

# CONFLICT IN ORGANIZATIONS

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## **Abstract:**

*Any organization brings together individuals working in groups of personalities , attitudes , education, value systems and different behaviors . Maintaining a perfect harmony is difficult, conflicts are inevitable. Conflict is a fact pervasive social reality there is no area that is not animated by a series of conflicts, and different magnitudes . By limiting the scope of the approach, we can say that organizations are always and in every aspect and animated troubled by conflict. Organizational conflict can occur when a person, group or department within a firm, for example, frustrates the objective to another .*

**Keywords:** *conflict, organization, group behavior, competition , power.*

**JEL Classification:** *I15*

## **1. Introduction**

Ana Stoica Constantin says in his interpersonal conflict (2004, p.77) that "internal conflict / intrapersonal occurs within the individual usually is not obvious to others (unless the individual externalized ) and not It depends on the relationship with each other (though often is the result of a relationship)". The author emphasizes that each individual is characteristic of a particular set of goals derived from personal loans that are in a relationship of competition, each end having attached positive consequences and negative ways (often exclusive) to achieve each and barriers between goals and their efforts to achieve

Encarta Encyclopedia defines conflict in relation to reference four areas : military conflict or war - a fight especially open from enemy forces; conflict as a "difference " - disagreement between ideas , principles, or people ( conflict that we identify as interpersonal conflict ); psychological conflict , seen as a mental battle psychological state produced by the opposition often unaware of desires, needs, impulses or tendencies simultaneous but incompatible , and literary conflict between characters or opposing forces.

J. Burton defines the conflict as " a relationship in which each side perceives the goals, values , interests and conduct other as antithetical to those of ,,

Effective management of conflict situations requiring previously identify their causes in order to act on the proper use of the benefits and adverse consequences .

In this paper we consider the conflict as any modified form, affected, altered, negative interpersonal relationships compared to how they are accepted or expected studied organization.

This scientific approach has proposed a detailed analysis of the sources of organizational conflicts: insufficient resources (especially in the consumer society that traverse in which are overdeveloped) and belonging to the group, beneficial for the development of team spirit, but of conflict when each employee, the group feels superior , together with the whole group, at least 50 % average efficiency level teachers and other groups belonging to the organization. Obviously interrelation of these organizational groups will generate conflicts.

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## 2. Methodology

This research aims to understand the behavior of the company conflict MLS real estate and how it affects the life and work of those investigated .

**In the current context has formulated the following hypothesis:** *Assume that analyzed the company may be conflicts that can take various forms of manifestation, and can be caused by many factors .*

**The main objective** of the research is that the degree of conflict in the organization analyzed to identify sources of conflict.

This work constitutes an exploratory research that was conducted in May 2015 and used as a quantitative survey research method , but also the qualitative method by highlighting information in the field.

The questionnaire comprises of 20 - questions, both closed and open , of which a total of 15 questions were as the response variable **YES / NO**, and the others emphasize the personal opinion of the employee. The paper demonstrates how conflict is perceived within the organization , but that is a reality today.

## 3. Analysis of data and research results

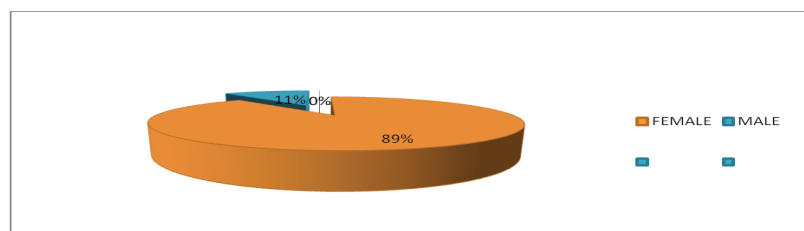
### Socio-economic characteristics on subjects

The research was focused 11 employees in the firm Real Estate Services MLS aged 21-36 years, of both sexes, computer operator positions. They seniority from 1 month to 3 years, some of them being university graduates. Their main task is to update the databases of the company, assuming this telephone communication with various groups of people, property and land owners with different education levels and with different expectations which can sometimes generate the appearance of conflict.

**Table no. 1. Characteristics of investigated subjects**

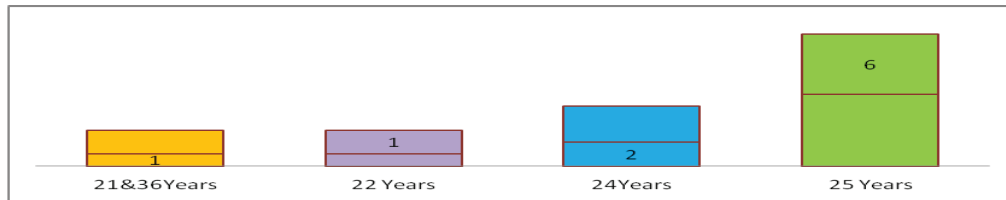
Category	Features	Nr.	%
Sex	Male	1	11
	Female	10	89
	<b>total</b>	<b>11</b>	100
Age	21	1	7
	22	1	7
	24	2	19
	25	6	60
	36	1	7
	<b>total</b>	<b>11</b>	100
Education	University	10	95
	College	1	5
	<b>total</b>	<b>11</b>	100

**Figure no. 1** shows that 11 % of the subjects are male, the remaining 89% are female.



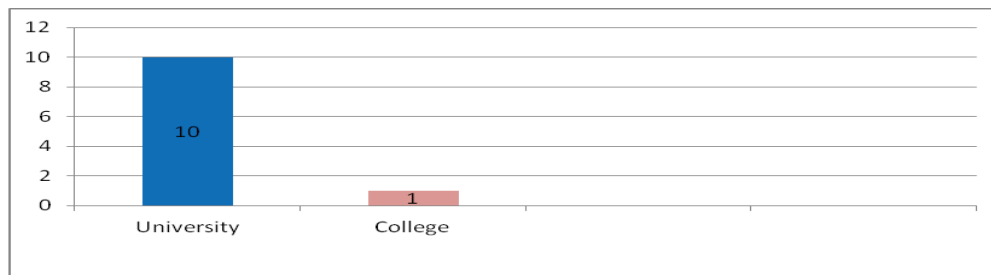
**Figure no. 1. The percentage of subjects by gender**

Taking into account demographic characteristics, subjects are divided into the following age groups: *group of 21 years-* 7% of subjects, one person, *group of 22 years-* 7% of subjects, one person, *group of 24 years* and 19 % of subjects, 2 people, *25-year group*, 60 % of subjects, 6 people, *and of 36 years*, 7% of subjects a person.



**Figure no. 2. The percentage of subjects by age**

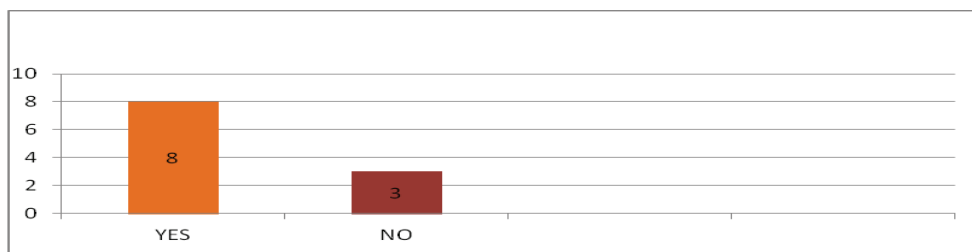
The study important is that 95 % of subjects had university education , 10 persons and 7 % high school (a person).



**Figure no . 3. Share based study subjects**

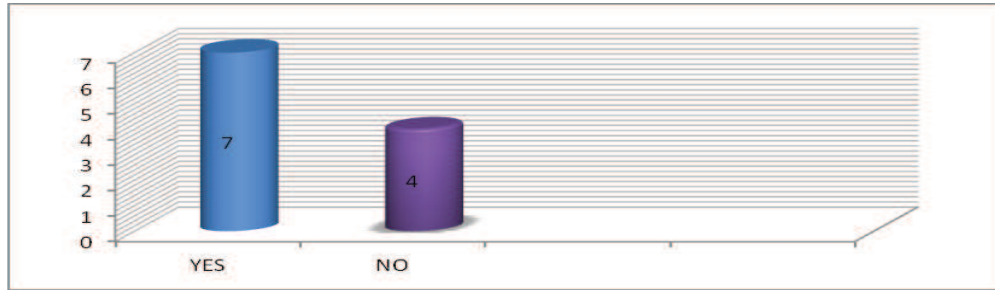
Analysis of the results obtained after the questionnaire on the subject, highlights the following things:

- To question no.1 (Figure 4), the causes that generate conflict in the organization studied, the majority of respondents, and 8 of the 11 employees answered **YES**, while the other three have expressed **disagreement** with this statement, which reflects the fact that in-house conflicts usually occur for various reasons, apparently unimportant.



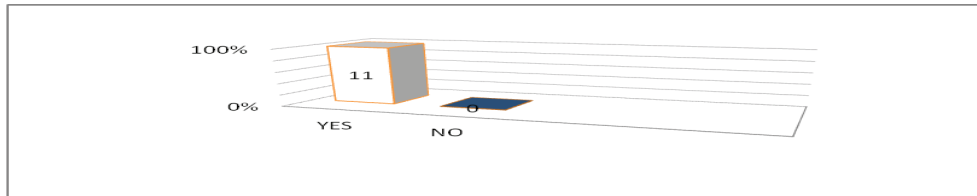
**Figure no. 4. question no. 1. Causes that generate most often conflict in your organization are represented by: communication failure, the feeling of not being treated fairly, misunderstandings, fights for power and influence ?**

To the question no. 2 (Figure 5), was watched what extent are affected employees in the organization studied by a conflict within, question totaled **seven affirmative responses** and **4 negative responses** from those surveyed. It is observed that in spite of everything, although they may not, most of the company's employees are affected when organizational conflict exists.



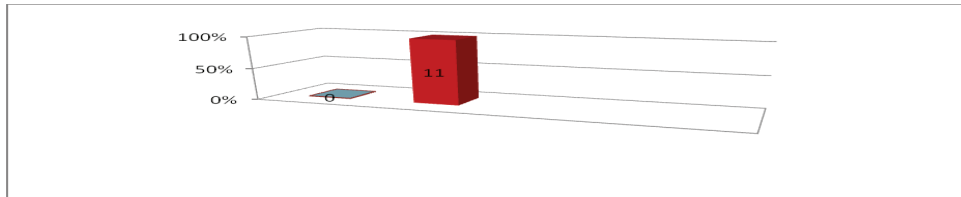
**Figure no. 5. Question no. 2. The rule will affect the appearance of a conflict in your organization ?**

The third question (Figure 6), regarding the opinion of employees in the case their impression on colleagues, recorded **11 positive responses, no negative response**, which proves that typically employees have a collaboration and a good impression about each others.



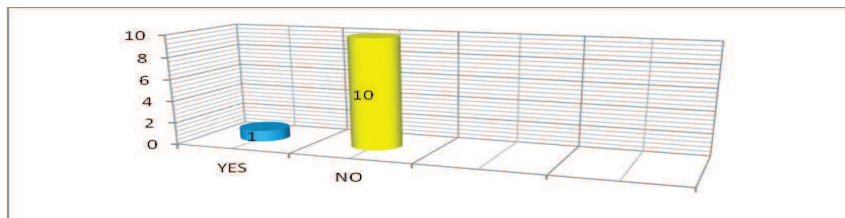
**Figure no. 6. Question no. 3. The others also viewing the organization employees feel good about yourself?**

To the question No. 4 (Figure 7), relating to the frequency of conflicts was unanimously elected (11 of 11), Variants, which indicates that within the organization there is a good collaboration and cooperation between employees and the environment is acceptable.



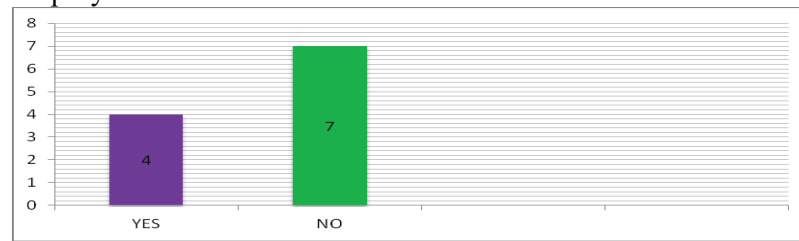
**Figure no. 7. Question no. 4. You often misunderstandings / conflicts with other employees of the organization?**

To the question No. 5 (Figure 8), It wanted to highlight if employees had disputes with managers, in total 11 people surveyed, 10 were chosen as response variables not, and one person opted for variable Yes, denoting climate released in which the activities, managers have virtually no "heads" that take into account the opinion of employees and supporting new ideas.



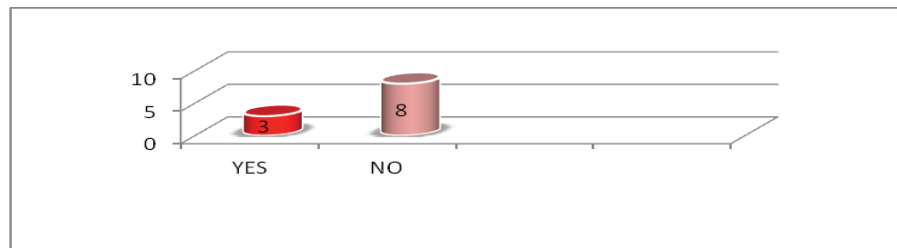
**Figure no. 8. Question no. 5. You had conflicts with managers ?**

At the 6th question (Figure 9), it appears that employees involved in conflicts easily divided into two camps and **7 individuals** not involved in the conflicts, while **4 people** support the involvement in the conflict. This highlights and practical take on the personality of each of the employees.



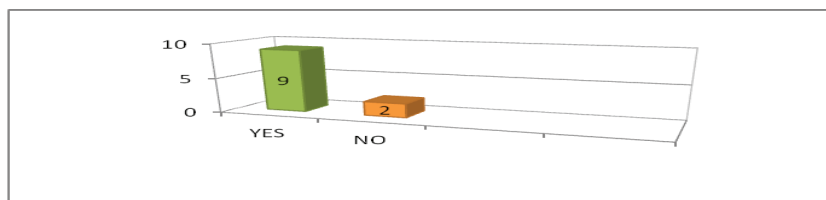
**Figure no. 9. Question no. 6. When a conflict arises in your organization get involved?**

To the question No. 7 ( Figure 10), the irritability, eight out of 11 people surveyed said they **were not being irritable**, and three of them said **yes**.



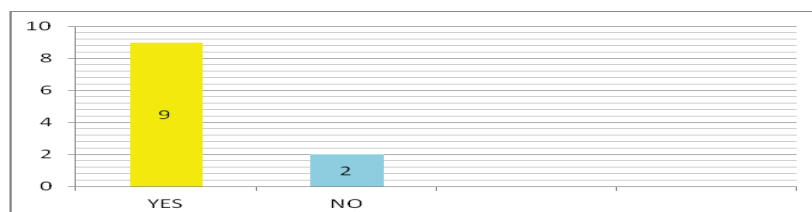
**Figure no. 10. Question no. 7. Are you a person irritable ?**

The question no. 8 (Figure 11) revealed that at the organizational level is achieved easily studied changes because most respondents have chosen the Yes and 9 , while two of them chose not , which means that most employees of the organization studied are people who adapt easily to new.



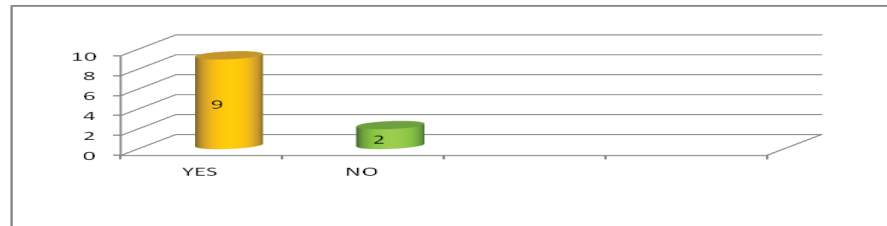
**Figure no. 11. Question no. 8. You adapt easily to changes in the organization ?**

Regarding the satisfaction of employment (question no. 9), there was a majority of nine positive answers and only 2 negative , which shows that employees are satisfied with the current position held.



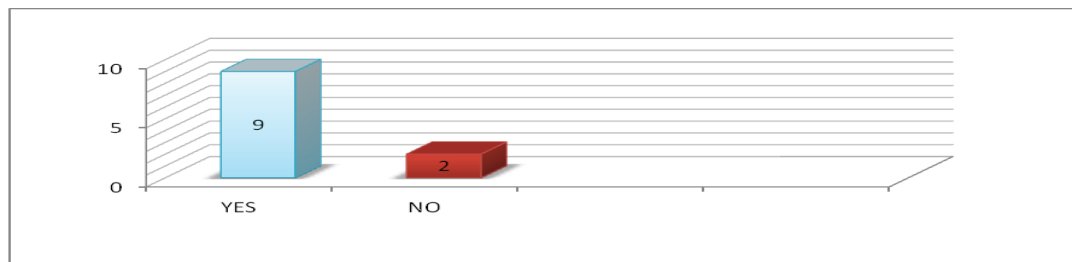
**Figure no. 12. Question no. 9. Are you satisfied / A current job ?**

Question No. 10 (Figure 13), focused on feedback on the managers give the employee the assessment / recognition efforts. There were **nine positive** answers again and **only 2 negative**. Therefore it appears that employees feel appreciated by the organization studied by superiors.



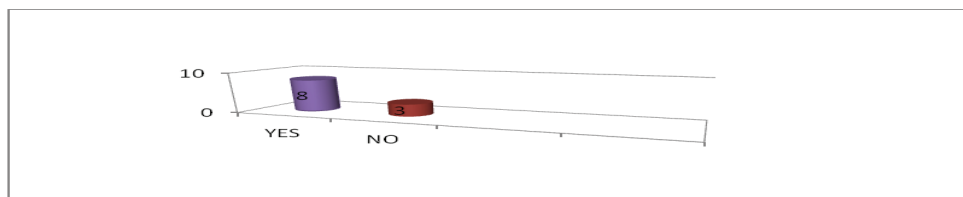
**Figure No. 13. Question no. 10. You consider appreciated of the organization's management ?**

To the question No. 11 (Figure 14), where employees had to confirm or deny whether the organization studied, feel part of a team, the score was similar to the previous question, exactly nine positive the responses and 2 negative. We can deduce that the organization continues to broadly team spirit.



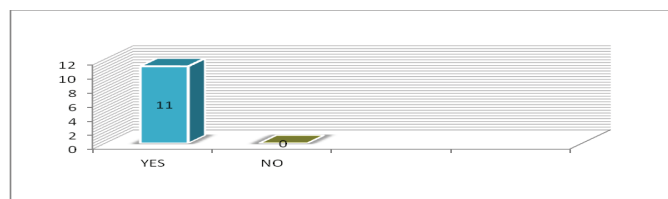
**Figure No. 14. Question no. 11. Within the organization, feel that you are part of a team ?**

Trust is a strength in the organization. So the question no. 12 (Figure 15 ) on mutual trust between colleagues, record **8 answers variable Yes**, versus 3 responses **variable not**.



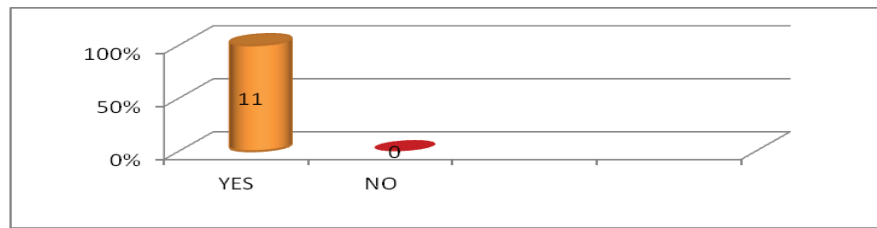
**Figure No. 15. Question no. 12. Trust your colleagues ?**

Question 13 (Figure 16), confirmed through the results of 11 and 11 affirmative answers possible, what emerges from the organization that studied management has a close relationship with employees.



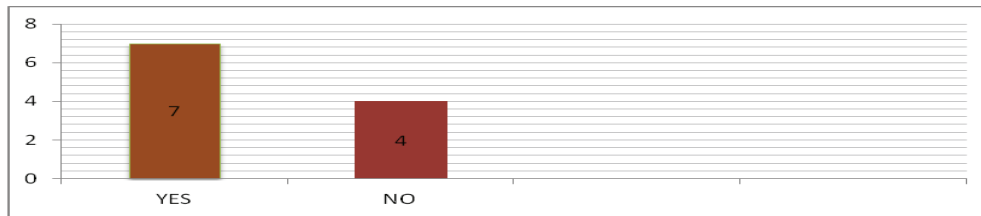
**Figure no. 16. Question no. 13 . The management has a close relationship with employees ?**

To the question no. 14 ( Figure 17) relating to the approach to problems encountered in the organization, noted that all employees are open natures , as demonstrated by the maximum score recorded **positive responses of 11** or 11 possible.



**Figure No. 17. Question no. 14. Labor difficulties encountered, discuss them with colleagues to identify possible solutions?**

To the question no. 15 (Figure 18), regarding salary as motivation , respondents chose the number **8** variable Yes, and **4** of them have opted for variable No, which indicates that salary is an important factor for any employee and also a powerful incentive.

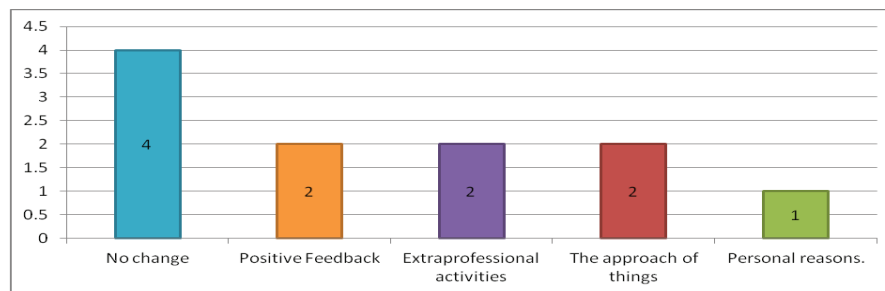


**Figure No. 18. Question no. 15. Salary in your organization is the main source of motivation ?**

Regarding questions concerning the personal opinion of employees results look like this:

*To the question no. 16. What changes do you need to improve communication, collaboration and trust within the organization?* The answers were:

- 4 people in the organization studied felt no need for any change;
- 2 people were of the opinion that extra- outputs and meetings would be useful;
- 2 people have argued that we need positive feedback from managers and employees;
- 2 people have opted for change of approach to things;
- 1 person thought it would be useful and motivating staff -effectiveness.

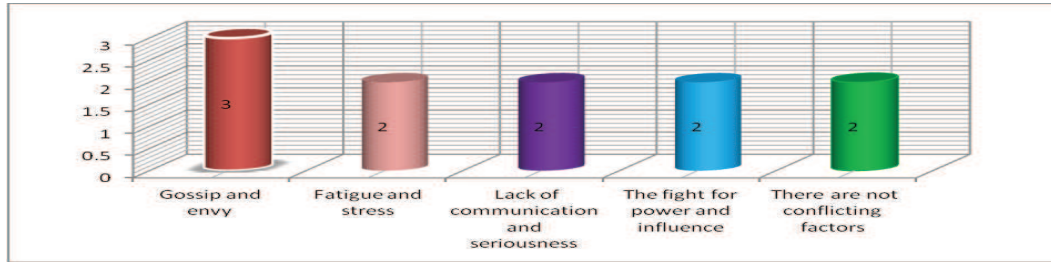


**Figure No. 20. Question no. 16. What changes do you need to improve communication, collaboration and trust within the organization?**

**Question no. 17, regarding the factors that lead to conflicts in the organization studied** Apart totaled the following views:

- Gossip and envy, 3 people;
- Lack of communication and seriousness, 2 people;
- Fatigue and stress, 2 people;

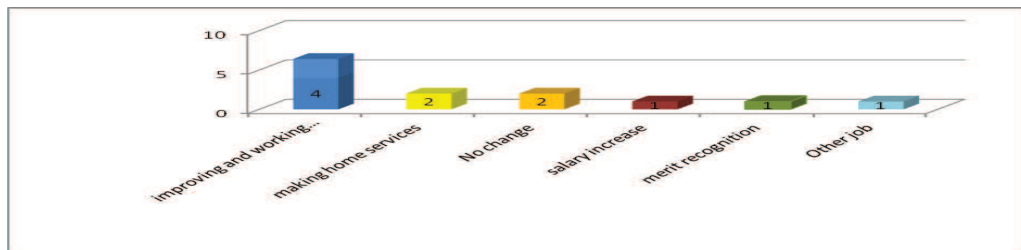
- The fight for power and influence, 2 people ;
- There are not conflicting factors, 2 people;



**Figure No. 21. Question no. 17. What do you think are the main factors that cause conflict in your organization ?**

To the question No. 18 (Figure 22 ) related to changes that would make life easier and work employees more comfortable, there were the following answers:

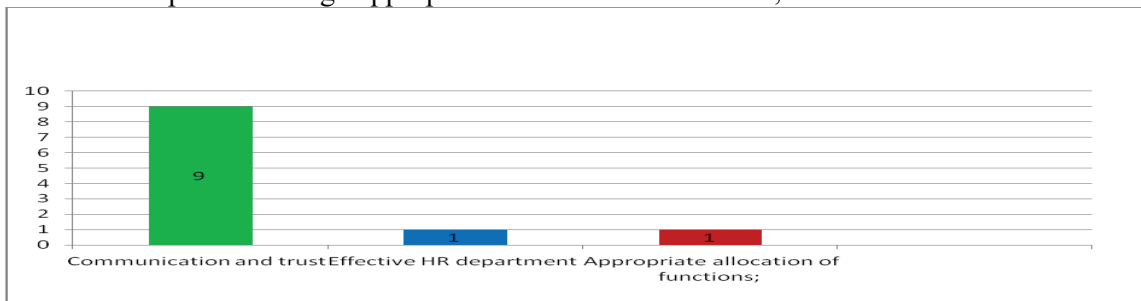
- 4 persons- improving and working environment;
- 2 people -making home services;
- 2 people - do not need to change;
- One person -the change of job;
- One person -merit recognition;
- One person -salary increase;



**Figure No. 22. Question no. 18. What are the changes you would make working life easier and more comfortable ?**

**Question no. 19** *How do you think can reduce conflicts in a company ?*, highlighted the following things:

- 9 people through communication and trust;
- One person through an effective HR department;
- One person through appropriate allocation of functions;

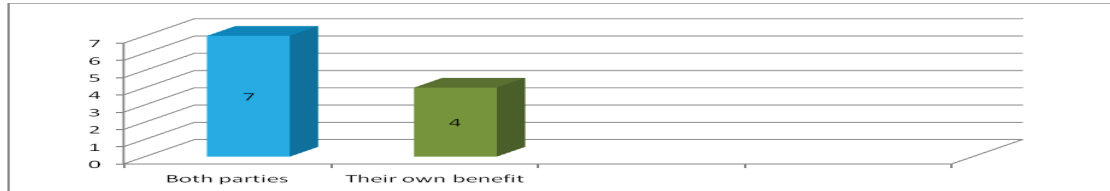


**Figure No. 23. Question no. 19. How do you think can reduce conflicts in a company ?**



To the question no. 20 (Figure 24) Since you are employed , you have improved your level of knowledge for the benefit or the benefit of the organization where you work ?, resulted in the following answers:

- 7 persons benefit both parties;
- 4 persons for their own benefit;



**Figure no. 24. Since you are employed, you have improved your level of knowledge for the benefit or the benefit of the organization where you work ?**

Based on study results, we consider that the company analyzed the situation is not really one conflict, although there factors that may lead to them.

### Conclusion

The hypothesis from which we started, where we assumed that the company considered there may be conflicts that can take various forms of manifestation, and can be caused by many factors confirmed eight of the 11 respondents were of this opinion, and while most of they claim to be affected by the appearance of conflict in the organization. Therefore conflict is a ubiquitous phenomenon. We meet with him every day in our various interactions with the environment that surrounds us. From global conflicts we are bound to the particular to relate in one way or another and adopt a attitude to them.

In the life of an organization, group, professional activity, conflicts are inevitable. They can bring great harm productivity, but can be synonymous with dynamism and progress. The sources of conflict in an organization can not be eliminated, but the manager must be able to identify these sources, understand their nature and then, given both the objectives of the organization and of the individual to act in to minimize negative and positive effects of using. In situations that aim to reconcile opposing views, specific form of communication used is negotiation. A mid-level conflict is needed to allow evolution of organizational processes and prepare the ground for change. Conflict can create motivation to solve problems that would otherwise go unnoticed and can lead to creative behavior.

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