

Konflikti darba vidē: neredzamas, bet jūtamas sekas darbiniekiem

Metodoloģija:

- nodarbināto aptauju dati no pētījumiem “Darba apstākļi un riski Latvijā”
- pētījuma “BALANCE4LV pētījums: Privātās un darba dzīves līdzsvara novērtēšana un veicināšana Latvijas kontekstā” datu analīze
- Dati no projekta “Healthy and resilient mindset with organized, nurturing digital tools for your mental health (H.A.R.M.O.N.Y.)”

Konfliktu saistība ar:

- Darbnespējas lapām
- Slimstrādi
- Muguras sāpēm jostas un krustu rajonā
- Vientulības un izolētības sajūtu

Nodarbināto aptaujā izmantotais jautājums

Sakiet, lūdzu, cik bieži Jūsu darba vietā ir sekojošas situācijas (samērā bieži, reizi pa reizei, reti, nekad, grūti pateikt):

- Nesaskaņas starp vadītājiem (tiešajiem priekšniekiem, augstāko vadību, darba devēju) un nodarbinātajiem
- Konflikti nodarbināto starpā
- Konflikti nodarbināto grupu starpā
- Konkurence starp nodarbinātajiem
- Konflikti ar klientiem



Article

Impact of Workplace Conflicts on Self-Reported Medically Certified Sickness Absence in Latvia

Svetlana Lakiša ^{1,*}, Linda Matisāne ¹ , Inese Gobiņa ^{2,3}, Ivars Vanadziņš ¹ , Lāsma Akūlova ¹ , Maija Eglīte ¹ and Linda Paegle ¹

- ¹ Institute for Occupational Safety and Environmental Health, Rīga Stradiņš University, Dzirnavu 16, LV-1007 Rīga, Latvia; Linda.Matisane@rsu.lv (L.M.); Ivars.vanadzins@rsu.lv (I.V.); Lasma.Akulova@rsu.lv (L.A.); Maija.Eglite@rsu.lv (M.E.); Linda.Paegle@rsu.lv (L.P.)
- ² Department of Public Health and Epidemiology, Rīga Stradiņš University, Kronvalda Boulevard 9, LV-1010 Rīga, Latvia; Inese.Gobina@rsu.lv
- ³ Institute of Public Health, Rīga Stradiņš University, Kapsaļu Street 23, LV-1046 Rīga, Latvia
- * Correspondence: svetlana.lakisa@rsu.lv

Pētījuma rezultāti liecina, ka jebkura veida konflikti darba vietā palielina darbspējas lapu biežumu, īpaši, ja konflikti ir starp darbiniekiem un vadītājiem

Lakiša, S.; Matisāne, L.; Gobiņa, I.; Vanadziņš, I.; Akūlova, L.; Eglīte, M.; Paegle, L. Impact of Workplace Conflicts on Self-Reported Medically Certified Sickness Absence in Latvia. *Int. J. Environ. Res. Public Health* **2021**, *18*, 1193. <http://doi.org/10.3390/ijerph18031193>

| | Certified sickness absence, n (%) | Certified sickness absence, OR (CI 95%) a, Unadjusted | Certified sickness absence, OR (CI 95%) a, Adjusted for gender, age, education, and survey year |
|--|-----------------------------------|---|---|
| Conflicts between managers and employees | 2801 | | |
| Yes | 1693 (60.4) | 1.47* (1.34-1.61) | 1.51* (1.37-1.66) |
| No | 118 (39.6) | 1 | 1 |
| Conflicts between employees | 2865 | | |
| Yes | 1436 (50.1) | 1.39* (1.27-1.52) | 1.39* (1.27-1.52) |
| No | 1429 (49.9) | 1 | 1 |
| Conflicts between groups of employees | 2786 | | |
| Yes | 867 (31.1) | 1.45* (1.31-1.60) | 1.45* (1.31-1.61) |
| No | 1919 (68.9) | 1 | 1 |
| Conflicts with customers | 2709 | | |
| Yes | 1186 (43.8) | 1.14** (1.04-1.25) | 1.11*** (1.01-1.23) |
| No | 523 (56.2) | 1 | 1 |

a. The reference category for the sickness absence group is the group of respondents who did not fall ill the previous year.



Article

Sickness Presenteeism among Employees Having Workplace Conflicts—Results from Pooled Analyses in Latvia

Svetlana Lakiša ^{1,*}, Linda Matisāne ¹, Inese Gobiņa ², Hans Orru ³ and Ivars Vanadziņš ^{1,4}

¹ Institute for Occupational Safety and Environmental Health, Rīga Stradiņš University, Dzirciema 16, LV-1007 Rīga, Latvia

² Department of Public Health and Epidemiology, Rīga Stradiņš University, Kronvalda Boulevard 9, LV-1010 Rīga, Latvia

³ Institute of Family Medicine and Public Health, University of Tartu, Ravila 19, 50411 Tartu, Estonia

⁴ Department of Occupational and Environmental Medicine, Rīga Stradiņš University, Dzirciema 16, LV-1007 Rīga, Latvia

* Correspondence: svetlana.lakisa@rsu.lv

Pētījuma rezultāti liecina, ka jebkura veida konflikti darba vietā ievērojami palielina slimstrādes biežumu, īpaši, ja konflikti ir bieži vai darbiniekam ir vairāku veidu konflikti darba vietā.

Konflikta biežumu saistība ar slimstrādi

Table 2. The odds of sickness presenteeism within the previous year in association with conflicts at work.

| | Sickness Presenteeism, OR (CI 95%) ^b , Unadjusted | Sickness Presenteeism, aOR (CI 95%) ^b , Adjusted ^c |
|---|--|--|
| Conflicts between managers and employees ^a | | |
| Had any frequency of conflicts between managers and employees | 2.83 * (2.36–3.39) | 2.72 * (2.26–3.28) |
| Often | 6.95 * (5.00–9.67) | 7.18 * (5.11–10.09) |
| Occasionally | 3.45 * (2.75–4.33) | 3.35 * (2.65–4.23) |
| Rarely | 2.25 * (1.84–2.75) | 2.18 * (1.78–2.67) |
| Conflicts between employees ^a | | |
| Had any frequency of conflicts between employees | 2.24 * (1.91–2.64) | 2.12 * (1.79–2.50) |
| Often | 4.79 * (2.85–8.06) | 4.22 * (2.49–7.16) |
| Occasionally | 2.99 * (2.37–3.77) | 2.77 * (2.19–3.51) |
| Rarely | 1.95 * (1.63–2.33) | 1.86 * (1.55–2.23) |

⁷ Lakiša, S.; Matisāne, L.; Gobiņa, I.; Orru, H.; Vanadziņš, I. Sickness Presenteeism among Employees Having Workplace Conflicts—Results from Pooled Analyses in Latvia. *Int. J. Environ. Res. Public Health* **2022**, *19*, 10525. <https://doi.org/10.3390/ijerph191710525>

Konfliktu skaits saistība ar slimstrādi

Table 3. The odds of sickness presenteeism within the previous year in association with more than one type of conflict at work.

| | Distribution of the Number of Conflicts, % (n) | Sickness Presenteeism, OR (CI 95%) ^b , Unadjusted | Sickness Presenteeism, aOR (CI 95%) ^b , Adjusted ^c |
|---|--|--|--|
| Had one type of conflict at work ^a | 23.8 (1473) | 2.06 * (1.56–2.72) | 2.01 * (1.52–2.67) |
| Had two types of conflicts at work ^a | 25.4 (1569) | 3.37 * (2.60–4.37) | 3.27 * (2.51–4.26) |
| Had three types of conflicts at work ^a | 21.7 (1340) | 4.44 * (3.43–5.75) | 4.09 * (3.13–5.35) |
| Had no conflicts at work | 29.2 (1805) | 1 | 1 |

^a. The reference category for conflict groups is the group of respondents who did not have any type of conflicts at work. ^b. The reference category for sickness presenteeism group is a group of respondents who did not get sick in the previous year. ^c. Adjusted for gender, age, education, and survey year. * $p < 0.001$.

[Home](#) > [BMC Public Health](#) > [Article](#)

Impact of workplace conflicts and rivalry on low back and neck pain: a cross-sectional study from Latvia

Research | [Open access](#) | Published: 29 September 2025

Volume 25, article number 3142, (2025) [Cite this article](#)



BMC Public Health

Psihosociālo risku, piemēram, konfliktu un darbinieku konkurēšanas, klātbūtnē, biežāk novērojamas kakla un muguras lejasdaļas sāpes nekā tiem, kuri ar konfliktiem nesaskaras

Paegle, D.I., Kaļūžnaja, D., Matisāne, L. *et al.*

Impact of workplace conflicts and rivalry on low back and neck pain: a cross-sectional study from Latvia. *BMC Public Health* 25, 3142 (2025).

⁹<https://doi.org/10.1186/s12889-025-24319-2>

Konfliktu saistība ar muguras sāpēm

| | Distribution, n (%) | Low back pain, n (%) | Low back pain, OR (CI 95%), Unadjusted | Low back pain, aOR (CI 95%), Adjusted for gender, age, education | Neck pain, n (%) | Neck pain, OR (CI 95%), Unadjusted | Neck pain, aOR (CI 95%), Adjusted for gender, age, education |
|---|---------------------|----------------------|---|---|------------------|---|---|
| Conflicts with managers | 1273 (100.0) | 244 (19.2) | | | 123 (9.7) | | |
| Yes | 698 (53.2) | 150 (21.5) | 1.40 (1.05–1.86)* | 1.50 (1.12–2.00)* | 77 (11.0) | 1.43 (0.97–2.09) | 1.57 (1.06–2.32)* |
| No | 575 (43.8) | 94 (16.3) | 1 | 1 | 46 (8.0) | 1 | 1 |
| Individual conflicts between co-workers | 1294 (100.0) | 249 (19.2) | | | 125 (9.7) | | |
| Yes | 627 (47.8) | 143 (22.8) | 1.56 (1.18–2.07)** | 1.67 (1.25–2.22)*** | 68 (10.8) | 1.30 (0.90–1.89) | 1.38 (0.95–2.02) |
| No | 667 (50.8) | 106 (15.9) | 1 | 1 | 57 (8.5) | 1 | 1 |
| Conflicts between worker groups | 1248 (100.0) | 234 (18.8) | | | 118 (9.5) | | |
| Yes | 388 (29.6) | 83 (21.4) | 1.28 (0.95–1.72) | 1.33 (0.97–1.81) | 41 (10.6) | 1.20 (0.81–1.79) | 1.31 (0.87–1.98) |
| No | 860 (65.5) | 151 (17.6) | 1 | 1 | 77 (9.0) | 1 | 1 |
| Co-worker rivalry | 1269 (100.0) | 241 (18.9) | | | 119 (9.4) | | |
| Yes | 467 (35.6) | 99 (21.2) | 1.25 (0.94–1.67) | 1.36 (1.01–1.84)* | 44 (9.4) | 1.01 (0.68–1.49) | 1.10 (0.74–1.66) |
| No | 802 (61.1) | 142 (17.7) | 1 | 1 | 75 (9.4) | 1 | 1 |
| Conflicts with clients | 1273 (100.0) | 245 (19.2) | | | 122 (9.6) | | |
| Yes | 736 (56.1) | 158 (21.5) | 1.41 (1.06–1.89)* | 1.44 (1.07–1.93)* | 76 (10.3) | 1.23 (0.84–1.81) | 1.16 (0.78–1.71) |
| No | 537 (40.9) | 87 (16.2) | 1 | 1 | 46 (8.6) | 1 | 1 |

CI Confidence interval, OR Odds ratio, aOR Adjusted odds ratio

* $p < 0.05$

** $p < 0.01$

*** $p < 0.001$

Paegle, D.I., Kaļučnaja, D., Matisāne, L. *et al.*

Impact of workplace conflicts and rivalry on low back and neck pain: a cross-sectional study from Latvia. *BMC Public Health* 25, 3142 (2025).

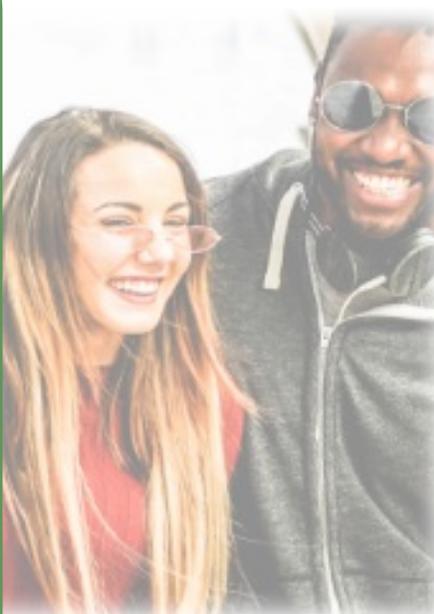
<https://doi.org/10.1186/s12889-025-24319-2>

Konfliktu saistība ar vientulības un izolētības sajūtu

| | Distribution of independent factors, n (%) | Loneliness and isolation, n (%) | Loneliness and isolation, OR (CI 95%), Not adjusted | Loneliness and isolation, OR (CI 95%) ^a , Adjusted for gender, age, education, and salary |
|--|--|---------------------------------|---|--|
| Conflicts with managers | 2422 | | | |
| Yes | 1202 (49.6) | 195 (16.2) | 3.51 (2.61–4.71) * | 3.29 (2.40–4.50) * |
| No | 1220 (50.4) | 64 (5.2) | 1 | 1 |
| Individual conflicts between co-workers | 2460 | | | |
| Yes | 1057 (43.0) | 177 (16.7) | 2.92 (2.24–3.83) * | 2.57 (1.93–3.44) * |
| No | 1403 (57.0) | 90 (6.4) | 1 | 1 |
| Conflicts between worker groups | 2386 | | | |
| Yes | 633 (26.5) | 118 (18.6) | 2.78 (2.13–3.63) * | 2.31 (1.73–3.10) * |
| No | 1753 (75.9) | 134 (7.6) | 1 | 1 |
| Co-worker rivalry | 2431 | | | |
| Yes | 766 (31.5) | 150 (19.6) | 3.25 (2.51–4.21) * | 2.86 (2.15–3.81) * |
| No | 1665 (68.5) | 116 (7.0) | 1 | 1 |
| Conflicts with clients | 2385 | | | |
| Yes | 1101 (46.2) | 157 (14.3) | 1.96 (1.50–2.55) * | 1.61 (1.21–2.14) * |
| No | 1284 (53.8) | 101 (7.9) | 1 | 1 |

a. Adjusted for gender, age, education, and salary.

* p<0.001; **p<0.01; ***p<0.05



INTERVIJAS AR PROFESIONĀLĀS UN AUGSTĀKĀS IZGLĪTĪBAS PĀRSTĀVJIEM, MVU APTAUJA



H.A.R.M.O.N.Y.



Co-funded by the
European Union

VISBIEŽĀKĀS MVU PSIHISKĀS VESELĪBAS INICIATĪVAS LATVIJĀ

18%

Anonīmas darbinieku aptaujas

15%

Darbinieku apmācība

11%

Kolēģu savstarpējā
atbalsta programmas

9%

Vadītāju apmācība

6%

Profesionālu psihiskās veselības
speciālistu pieejamība

5%

Psihiskās veselības izpratnes
veicināšanas kampaņas

35%

MVU NORĀDA, KA
NEIEVIEŠ
NEKĀDAS
PSIHISKĀS
VESELĪBAS
INICIATĪVAS



Izaicinājumi, ar ko saskaras pedagogi

Laika trūkums, citas tēmas prioritāras

- LV-VET-06: “Nu tad par šo psihisko izglītību pie veselības sadaļas ir tikai 2 stundas 1. kursā un ir 2 stundas 3. kursā [...] Nu ko 2 stundās var izstāstīt?”
- LV-VET-09: “Nu tur [programmā] ir iekļautas visādas tēmas - tā drošība ir tas galvenais, uz ko tiek likts akcents.”
- LV-HEI-04: “Nav pietiekami laika – ne mums, ne studentiem.”

Materiālu trūkums, nepieciešamību visu laiku izstrādāt jaunus materiālus (VET)

- LV-VET-10: “...tas modulis, viņš jau būtu nu tīri labs, nu nav slikti izveidots, bet ,manuprāt, pietrūkst tie papildus materiāli... materiāli nav pietiekoši.”
- LV-VET-07: “Varētu būt vairāk tiešām latviešu valodā (materiālu). Latviešu valodā ir diezgan novecojis tas materiāls. Varētu būt kādi papildus.”

Secinājumi



- **Konfliktiem ir grūti saredzamas, bet būtiskas sekas uz nodarbinātajiem un to veselību...**
- **Tie rada būtiskus zaudējumus darba devējiem (zināmu daļu ir iespējams aprēķināt)**
- **Praksē – konfliktu samazināšanai un psihoemocionālā mikroklimata uzlabošanai netiek veltīta pietiekama uzmanība, lai arī ir ļoti daudz labās prakses piemēru un argumentu, kāpēc tas ir svarīgi!**

Konflikti darba vidē: neredzamas, bet jūtamas sekas darbiniekiem

RSU

Sagatavoja
Ivars Vanadziņš

Datums
26.02.2026.