

## **CONFLICT ISSUES IN ORGANIZATIONS**

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**Abstract:** The conflict must be considered an inevitable aspect of the organizations' lives. Most of the people consider conflicts as destructive collisions, irreconcilable, from which some people win in the detriment of others. There is no organization without conflicts as there is no social group without frictions. This phenomenon appears because where at least two persons interact, the perfect ambiance for the development of conflicts is created. The conflict is nothing but a process of protestation and confrontation which can appear between different individuals or groups, when every one of them is in pursue of their own interests. It is noticeable that a conflict between groups can appear only when these are different, but dependent on each other. It is true that a medium level conflict is necessary in order to allow organizational processes to evolve and to prepare grounds for change and it can give birth to the motivation of resolving problems which otherwise are unnoticed. In this way, a medium level conflict can lead to a creative behaviour.

The point of this study is to bring out the factors that have generated conflicts in order that the managers come to the decisions which are imposed to avoid major confrontational states. At the same time, it is necessary for the managers to possess various knowledge in order to have the possibility to resolve constructively a confrontational state.

### **1. INTRODUCTION**

Nowadays organizations are subject to changing processes with an increased frequency and intensity. The environmental complexity and the high dynamics of its components require organizations to constantly evaluate the situation in the context in which they operate and respond, or act in advance to the challenges they are facing with.

The pressures to which organizations are subject to determine individuals and groups to adopt an increasingly opened attitude towards change. If until recently, during an entire professional lifetime one could assist only two or three events of a major professional or personal impact, nowadays, things have changed dramatically.

The change started to become a state of normality, a state that does not scare one so much, and it is no longer likely to catch several members of an organization unprepared for it. Certainly, resistance to change has not disappeared, nor will it ever happen. But the details of this resistance are different from the ones in the past, when access to information, communication was relatively limited.

At the same time, there is no organization without conflicts, as there is no social group without friction. This phenomenon occurs because, wherever at least two people interact, a propitious environment for the occurrence and development of conflict is created.

The conflict is nothing else but a process of opposition and confrontation which may occur between different individuals or groups, when each of them follows their own interests. It should be noted that conflict between groups can occur only when they differ among themselves but are dependent on each other.

## 2. THEORETICAL CONSIDERATIONS

If we consider the specific types of conflicts we can say that in terms of interpersonal conflicts, the main reasons are: the difference in training, resistance to stress, exercise capacity, desire for power, inconsistency of character and behavior, sexual harassment, leadership weak

Inter-group conflict on the most important sources are: poor communication systems, different values, different goals, organizational ambiguity, dependence on limited resources, departmental influence mutual dissatisfaction with professional status. Inherent part of society, especially groups, conflicts were legally psychosocial aspects both negative and positive, can lead to chaos, and progress, division or cohesion.

Among the beneficial effects of conflicts include:

1. Intergroup conflicts can reduce tension, helping to stabilize and integrate members. If their resolution requires discussion and eliminate misunderstandings between groups, conflict is a safety valve that eliminates the time pressures within the organization.

2. Allowing groups to express their views and wishes, giving them the chance to readjust. Impulses arising it can consume more efficiently due to the effect of transforming them into change.

3. Permit required to maintain the level of stimulation in innovative operation, so that intergroup conflicts are a source of motivation looking for a change.

4. Intergroup conflicts may suggest a group identity. It is necessary to note that conflict between groups can occur only when the groups differ, but are dependent on each other.

Conflicts may occur as conflicts of interest, complaints of unfair labor practices, conflicts of recognition.

The first type of event occurs when negotiations between unions and employers can not solve, you can not reach agreement then the intervention of a mediator.

The second manifestation, the complaint refers to protests by employees due to treatments considered unfair or violations of rights. Such conflicts can theoretically be solved quickly because there are precise rules in this regard.

Unfair practices in the workplace is resolved by legislation, assuming that a right has been exercised illegally. Conflicts of recognition refer to employers' refusal to recognize the right of a union to represent a particular category of workers to end collective bargaining.

In literature can be found the following approaches to conflict resolution, in terms of actions the manager:

- Withdrawal - manager not interested in the conflict and prefer not to get involved.
- Settlement - is the strategy used by managers who seek approval of others, instead of seeking that organizational objectives are achieved, it will try to placate everyone.
- Force - is addressing the Manager which, unlike the previous one, wants at any cost to achieve productivity goals and will use coercion, making use of the excessive power that was invested in him.
- Compromise - is the attitude of the manager between the second and third form of strategy, often being achieved through negotiations.
- Confrontation - is the only approach that can lead to resolving the conflict, taking into account both the need for productivity and that of cooperation between people.

Action to relieve organizational conflicts can be preventive or may occur after the conflict broke out.

Settlement can be achieved by:

- Setting common objectives - given that a major source of conflict is the pursuit of different objectives, the manager should try to propose goals supported equally conflicting groups;

- Improving processes of communication - communication barriers between the manager and other members of the organization or between the latter should be reduced to stimulate communication between members of the enhancing exchanges of information between departments;

- Integrative negotiation - the essence of this process is that neither side should not be forced to give up the issues they consider vital, people should be encouraged to find a creative solution instead of compromise.

Conflict prevention can be achieved through quality social dialogue within the organization. This requires active participation of employees in communication both horizontally and vertically, which involves several levels: participation in work, participation in actual human relationships, their financial co-Involvement. Defusing interpersonal conflict state rests in large measure, the manager, to work through conflict management, in the manner of different styles.

### 3. RESEARCH OBJECTIVES

To find out the staff's opinion with no executive attributions towards the organizational conflicts, we conducted a questionnaire-based study. The study was conducted among staff without management responsibilities of the companies in Mures County. The research consisted of a questionnaire distributed and consists of 20 questions, presented in a sequence channel, closed-choice. He chose closed questions because transmission can reduce investigator bias and are more easily encoded, recorded and used in the field.

The sample survey was administered to a number of 114 persons from 96 people who responded without managerial responsibilities, engaged in private firms, state-owned companies and public institutions. Sample 73% are private companies, 12% work in companies with state capital and 16% in public institutions.

### 4. RESEARCH RESULTS

Regarding conflicts in organizations, as shown in Figure 1., 40% of respondents believe they should be avoided and 25% see it as a constructive means of resolving problems arising. 19% consider them to be maintained to some extent and 15% see it necessary.

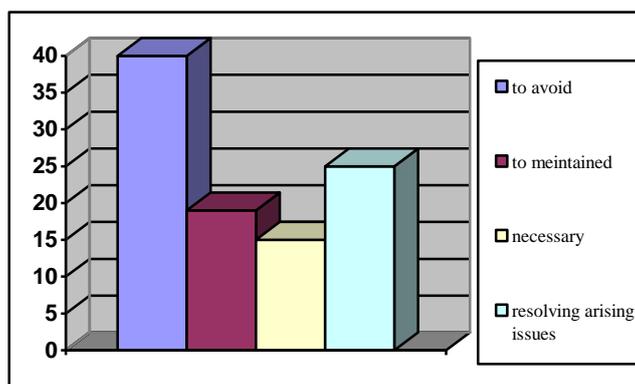
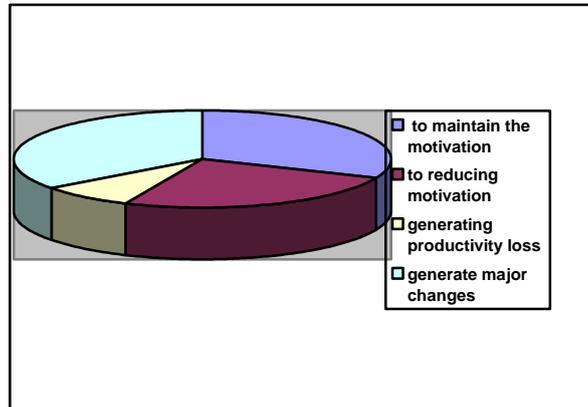


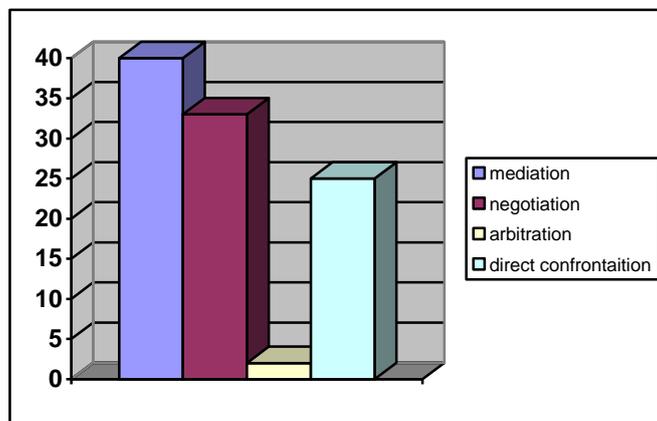
Figure 1: Considerations upon organizational conflicts:

Most see the conflicts likely to generate major changes in organization (35%), 31% say they are likely to create a motivating work environment, 25% believe that reduce employee motivation, while 8% believe that motivation remains during the conflict but they generate productivității reduction.



**Fig. 2. Conflicts within organizations are likely**

If an outbreak of conflicts, most considered that they should be resolved through mediation (40%), meaning a third party intervention in conflict, and only 2% by arbitration. The other 60% believes that a third party not involved, is necessary to resolve the conflict between the parties. Thus, 33% believe that the solution is through negotiation and 25% (mainly male people) believe that the best way is direct confrontation.



**Fig. 3. How do you think a conflict should be resolved**

In terms of opinion on what are the main organizational changes that generate conflict, research in this area was done by giving marks from 1-5-generic conflict of conflict, causing the mean responses (Table 1).

**Tab. 2. The probability for a conflict to generate are the following organizational changes**

Answers	Average
Changes within the organizational structure	3,4
Introducing modern techniques and technology	3,5
The changing of the top managers	3,1
The changing of supervisors	3,5
The changing of the organizational culture	2,6
The changing of the top policies	3,5
The changing the rules and regulations	3,6
Redefining the competitive advantage	3,4
Changing organizational objectives	3

As can be seen from the tables, the conflict situation with an average of 3.6 is to change the rules and regulations. Immediately thereafter, with an average of 3.5, lies a set of three policy changes:

- Introduction of modern technique and technology-generating conflicts because it can lead to replacing human labor and its reduction;
- Changing direct management - because of conflict can lead to changing the rules;
- Policy change at the top.

Although change is a potential direct Heads conflict, change managers at the top is not seen with the same potential as employees do not have direct contact with them. Even if it has a direct influence on long-term employees, and even demonstrated that resistance to change is high, paradoxically changing organizational culture is seen as the least generate conflicts. One explanation may be that such a change takes place very slowly and that it is perceived by an employee.

## **5. Conclusions**

The fact that most employees feel as to avoid conflicts, and once triggered, they consider their main form of fighting mediation and negotiation, makes us appreciate Romanian organizations as less confliction.

Particular attention should be paid to changes in first-line managers, who are in direct contact with contractors, because they perceive the changes at this level as having a high conflict potential. Therefore the management called on these levels must be careful not to introduce sudden changes in rules and regulations, they should be given longer time.

Changes made on longer periods of time are better tolerated by the performers. Since the scale hierarchy of human needs, employees without managerial attributions are

only the first (subsistence needs), perhaps the second level (of security needs), potential conflicts are factors at these levels. Therefore the workplace, even if poorly paid, is seen as one who can ensure the survival of the family. Managers should focus on these factors when considering motivation of human resources and avoid conflicts.

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