problem solving.

Professional burnout syndrome, which is characterized by emotional exhaustion, depersonalization and reduction of personal achievements, often becomes a factor in increased conflict in the work team. Emotional exhaustion reduces tolerance to frustration, makes a person more vulnerable to stress, worsens communication skills, which together creates a favorable basis for the emergence of conflicts [259].

Individual typological characteristics significantly affect the tendency to conflicts and the specificity of conflict behavior. Temperament as a biologically determined characteristic determines the dynamic features of mental activity: intensity, speed, pace and rhythm of mental processes. Workers with different types of temperament demonstrate different reactions to conflict situations: choleric are prone to violent emotional reactions and impulsive actions, melancholics - to deep experiences and avoidance of confrontation, sanguine - to rapid changes in emotional states and flexibility of behavior, phlegmatics - to restraint and inertness.

Character as an individual combination of stable mental characteristics determines typical ways of responding to life situations, including conflicts. Character accentuations (excessive strengthening of individual traits) can pose an increased risk of conflict. For example, individuals with a demonstrative accentuation are prone to manipulation and provocation, with a pedantic one - to excessive pickiness, with a

stuck one - to resentment and vindictiveness, with an exalted one - to violent emotional reactions [260].

A significant influence on conflict behavior is exerted by the features of self-esteem and the level of demands. Inadequately overestimated or underestimated self-esteem, a discrepancy between self-esteem and the assessment of others, a discrepancy between the level of demands and real capabilities - all these factors increase the likelihood of conflicts. Employees with overestimated self-esteem often demonstrate criticism of others, low tolerance for comments, and a desire to dominate. Individuals with low self-esteem tend to be overly sensitive to criticism, suspicious, and hurtful. Locus of control—the tendency for a person to attribute responsibility for events in their lives to external factors (external locus) or to their own efforts (internal locus)—also influences conflict behavior. Externals are more likely to blame others for problems, which can exacerbate conflicts, while internals are more likely to seek constructive solutions and take responsibility for their own actions [261].

Conflicts in the work team are formed not only under the influence of individual psychological characteristics of employees, but also socio-psychological processes of group dynamics. The socio-psychological climate of the team, as an integral characteristic of the system of interpersonal relationships, creates a general emotional background against which conflicts unfold. An unfavorable climate, characterized by tension, distrust, alienation, becomes a catalyst for conflict situations.

The status-role structure of the team is an important factor in the emergence of conflicts. The inconsistency of formal (officially fixed in the organizational structure) and informal (actually existing in interpersonal relationships) statuses leads to contradictions and tension. Role conflicts arise when different roles of one person are incompatible, the role does not correspond to the personal characteristics of the employee, the ambiguity of role expectations or role overload.

Group cohesion and group norms also affect the conflict of the team. Too high cohesion can lead to groupthink - a tendency towards unanimity, which suppresses critical thinking and individuality. In such conditions, intra-group conflicts are suppressed, but the risk of intergroup confrontations increases. At the same time,

insufficient cohesion creates the basis for internal conflicts due to the lack of common values and goals [262].

The phenomenon of group polarization is manifested in the strengthening of the extremism of the initial attitudes of group members after group discussion. This can lead to the radicalization of positions in the conflict and complicate the search for compromise solutions. Intergroup hostility arises through mechanisms of categorization of "friends and strangers", the formation of negative stereotypes about another group, the processes of deindividualization and dehumanization of opponents.

Leadership and management style are of particular importance. An authoritarian style can suppress open conflicts, but contributes to the accumulation of hidden tension. A liberal style often leads to uncertainty and chaos, which generates conflicts. A democratic leadership style, which is based on employee participation in decision-making, creates conditions for the constructive resolution of contradictions [263].

6.1.2. Communication barriers as a source of conflict and their impact on the climate in the team and the image of the enterprise

Communicative processes play a decisive role in the emergence, development and resolution of conflicts in the labor collective of a pharmaceutical organization. Communicative barriers - obstacles that arise in the process of communication and lead to the loss or distortion of information - become a powerful source of misunderstandings and conflicts. There are several types of communicative barriers that affect the conflict-proneness of labor relations.

Physical barriers are associated with the organization of physical space and information transmission channels: inconvenient location of workplaces, noise, and technical failures in communication facilities. Semantic barriers arise due to different understandings of the meanings of words, the use of professional jargon, and the ambiguity of terms. This problem is especially acute in multicultural collectives, where employees may have different cultural and linguistic backgrounds.

Psychological barriers include prejudices, stereotypes, and attitudes that affect the perception of messages. The halo effect (spreading a general impression of a person

to the assessment of their individual qualities), the primacy effect (the advantage of the first impression), the novelty effect (the advantage of the latest information) distort the perception of information and can lead to unfounded conclusions and reactions [264].

Social barriers are associated with differences in social status, roles, values, and norms. In an organizational context, hierarchical barriers often prevent open communication between managers and subordinates. Cultural differences in communication styles, non-verbal signals, and politeness norms can cause misunderstandings and conflicts in multicultural teams.

Destructive communication patterns play a special role in the emergence of conflicts: criticism of the personality instead of behavior, accusations, generalizations ("you always...", "you never..."), imposing interpretations, interruptions, and ignoring. Such patterns not only exacerbate existing conflicts but also create new sources of tension [265].

The psychological climate of a work team is an integral characteristic of the system of interpersonal relations, reflecting the socio-psychological state of the team, the nature of the relationships between its members, the dominant mood, the level of satisfaction with the conditions and results of work. This is a complex socio-psychological phenomenon that is formed under the influence of many factors and, in turn, has a significant impact on the effectiveness of the organization's activities, the motivation of employees, their psychological well-being and professional development [266].

The structure of the psychological climate includes several interrelated components. The cognitive component reflects the knowledge and ideas of team members about each other, about the goals and objectives of joint activities, about organizational conditions. The emotional component is characterized by the prevailing emotional states, the level of empathy, the nature of interpersonal attraction. The behavioral component is manifested in specific actions and deeds, strategies of interaction, cooperation or confrontation.

Psychological climate can be considered at three levels: social (reflects social relations and socio-economic conditions of the team's life), collective-group

(characterizes the features of a given professional group and the specifics of joint activities) and interpersonal (determined by direct relations between team members). At each of these levels, conflicts can manifest themselves differently and have different consequences for the overall psychological climate [267]. A favorable psychological climate is characterized by trust, openness, mutual support, constructive criticism, consistency of actions, effective communication, a sense of security and belonging. In contrast, an unfavorable climate is manifested in tension, conflict, low levels of trust, formalism in relationships, misunderstandings, disintegration of the team, dissatisfaction with working conditions and interaction with colleagues.

Conflicts, especially long-term and intense ones, can significantly worsen the psychological climate of the team, negatively affecting all its components. The destructive impact of conflicts is manifested in several key aspects.

Disruption of communication processes is one of the most obvious consequences of conflicts. In a conflict situation, there is distortion of information, blocking of communication channels, spread of rumors and unreliable information, and an increase in the number of communication barriers. This leads to misinformation, misunderstandings, and making wrong decisions, which, in turn, increases conflict tension and forms a vicious circle of increasing destructive processes [268].

The destruction of the system of interpersonal relationships is manifested in the growth of distrust, hostility, and alienation between team members. Negative attitudes are formed towards opponents, which spread to the entire system of interactions. There is polarization of the team, the formation of groups and coalitions that are hostile to each other. This leads to a violation of group cohesion, deformation of the informal structure of the team, weakening of social ties.

Psycho-emotional tension accompanying conflicts negatively affects the psychological health of team members. Prolonged conflicts cause chronic stress, emotional exhaustion, and can lead to professional burnout and psychosomatic disorders. The dominance of negative emotions (anger, fear, resentment, anxiety) forms a general negative emotional background in the team, which significantly worsens the subjective perception of the working atmosphere.

Deformation of the value-orientational unity of the team is a particularly dangerous consequence of conflicts. Conflicts often exacerbate differences in values, goals, and ideas about the fairness and correctness of actions. This can lead to the loss of common guidelines, the erosion of group norms, and a decrease in identification with the team. In such a situation, individual interests begin to prevail over collective ones, which undermines the foundations of joint activity.

The decrease in the effectiveness of the team is manifested in the deterioration of coordination of actions, a decrease in the motivation and involvement of employees, a shift in attention from performing work tasks to conflict interaction. Conflicts are often accompanied by sabotage, hidden confrontation, and a decrease in the quality of work. This aspect of destructive influence has the most obvious negative consequences for the organization as a whole [269].

However, despite the predominantly negative perception of conflicts, they can perform important constructive functions in the formation and development of the psychological climate of the team. The constructive potential of conflicts is realized if they are effectively managed and the energy of confrontation is directed into a productive channel.

The diagnostic function of conflicts is to identify hidden contradictions, problem areas, and dysfunctions in the structure and dynamics of the team. Conflict acts as a kind of "symptom", signaling the presence of problems that need to be resolved. Timely identification of such problems allows prevention of more serious negative consequences in the future. Conflict allows the parties to articulate their positions, make their interests and expectations clear, which creates the basis for constructive dialogue [270].

The integrative function is realized through the strengthening of group cohesion and solidarity in the process of jointly overcoming the conflict situation. A successfully resolved conflict creates an experience of constructive interaction in difficult situations, builds confidence in the ability of team to overcome difficulties. Collective experience and overcoming crisis situations can significantly enhance the feeling of unity and mutual support, especially if it requires joint efforts and mutual concessions.

The stabilization function is manifested in reducing the level of tension in relationships after a constructive resolution of the conflict. The conflict acts as a kind of "valve" for the release of accumulated negative energy, which allows you to avoid more destructive forms of its manifestation. Open discussion of problems and contradictions during conflict interaction contributes to their awareness and taking adequate measures, which, in turn, prevents the emergence of similar situations in the future [271].

The innovative function of conflicts is to stimulate change and development of the team. Conflict disrupts stability, which can be perceived negatively, but this destabilization is often a necessary condition for renewal and improvement. In the process of conflict, new ideas, approaches, and problem solutions are generated, which contributes to the development of the creative potential of the team. Conflict forces you to review established norms, procedures, and methods of interaction, which can lead to their optimization and greater compliance with the needs of the team.

The communicative and informational function is implemented through the intensification of information exchange in the process of conflict interaction. During the conflict, the positions, interests, and values of the parties are clarified, which enriches the understanding of the situation and creates the basis for deeper mutual understanding. Successful conflict resolution is often accompanied by the improvement of communicative processes, the development of active listening skills, and communication, which has long-term positive consequences for the psychological climate of the team.

Conflicts act as a powerful catalyst for changes in the system of interpersonal relations of the work team. The nature of these changes can be both negative and positive, depending on many factors, including the specifics of the conflict situation, the personal characteristics of the participants, the style of conflict management, and the organizational context.

The transformation of interpersonal relationships in the process of conflict interaction occurs at several levels. At the cognitive level, the participants' perceptions of each other change, and the qualities and intentions of opponents are reevaluated.

These changes can be both negative (formation of negative stereotypes, simplification of the opponent's image) and positive (deeper understanding of the other person's personality, their motives and values). A special role is played by the phenomenon of attribution - attributing the causes of behavior, which, under the influence of emotions accompanying the conflict, often leads to a distortion of reality. At the emotional level, changes occur in the emotional attitude towards opponents. The conflict can both exacerbate negative emotions (anger, resentment, contempt), and, when resolved constructively, contribute to the formation of positive emotional ties (respect, empathy, trust). An especially important aspect is the emotional "memory" of the conflict - the tendency to preserve the emotional experience of conflict interaction, which affects future relationships. Positive experience of conflict resolution creates an emotional basis for constructive interaction in the future.

At the behavioral level, new patterns of interaction are formed, which can be consolidated and transformed into sustainable strategies of interpersonal relationships. Successful conflict resolution is often accompanied by the development of skills of constructive communication, cooperation, and finding mutually beneficial solutions. In contrast, destructive experience of conflict interaction can lead to the consolidation of protective mechanisms, avoidance of contact, and aggressive reactions [272].

Special attention deserves the processes of group dynamics that unfold in conflict conditions. In a work team, conflicts often lead to a restructuring of the informal structure of the group, changes in statuses and roles, and the formation of new coalitions and groups. This process can both destroy established ties and contribute to the formation of a more effective team structure that better meets current tasks and conditions of activity.

An important aspect of the transformation of interpersonal relationships is the change in the norms of interaction in the team. Conflicts often act as a factor in revising established rules and norms that regulate interaction. As a result, new, more effective norms can be formed that take into account the interests of different parties and better meet the needs of the team.

A manager at a pharmaceutical enterprise or organization plays a key role in forming a constructive approach to conflicts and their positive impact on the psychological climate of the team. Effective conflict management by management involves not so much avoiding or suppressing them, but directing the energy of the conflict in a constructive direction and using the potential of conflict situations for the development of the team. Leadership style largely determines the general approach to conflicts in the organization. An authoritarian style often leads to the suppression of open conflicts, which can create the illusion of well-being, but contributes to the accumulation of hidden tension. A liberal style is characterized by minimal intervention in conflicts, which can lead to their uncontrolled development. A democratic style, which involves the participation of employees in decision-making and open discussion of problems, creates the most favorable conditions for constructive conflict resolution.

The competence of a manager in the field of conflict management includes several key aspects. Diagnostic competence involves the ability to timely detect conflict situations, correctly identify their causes, dynamics and potential consequences. Procedural competence is the ability to choose adequate methods and strategies for managing a conflict depending on its specifics. Communicative competence includes the skills of effective communication, active listening, assertiveness, mediation, which are necessary for constructive conflict resolution.

A manager can perform various roles in conflict management: an arbitrator (when making decisions on the subject of the conflict), a mediator (when helping the parties to find a solution on their own), a consultant (when providing recommendations for resolving the conflict), a participant (when being a direct party to the conflict). Each of these roles requires specific competencies and approaches [273].

Of particular importance is the ability of the manager to create a system for preventing destructive conflicts through the formation of a favorable psychological climate, the development of an organizational culture that values diversity of opinions and approaches, the improvement of motivation and performance evaluation systems, ensuring transparency and fairness in the distribution of resources, and the