

Conflict Management

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Abstract

The conflict may have a dysfunctional character, with serious repercussions on the results and the organizational climate including the professional satisfaction, but viewed from the perspective of strategies that contribute to better knowledge of the needs of employees and the factor that favors evolution, organizational development, it becomes functionally with positive impact on the Organization's staff and results.

The objective of this paper is to highlight the root causes of conflict in organizations and to present the optimal methods to solve them.

Conflicting statuses can be caused by dissatisfaction with the way the Division of duties, perceptions and misinterpretations, the absence of open and honest communication, interpersonal relations.

It is advisable to tackle conflicts as part of organizational life. It is necessary to be aware that an employee brings with itself at different work values, and strategies of the individual working under these conditions conflict opportunities are numerous.

Key words: conflict, organization, management.

J.E.L. classification: J52

1. Introduction

In classical works devoted to driving it stresses the importance of work organization harmonious. According to the authors of these works, what conflicts arose within the organizations counted some negative phenomena. One of the main purposes of Weber's bureaucracy and of the school's administrative leadership theory was to eliminate the factors and conditions which time limit the emergence of conflicts. Current management theorists admit that the total lack of conflicts in organization is not only impossible but also undesirable and even dangerous.

The conflict has existed and will always exist between people, either separately or in groups of one sort or another. Wherever there are people, there are ideas, values, conjecture, styles and standards that may come into conflict with each other, which means that whatever may be causing a conflict: targets, goals, aspirations, expectations, habits, prejudices and unconfirmed, the competition, the sensitivity and especially aggression, the most important of conflictual presumption.

Chapter 1.causes of conflicts

Managerial practice, over time, has developed "two visions conflict" (Stoner, Freeman, 1989):

- Classical vision, through the Prism which conflict is only seen as a destructive agent, which prevents obtaining optimal performance and is caused by managerial errors in the design and management of the Organization, therefore any conflict should be avoided.
- modern vision that examines the conflict as part of the process of interaction between an organization's members, departments and put in charge of solving conflict situation Manager, so as to contribute to obtaining optimum performance in your organization. Thus, management will focus on identifying the exact level of conflict affecting performance, i.e.

getting time that stimulation of conflict may have beneficial effects on the Organization (the so-called "optimal level).

We can be identified three causes of conflict (Deep, and Sussman, 1996,120):.

Table no. 1 Causes of conflict perpetuations

Ctr. No.	Causes of conflict perpetuations
1	We live in a world of increasingly complex and diverse; different people want different things and there are very few things that please everyone. It is well known fact that human being is afraid of different situations, as well as new ones.
2	To work with people, to manage the human resources may not be a permanent source of conflict. Incompatibilities, vanity, ego and self-centeredness may not be conflicting situations than presumed.
3	We live and work in a world that imposes limits on our resources. Organizational conflicts are due to organizational restrictions and equally invariably, limited resources.

Source: (Deep, and Sussman, 1996, 120)

The dynamics of organizations, as well as the dynamics of groups, I suppose in addition to consensus and dialogue and conflict because, (Hall, 1996),highlights organizational conflict is a „process inherent in ". Conflict is an important part of organizational life and motivations for human resources conflict are endless.

This scientific approach aimed to highlight some of the reasons for the initiation of labor conflicts in working groups(Rentrop&Stranton, 1999, 15-16):

- Existence of a dualism in relationships with other people: people need to get involved in something, but to stand apart; to conform, but the riots; to be part of something important and yet be individuals besides the collectivity; This dualism generate attitudinal interpersonal conflicts, interpersonal and group
- The enormous responsibility of management that you need to "push" the organization from chaos toward performance; "the entire leadership (organizational objectives and values) by the strength of the parties is fundamental. Individual interests prevail in an organization in front of general interests. The human resources of the Organization will be coordinated in their activity by the personal interests. Management role is to minimize the rift between the interests of the individual and the organization. When he fails to do so, organizational conflict is inherent.

Chapter 2.Methods of solving conflicts

No matter how many people may agree with the objectives set out, they will have different opinions on how to achieve them, even more so with how people have different opinions by the very fundamental feature of human being: individuality; If we add to this the fact that people have different value systems or have different beliefs, standards of behavior, manners, priorities, personalities and levels of sense of humor, interpersonal conflicts, explanations and easy group are tax-deductible.

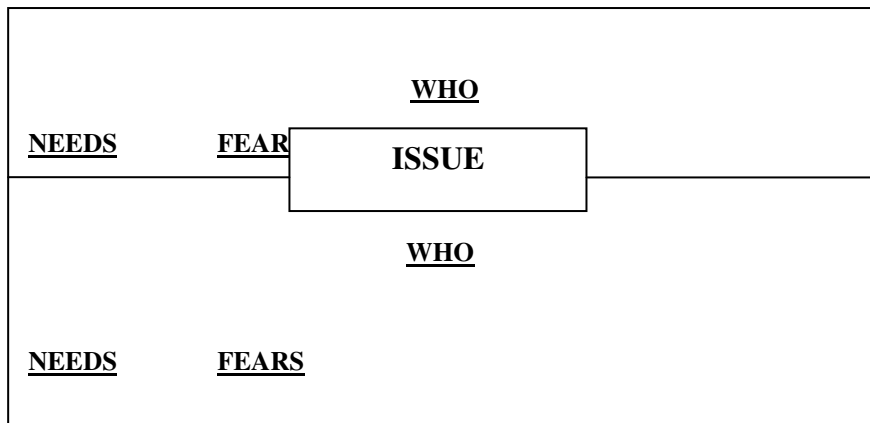
Given the inevitability of conflicts shows that management is one of the most important activities, and conflict management is considered by many specialists as being as important as the other functions of human resources management.

The first step in resolving the conflict is his awareness. In this sense we can call the method-map conflict(Cornelius, Faire,1989)Thus we will be able to create an image as closer to reality over the facts and the way in which people interact involved in conflicts. The first step is the formulation of the problem.

Follows the identification of parties involved in the conflict. A person involved in the conflict because it has different needs, needs that require to be satisfied or have some fears. The answer that you formulate each for solving the problem is directly influenced by these needs (ex: a rewarding work, recognition, understanding, etc.).

For example, the question "what do you want Manager?" a possible answer may be: "breaks with identical durations for all employees", behind this requirement is hiding a real need "A fair amount of work for all employees." Using maps help as the conflicting parties to realize some aspects that typically underlie the conflict, but we are in the process of solving the escapes/his settlement.

Figure no. 1. Map of conflict

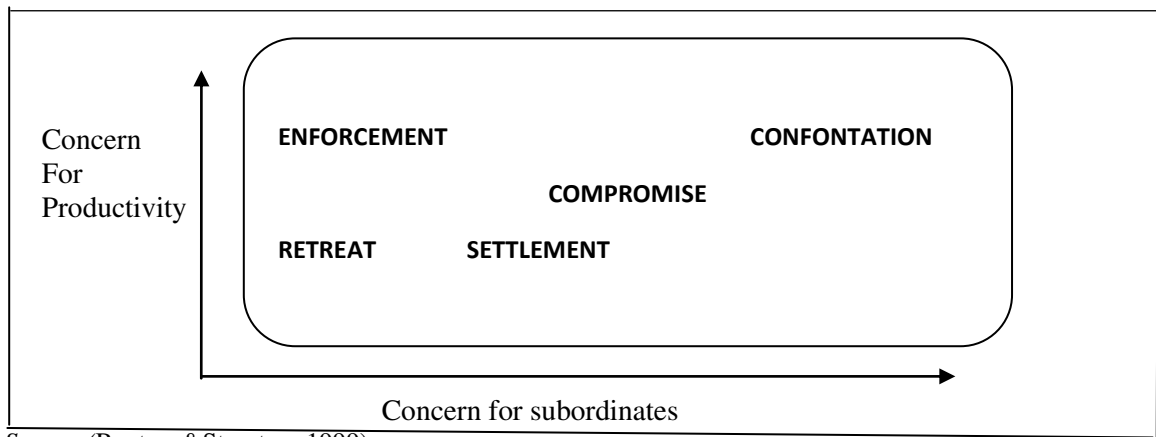


Source: (Cornelius, Faire, 1989)

After a careful analysis of the causes of conflicts, the level at which the consequences of the short and long term, as well as the impact on the organizational climate and the results your organization choose one method that seems suitable for conflict resolution from the list below:

- Cooperation is necessary due to the dependence that exists between different members of an organization. The technique is designated to reduce the wrong perceptions, to stimulate communication and develop feelings of trust between members of the organization.
- The withdrawal shows a low concern for both results and relationships with subordinates. Avoids conflict managers assuming that ignoring it will disappear by itself. Such conflict to the latent breaks out with much greater intensity, especially if the situation that generated the conflict is particularly important for the organization. However, recourse to this method is recommended as a solution of the moment where emotional intensity reached highs and calling another method is compromised.
- The settling is the Manager attempts to satisfy all the parties involved in the conflict. This method may generate in the future obstacles for obtaining high performances, especially in the case of organizations with mediocre results.
- Forcing is used, in particular where the manager wants, at any cost, getting results without having consideration toward the expectations, needs and feelings of others. In the short term, can reduce the conflict, but the effects are not of the favorable long-term. Practice has confirmed that in a climate of constrain, productivity will decrease.
- The compromise involves mutual concessions, both parties having obtained some of the requirements. The adoption of this method is done especially when the parties have equal powers and are firmly determined to achieve their goals in exclusive mode. However, most commonly, is a superficial solution for reconciliation of all parties that involves culling and beliefs sometimes rationality.
- The confrontation is an approach to conflict resolution that takes into account both the need for results, as well as relationships with subordinates. This is probably the most optimal way of solving the conflict permanently and is used where it supports the legitimate differences between the parties, the key to resolving the conflict being honest recognition of differences.

Figure no. 2. Methods of solving conflicts



Source: (Rentrop&Stranton, 1999)

Another technique for resolving the conflict is negotiation. This technique is applied for at least two reasons:

- to create something that no party can be done individually by its own means;
- To settle the dispute between the parties. The strategies used in the negotiation process are similar styles of dealing with conflicts, as described above, and include: collaboration (integrative negotiation), competition (distributive negotiation) and accommodating (helpful negotiation) with the interests of the opposing party. Essentially, this method is based on principles such as: disputant positions; don't confuse people with the problem under discussion; focus on the interests, not going over positions; search for mutually beneficial solutions; insist on the use of objective criteria. If we refer to a special category of conflicts, the work, we can conclude that the negotiation is concluded with the signing of some agreements, contracts or agreements that provide certain social and economic guarantees to the Parthians. These negotiations, in terms of collective bargaining, are legal.

In practice, however, for conflict resolution, but also keeping relations call frequently to the use third party mediator. The method is particularly effective when the two warring parties are no longer arranged at an honest confrontation, being caught between pressure from the Organization and mutual distrust. A third person with the role of mediator, will try to provoke an encounter face to face, encouraging open communication. In this way it reduces emotivism and creates equal opportunity for both parties to express feelings. The mediator provides the chance of reconciliation of opposing parties and then creating facilities for communication.

Whichever method is used, in interpersonal relations must we follow a few rules: everyone needs wording and trying to meet them; supporting both of the other values and personal values; is it necessary to dissociate ourselves from the issue; to be fair, to seek creative and ingenious solutions; and it's very important to get away from the attitude of "them and us".

Conclusions

Conflict management, is one of the most important activities, and conflict management is considered by many specialists as being as important as the other functions of human resources management.

It is advisable to tackle conflicts as part of organizational life. It is necessary to be aware that an employee brings with itself at different work values, beliefs, goals and strategies of the individual working under these conditions conflict opportunities are numerous. Although the conflict as the phenomenon itself has a negative connotation, positive valuation of a certain degree favor strengthening relations between conflicting employees, innovation, organizational development and change.

My opinion is that in any type of organization, you have supported a culture of discovery, understanding and conflict resolution without having to be a State of denial of the presence of

conflicts, we must discover the conflict phase and to propose the most appropriate technique for the settlement.

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