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Analysis of the Organizational Conflict

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ABSTRACT

The different methodologies for the analysis of the organizational conflict, represent a powerful tool to study the business problem from a holistic and scientific perspective. The objective of the present document was to analyze the methodology for the analysis of the conflict in the organizations and the social and economic consequences of the same in the management task. The methodology used was documentary research. For this, discrimination of scientific articles were indexed in several electronic repositories, which provided a broad vision on the subject of study, based on several authors and the own opinion of the researcher. It was concluded that the methodology used for the analysis of the conflict in the organizations, were determinant to identify the "focus or problematic groups" and to intervene based on the approach made in the diagnosis, for the search of viable negotiations, for the satisfaction cooperative of the parties involved.

Key words: Methodology, management, organizational conflict, cost of conflict, consequences of conflict

INTRODUCTION

The conflict in organizations has a negative impact on the interpersonal relationships of the human resources that work in it, which represents an adverse situation that undermines institutional values and the proper way to carry out administrative activities^{1,2}. Therefore, management needs to use well-determined methodologies to analyze the problematic situation and, based on the findings found in the initial diagnosis, design the steps to be taken to resolve the conflict in question.

Also, due to the constant changes of the globalized economy and the postmodern society, the human resource of the organizations must adapt harmoniously to the vicissitudes of the macro-environment and handle different tools that allow the corporation to continue forward in its profitability and competitiveness in the market³. According to the aforementioned, the objective of this document was to analyze the methodology for the analysis of organizational conflict, as well as the economic, social, organizational consequences and costs derived from it, using as a methodology the exhaustive documentary research, which it consists of reviewing bibliographic material on the object of study to perform an analysis on the selected content⁴. For this, a discrimination of scientific articles indexed in various electronic repositories, postgraduate theses and institutional documents was conducted, which provided a broad view on the subject of study, based on various authors and the researcher's own opinion.

DEVELOPMENT

For the development of the manuscript, three key points were taken into account: methodology for the analysis of the organizational conflict, social, financial, organizational consequences of the conflict and the cost of the organizational conflict and qualities of a mediator manager. Below, each of the aforementioned aspects is detailed:

Methodology for the analysis of organizational conflict: The methodology is defined as the set of methods that are applied to a scientific investigation to reach the objectives of the same, the method being the different modalities in which the research activity is generated, taking into account the object to be studied, to determine the steps to follow when designing a research that generates scientific knowledge⁴. Extrapolating the above to the business environment, the managerial tools to analyze and resolve conflicts are essential to formulate viable proposals that help to dispel the differences between the actors involved. In brief, the common stages related to the analysis of business conflict, proposed by Egaña⁵, were described.

Knowledge and/or acceptance: It is the stage where the subjects or protagonists, recognize that there is a conflict or problem that needs to be resolved, since in some way it affects all those involved, including senior management.

Diagnosis: In this phase, the managerial leader comprehensively evaluates the situation in an integral way, in which the subjects involved actively participate in the identification of their reality, based on their concrete problems and this occurs in a physical-social space concrete, denominated "focus", in which the conflictive actions are developed.

Analysis/Reduction: It is the deep incursion in the conflict, where the manager and his work team interact with the leaders of the groups in conflict to listen to their needs, interests and suggestions to reach a possible agreement. It is the most delicate stage of the analysis, since one or several feasible proposals for reconciliation between the parties are sought, specifying specific points (reduction) of anti-empathy, negative attitudes and hostility.

Solution: It consists of selecting some of the reconciliation proposals and channeling the negative emotions towards actions that allow meeting the needs of the parties, that is, collaborating and fulfilling the stipulated commitments

among the actors, as well as the willingness and confidence to assume positive attitudes in favor of labor relations.

SOCIAL, FINANCIAL AND ORGANIZATIONAL CONSEQUENCES OF THE CONFLICT

All conflicts generate a series of consequences that have a positive or negative impact on organizations. Next, the effects of the conflict in the social, financial and organizational field are detailed.

Social: When refer to the social context, there emphasize the community of workers and society (external) where the corporation is immersed (where it develops its activities). In this context, conflicts generate work stress, affecting the psychological stability of its members, this brings frustration, demotivation and mood swings⁶. Therefore, members feel and perceive that there is no feasible solution to the conflict and the dispute between the parties can lead to verbal, psychological and physical violence, which ultimately leaves no other option to the majority of those involved than "to leave of the company", that is, to flee from the problem and find another job site, leading to unemployment and job instability.

Financial: It should be noted that the social consequences have a direct impact on financial activities, since job instability causes a deterioration in productivity and, consequently, the processes of production of goods and services that are depleted, leading to a decline in quality of the same, discontent in the customers, decrease in sales and distribution of the products^{7,8}.

In addition, the clashes between the parties cause a significant loss of time, reducing investment and the use of useful resources, resulting in a decrease in profitability, where the extreme situation would be the closure of the company due to financial breakdown.

Organizational: Some researchers in the managerial area, such as Mendoza and Rodríguez⁹, explain that conflicts resolved in an appropriate manner, promote positive changes in the social and economic order, this means that using effective negotiation techniques, it can be achieved assertive communicative changes in the short and medium term, as well as union in the labor force, optimism, tolerance, capacity to generate innovative ideas and respect the diversity among the members.

The aforementioned produces hormonal, physiological and psychological changes that positively influence the harmony and congruence of the institutional objectives instead of

looking for particular interests that harm the entrepreneurial action⁸. This inspires the creative capacity to generate new sources of investment and optimize the resources available to produce high quality products, improvements in sales and distribution of items, increasing the profitability of the business.

Costs of organizational conflict: The economic consequences derived from the organizational conflict are very important to determine the losses in paper money that generate these problematic situations to companies¹⁰.

According to Pérez¹¹, a large part of the financial resources are diverted for the payment of legal representatives in cases of demand and/or litigation. Also, a lot of time is spent in litigation, diverting attention from work and the workforce. This researcher calculates that between 30% (minimum) and 50% (maximum) of the money was used by the companies for the resolution of conflicts at the legal level, when an effective negotiation has not been reached or for not following the general steps for the resolution of the problem, leading to administrative decisions that are not very assertive or with nefarious results for the institution.

In the same way, the time spent (working hours) to solve the conflict can generate large losses if not solved in a prudential period. Studies show that the percentage of time is similar to the costs used in court litigation, which represents a significant time investment. At this point, cooperation between the parties was important and management must take the reins to avoid the expansion of time and arrive at a solution that meets the demands of those involved.

QUALITIES OF A MEDIATOR MANAGER

As a manager, you must be the leading and charismatic figure par excellence to carry out the mediation process. However, in the business reality we come across managers unable to mediate conflicts between human resources, because they do not possess the personal and professional qualities to successfully carry out a resolution conciliation, whose imminent consequence is the decrease in labor productivity and precariousness in the human relations within the organizational climate.

According to Caravaca and Sáez¹², the mediating manager was a neutral and pacifist professionally qualified third party to provide immediate assistance to the parties in conflict, to search for viable, acceptable and satisfactory solutions for those involved in the shortest possible time. This constitutes the main objective of the managerial strategic apex of the company. Among the qualities of a good mediator also mention that:

- Active listening, this means attending in a satisfactory way to the subjects in dispute and encouraging them to a frank dialogue, respect, tolerance and honest exploration of possibilities for a mutual agreement that diminishes the possibility of subsequent confrontations
- Inform the parties separately in a meeting prior to the confrontation, the characteristics and phases of the mediation process, so that those involved follow the same rules of the game and avoid the superiority of one party over the other, in order to reach an agreed agreement and mutual that favors the approach of employees and collaborative learning
- It must be flexible to a certain extent, as long as it does not jeopardize the stability of the corporate micro-environment. Likewise, encourage attitudes of impartiality, prudence, integrity and objectivity, which allow you not to be compromised labor and emotionally with any of the parties, not even with the achievement or acceptance of a certain type of agreement, as well as, keep privacy and respect that merits mediation in each of its phases. This allows for greater performance, given that it is in optimal conditions to facilitate the actors to explore possible feasible agreements

The effective mediation of the manager before a conflict has favorable psychological and behavioral consequences for those who are involved in it and for the rest of the personnel that works in the company. Under this premise, I consider that the conflict must be studied from the perspective of the complexity posed by Morín¹³, since the dynamic business systems must adapt to the social demands of the environment and develop feedback for their expansion or evolution, to face the uncertainties and the blindness of knowledge. In other words, "individuals know, think and act according to the paradigms inscribed culturally in them", it was precisely during the processes of perception and interpretation, where the blindness of knowledge arises, derived from mental, intellectual and reason errors that come from subjectivity principles, vision of the world and affectivity.

Morín in his theory of "Complex Thought", provides an emerging and novel paradigm, starting from the prevailing need for the reconciliation of man with his environment, together with an improvement in human relationships, that was, a new thinking methodology, for understand nature, society, reorganize human life and to find solutions to the crises of humanity today, human capital being the intellectual basis of organizational success. This approach was directly related to the business activity and involves the ability to establish a relationship of its operations and policies with the

social conditions of the environment, seeking a benefit for themselves and society, in order to improve the quality of life of the people inside and outside the companies.

The study clarifies that the conflict must be seen as an opportunity for collective learning, beyond the discomfort that this can produce in employees. At the psychological level, it favors assertive decision making and the capacity for self-stimulation to cope with the situation. When the manager feels unable to mediate the situation, can rely on the skills of the collective to seek the final resolution of the problem. The more employees are taken into account to conduct the company in an orderly manner and without conflicts that put labor stability at risk, attitudes of cooperation and sense of pertinence will be generated to defend and fight for the follow-up of the company's activities.

CONCLUSION

Business organizations; were complex systems composed of structural elements such as: formal authority, chain of command or hierarchy, objectives, strategic plans, organizational policies, administrative procedures and technology used in production processes, goods and services. This significantly influences the behavior of its employees, since to achieve the objectives and institutional goals, the manager and subordinates must be able to assimilate and understand the importance of their role within the corporation for the purposes established. However, the emotional states and individual actions of the staff were very heterogeneous, creating undesirable situations (conflicts) that hinder the normal development of work, which need to be mediated for short-term resolution.

In this context, the human resource behavior will depend on the assertive communication capacity and the guidelines issued by the chain of command in accordance with the rules and procedures to direct and coordinate their functions in favor of operational strategic plans, in an environment of respect and legitimate authority, which will affect the perception that the employee owns of the company, shaping their behavior favorably. However, an undefined organizational structure will lead to confusions and conflicts between the members who make life in the organization, promoting behaviors with particular interests that go beyond the corporate philosophy, resulting in intolerant interpersonal relationships that hinder the normal development of the same.

According to the literature review and the arguments presented, it was concluded that the methodology used for

the analysis of the conflict in the organizations, are determinant to identify the "foci or problematic groups" and intervene based on the approach made in the diagnosis. It is imperative to clarify that subsequent steps should be as effective as possible, in order to resolve undesired situations in the shortest possible time, since the consequences derived from the conflict can irreversibly affect, in the worst case, the communicational and interpersonal relations of the workers and the strategic apex.

Likewise, conflicts produce economic losses derived from work stress and the detriment of productivity, unfavorably influencing the opportunity cost. Therefore, it is important to generate useful, complete and timely knowledge through viable methods for conflict resolution in companies.

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