

RESEARCH CONCERNING THE PSYCHOLOGICAL STRUCTURE OF THE CONFLICT WITHIN THE ORGANIZATION

Maria-Elena, Gheordunescu¹

Abstract:

In the current society and in a very contradictory period, conflict has become an increasingly obvious reality. The profound changes that take place within the organizations generate a series of tensions, clashes, situations that favor the occurrence and triggering of this phenomenon. Conflicts are directly determined by communication, and effective communication skills. Solving conflicts also involves extensive processes of thought and creativity. Conflicts is manifest in terms of temperament, character, self-image, perceptions and social representations.

At present, managerial practice shows that conflicting situations are used as strategies to obtain the best result at the expense of the progress of the other factors involved. On the one hand, the conflict is an abnormal state of activity, because it may have a dysfunctional character but, on the other hand, conflict is a natural element of the existence and evolution of the organization, functionally having a positive result when the conflicting situations are transformed into opportunities.

The paper treats the issue of the psychological structure of the conflict within the organization, where each individual has its own set of objectives that are not always consistent with those of the institution in which they work because the attachment and involvement of those who make up the company manifests itself differently from case to case .

Keywords: *conflict, organization, behavior, managers, employees, situation, approach*

JEL Classification: *I15*

1. Introduction

Human behavior manifests itself most often within the organizational framework, where people occupy different positions and positions. Functions and organizational positions are usually interdependent, so that a person's behavior is able to influence the behavior of the other person (s) who come into contact with it.

The concept of some authors about the organization is that it is a network of repetitive, reciprocal and predictable interactions between the individuals that make up that organization. Although an organization has a relatively stable framework of human interaction, conflict is an omnipresent element of its life.

The causes of this type of conflict in an organization can be multiple, from personal differences (the interaction of different people increases the chances of a conflict), passing through the perceived differences (individuals perceive inequitable redistribution of resources in the organization) and functional differences the causes of the conflict are the incompatible requirements of the roles of each member of the organization). Therefore, conflict can have beneficial effects in an organization until it is amplified by distrust, misunderstanding, and competition. When these limits are exceeded, the conflict becomes counterproductive and even destructive.

Coordination of each conflict and finding optimal methods of solving it contributes to the affective and cognitive development of the individual.

2. Research methodology

Conflict has been defined by a variety of formulations. Conflict usually means opposition, disagreement, dispute, litigation, misunderstanding, divergence, incompatibility, and in general, a conflict between the interests, concepts, or pride of some people amid conflict situations. So for a certain situation can be called conflicting, it requires two sides

¹ Lecturer. Ph.D. University "Constantin Brancoveanu" Pitesti, Faculty of Management Marketing in Economic Affairs Rm. Valcea, psihologmg@yahoo.com

conscious of their positions, with incompatible wishes to enter into certain exchanges (physical, virtual, sentimental, etc).

The purpose of the research was to identifying the factors and sources of conflict within the real estate agency X of Rm. Valcea and analyzing this phenomenon from a psychological point of view.

In the current context has formulated the following hypothesis: *We assume that the analyzed company may have conflicts with and in various forms of manifestation that can be caused by various factors and sources, and the psihologic component of the conflict is particularly important in solving or extinguishing it.*

The main objectives of the research are: to determine the sources of conflict at the organizational level and to identify the interests of the employees of the studied company

The paper is an exploratory research that took place in October 2018 and uses the quantitative method exactly the questionnaire.

The questionnaire contains 12 questions, with different variants of the answer that emphasize the personal opinion of the employees.

2. Analysis and interpretation of data and research results

The socio-economic characteristics of the subjects

The research involved 12 employees, company X, of Rm Valcea aged between 23 and 43, of both sexes with different functions and attributions, having both pre-university and university studies. As far work age is concerned, it varies from one case to another, being generally between 1 and 6 years old.

Table no.1

Characteristics of investigated subjects

Category	Features	Nr.	%
Sex	Male	2	20
	Female	10	80
	Total	12	100
Age	23-29	5	40
	29-35	4	25
	35-43	3	35
	Total	12	100
Studies	University	10	80
	Pre-university	2	20
	total	12	100

Figure 1 shows that 20% of the subjects are male and the remaining 80% are female

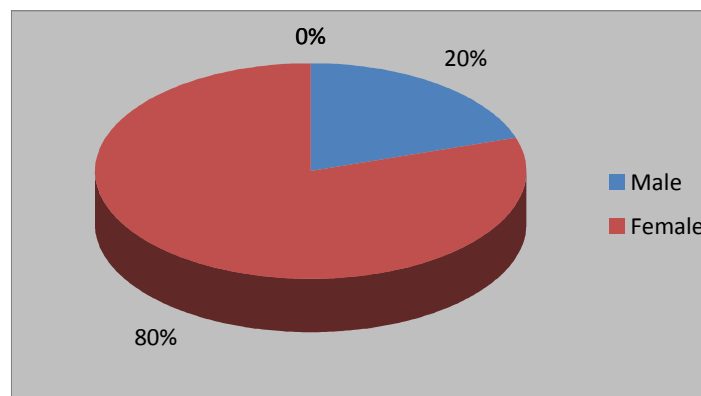


Figure no.1. The percentage of subjects by gender

Given the demographic characteristics, subjects are divided into the following age groups:

- group of 23- 29 years - 40% of the subjects;
- group of 29-35 years - 35% of the subjects;
- group of 35-43 years, 25% of the subjects.

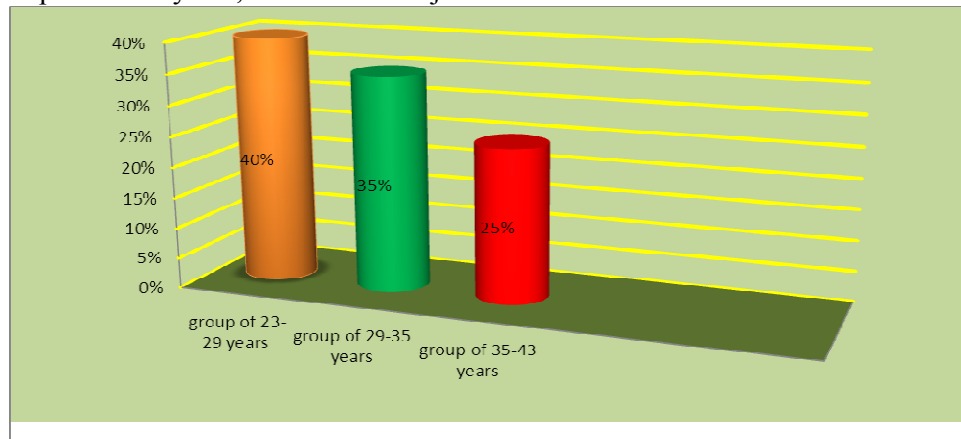


Figure no. 2 - Share of subjects by age

Regarding the studies, it is noted that 80% of the subjects have university studies, ie 10 persons, and 40% of the subjects, respectively 2 persons, pre-university studies.

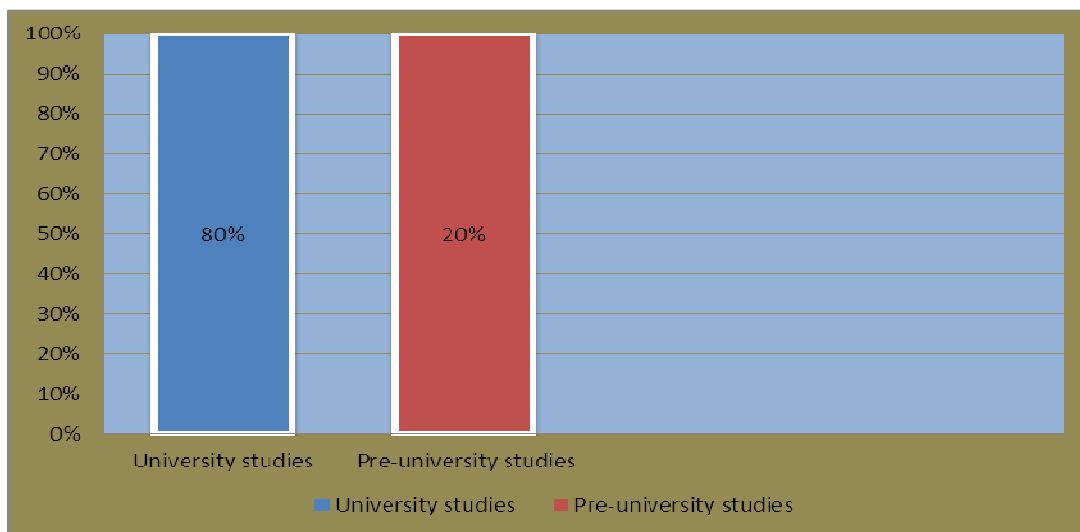
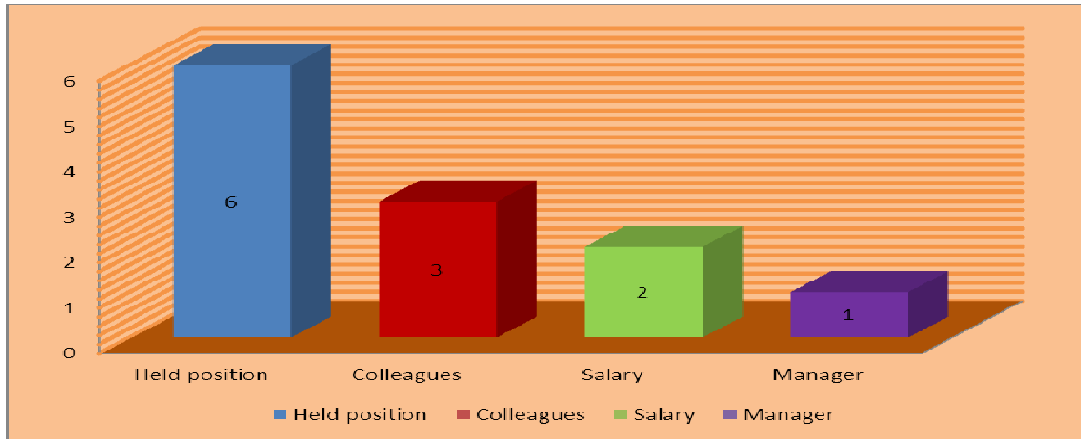


Figure no. 3 - Share of subjects by studies

The analysis of the results obtained after applying the questionnaire to the subjects illustrates the following:

In question no.1, (Figure 4), which wanted to highlight why employees are unhappy, the following answers were obtained:

- 6 persons - held position;
- 3 people – colleagues;
- 2 people - salary;
- 1 person-manager;

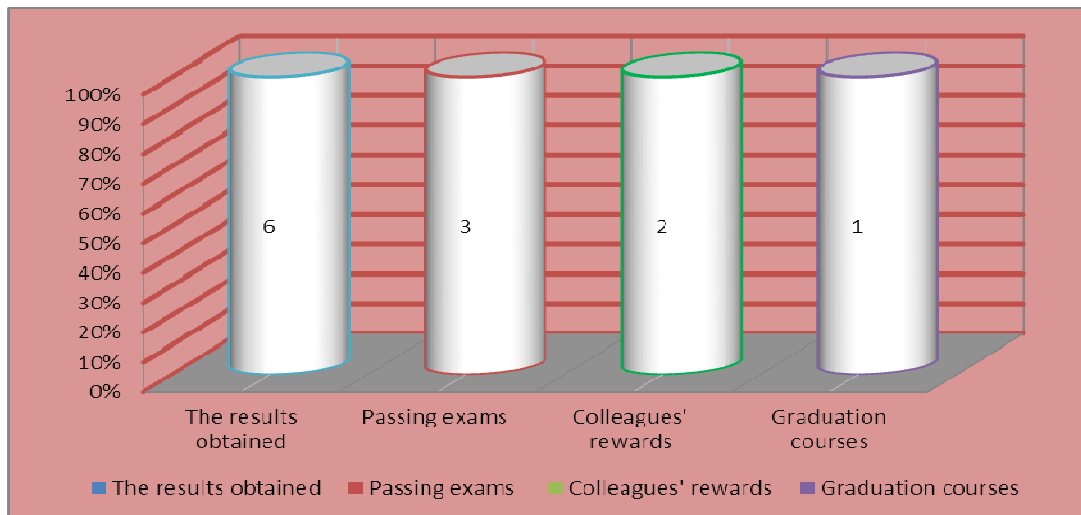


Question No 1 ,(Figure 4), *You are unhappy at work by:*

It is noticed that the biggest discontent is in principle related to the position held in the company, which shows that many of the employees would like to evolve professionally and occupy a better job.

To question no. 2, (figure 5), regarding the ways of promoting in the company the answers were as follows:

- 6 respondents opted for the results obtained;
- 3 consider that passing exams would be useful for promotion;
- 2 claimed that colleagues' rewards matter;
- 1 person went on graduation courses;

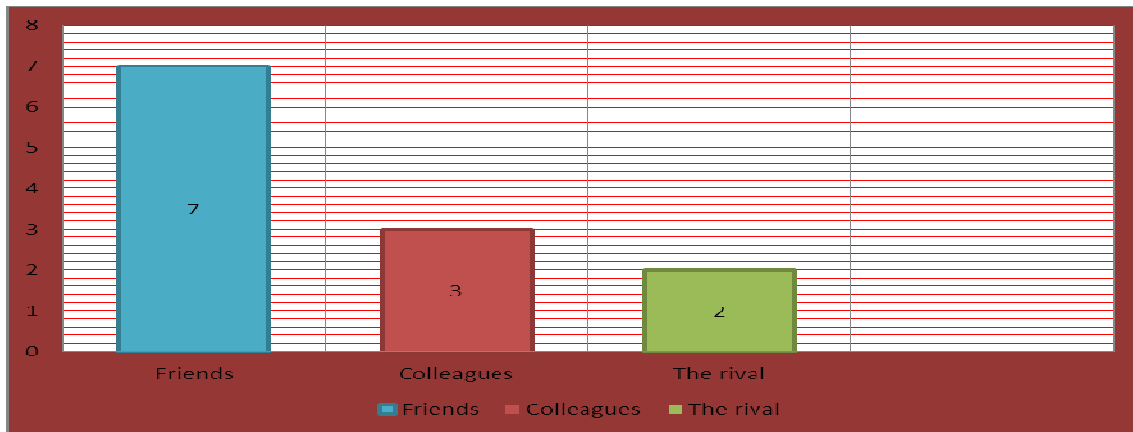


Question no. 2, (Figure 5), *In the company promotion should be done after?*

Thus, it is found that most employees consider that the results obtained can contribute to professional and personal development.

To question no. 3, (figure 6) regarding the way the employees perceive the other colleagues, the answers showed so:

- 7 of the respondents considered that they were regarded as friends;
- 3 claimed that they were only considered colleagues;
- 2 of them opted for the last variant, the rival;

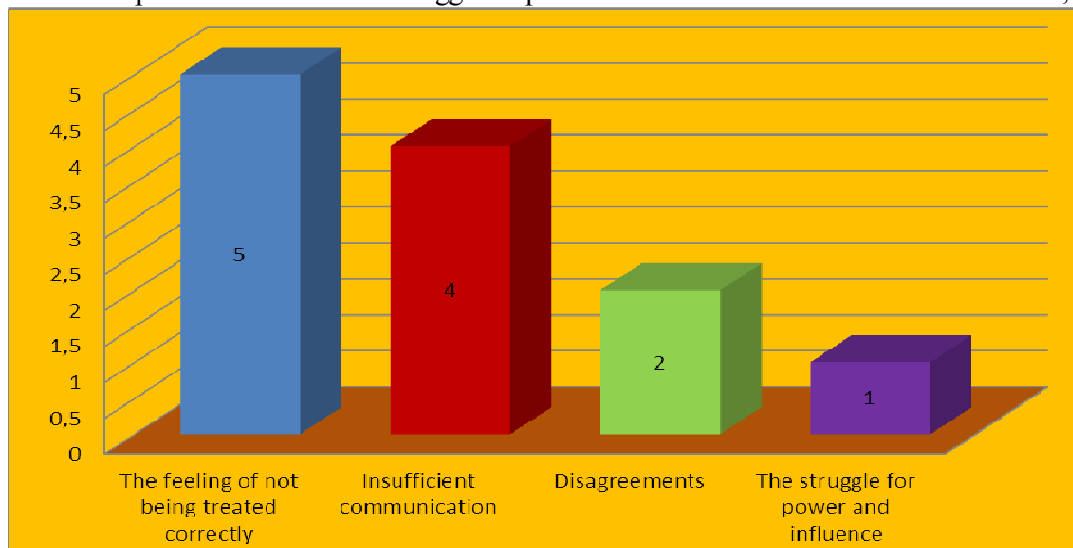


Question no. 3, (figure. 6), *Within your organization, consider that other employees will look at you as:*

Therefore, it can be said that at the level of the company studied, the employees usually have a close relationship with each other and the working climate is a quiet one.

In question no. 4 (figure 7), about the causes that generate the conflict in the studied organization, 5 of the respondents argued that most of the times the feeling of not being treated correctly generates the conflict, - 4 responded to insufficient communication;

- 2 people thought disagreements most often cause conflicts;
- One person believes that the struggle for power and influence lies at the root of the conflict;

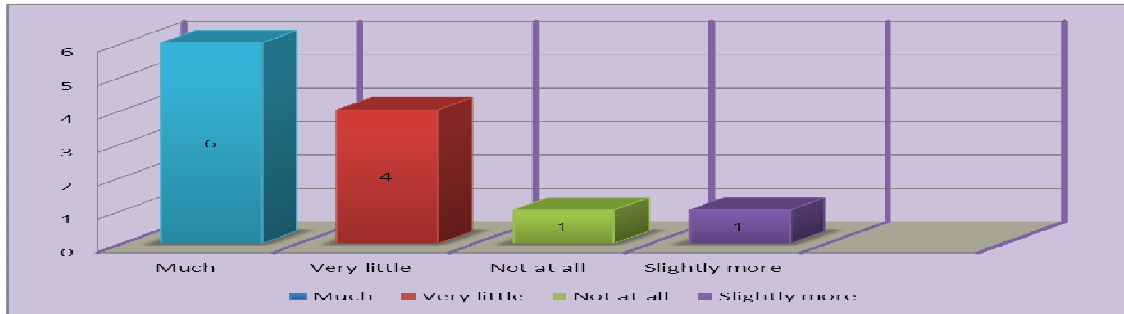


Question no. 4, (figure 7) *A conflict in your organization is most often generated by:*

As you can see, opinions are divided and we can see that the sources of conflict depend on each employee's vision.

In question no.5, (figure 8), where it was wanted to highlight the extent to which the employees of the company studying the occurrence of a conflict were affected, the answers were the following:

- 6 - much;
- 4 - very little;
- 1 - Not at all;
- 1 - slightly more;

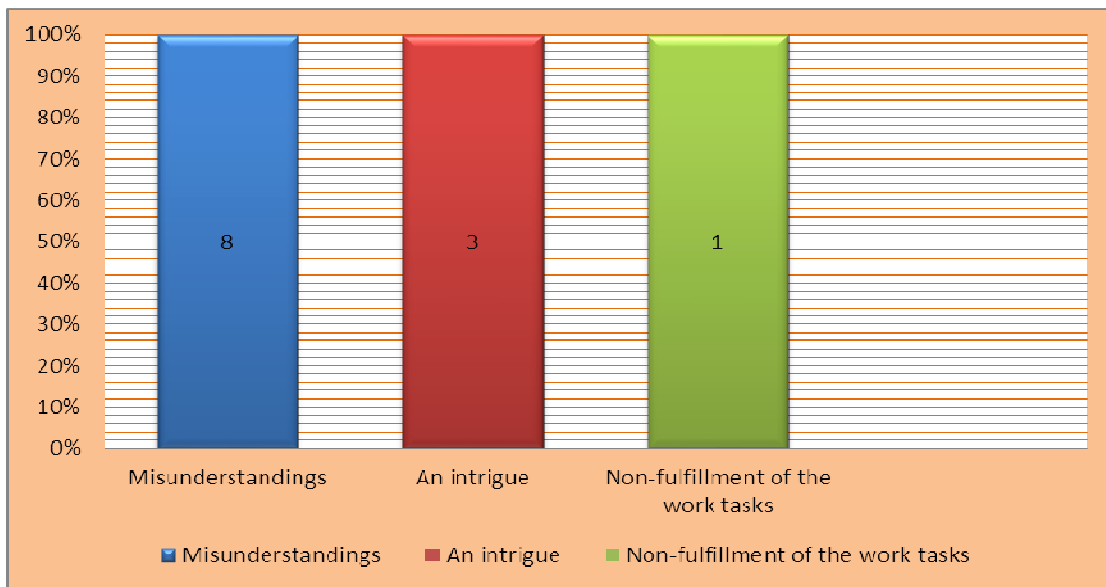


Question no. 5, (figure 8), How much will affect / influence the occurrence of a conflict in the company?

It can be understood that although they may not wish most of the employees of the company studied are affected by the occurrence of the organizational conflict.

Question no. 6, (figure 9), which referred to the last conflict situation with the manager and to the causes that provoked it revealed the following opinions:

- 8 subjects said they were due to misunderstandings;
- 3 of them - an intrigue;
- 1 person - non-fulfillment of the work tasks;

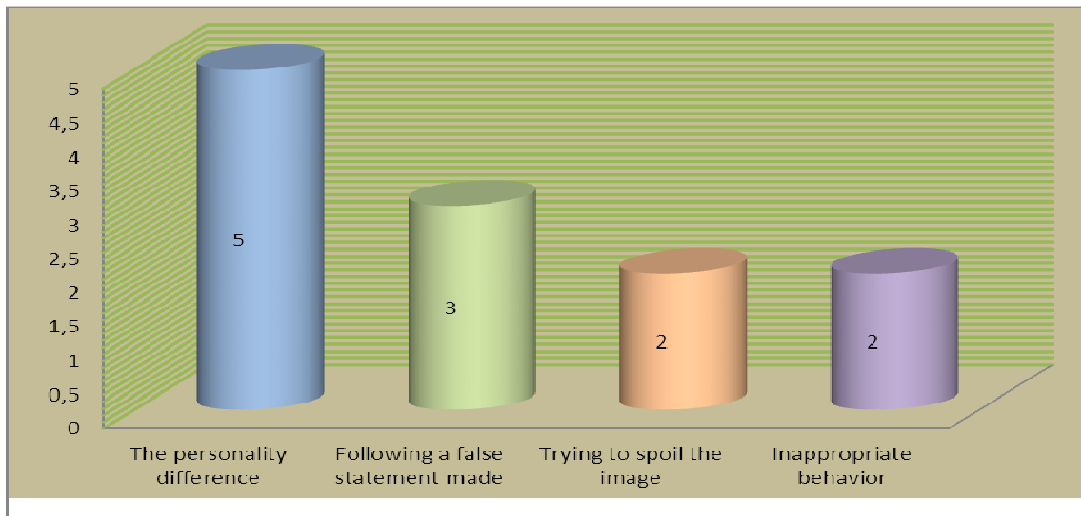


Question no. 6, (figure 9), The last conflict situation you had with your boss was due:

We can say that in general, the most conflicts with the manager are based on different misunderstandings, but there are also situations when conflicts erupt from intrigue or because of non-fulfillment of professional duties.

On the other hand, question no. 7 (figure 10), focused on the latest conflict situation between colleagues and the reasons that caused it, and the following responses were received:

- 5 of the subjects opted for the personality difference;
- 3 claimed that following a false statement made;
- 2 for trying to spoil the image;
- And 2 others due to inappropriate behavior;

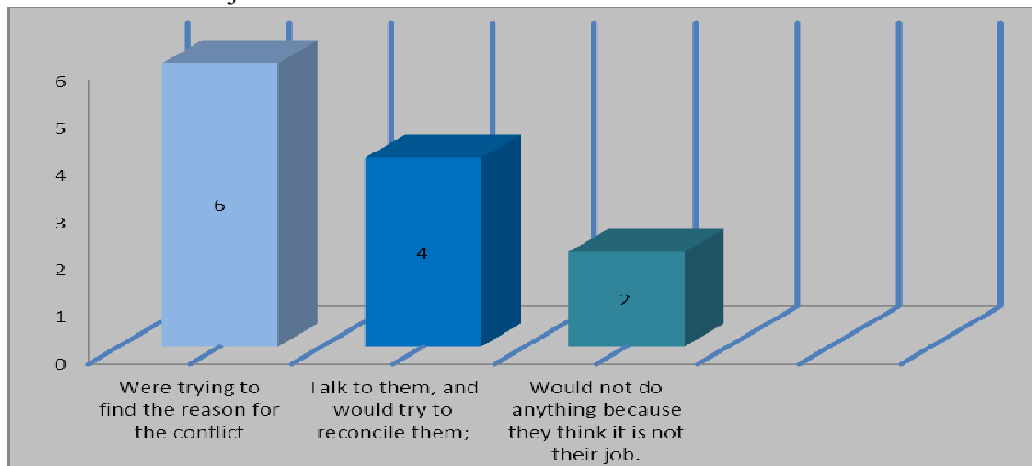


Question no. 7, (figure 10), *The latest conflict situation you had with a colleague was due to:*

As we can see the reasons for the conflicts are different and differ from case to case.

Question No. 8, (figure 11), which wanted to highlight the reactions of the employees of the company studied in a conflict between colleagues, received the following answers:

- 6 respondents said they were trying to find the reason for the conflict;
- 4 said they would talk to them, and would try to reconcile them;
- 2 people chose the option according to which they would not do anything because they think it is not their-job



Question no. 8, (figure 11), *How do you react if you are witnessing a confrontational situation between two colleagues?*

It can be concluded that at the level of the studied company the employees support the settling and extinguishing of the existing conflicts and these reactions are usually determined by the thinking of each employee.

Question no. 9, (figure 12), pointed out that in the company studied the employees generally have a good relationship with each other, fact confirmed by the obtained results. More specifically, 9 respondents think they have a good relationship with colleagues, 2 think they have a very good relationship, and 1 person is of the opinion that he / she has a satisfactory relationship at the organizational level.

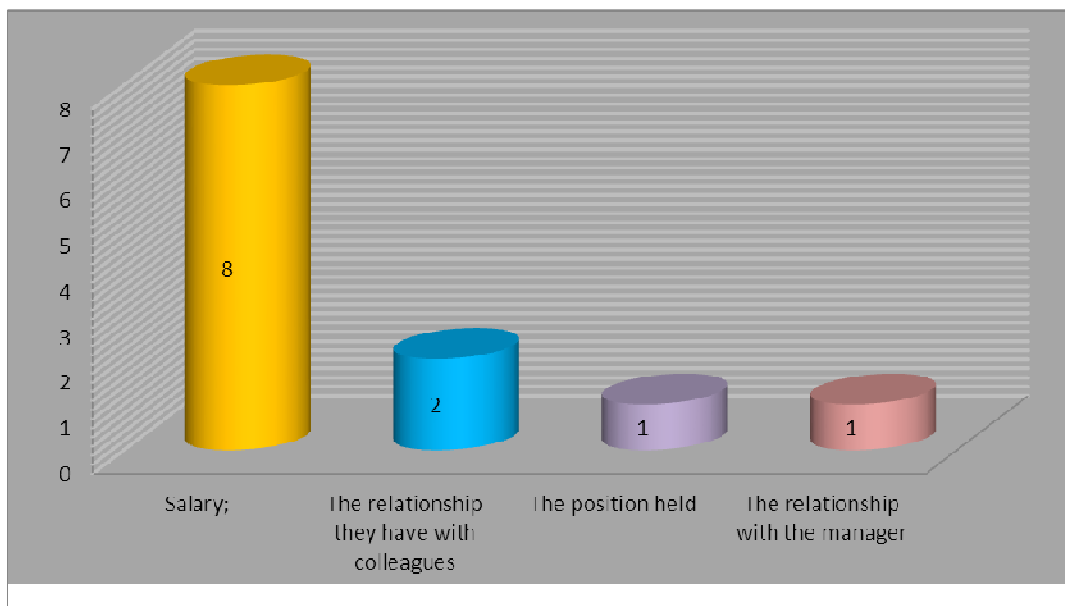


Question no. 9, (figure 12), *How do you react if you are witnessing a confrontational situation between two colleagues?*

It can be understood that as a whole there is a good collaboration between the employees and that they manage together to contribute to the success of the company

In question no. 10, (figure 13), where the subjects had to say for what the most appreciated post held, the following answers were given:

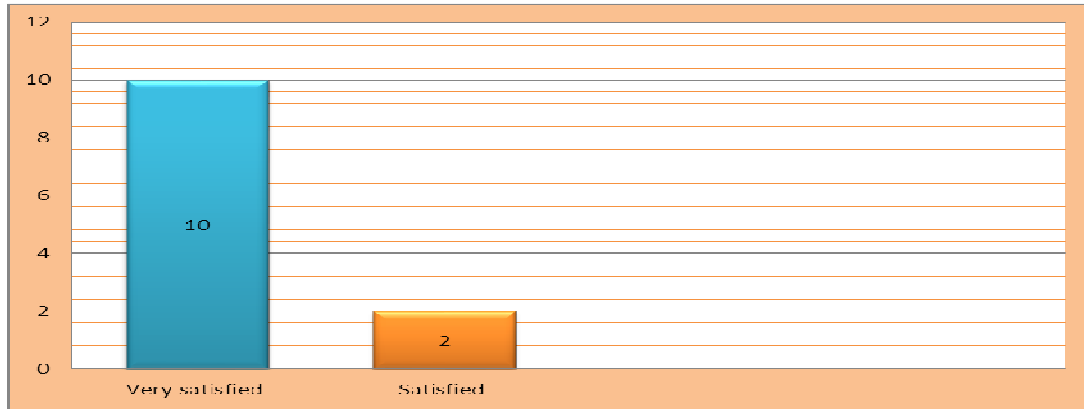
- 8 of them claimed for salary;
- 2 said that for the relationship they have with colleagues;
- 1 person answered that for the position held;
- 1 person for the relationship with the manager.



Question no. 10, (figure 13), *Why do you appreciate your current position in the organization?*

These results indicate that for most employees the material reward is the most important factor of gratitude and the strongest motivation.

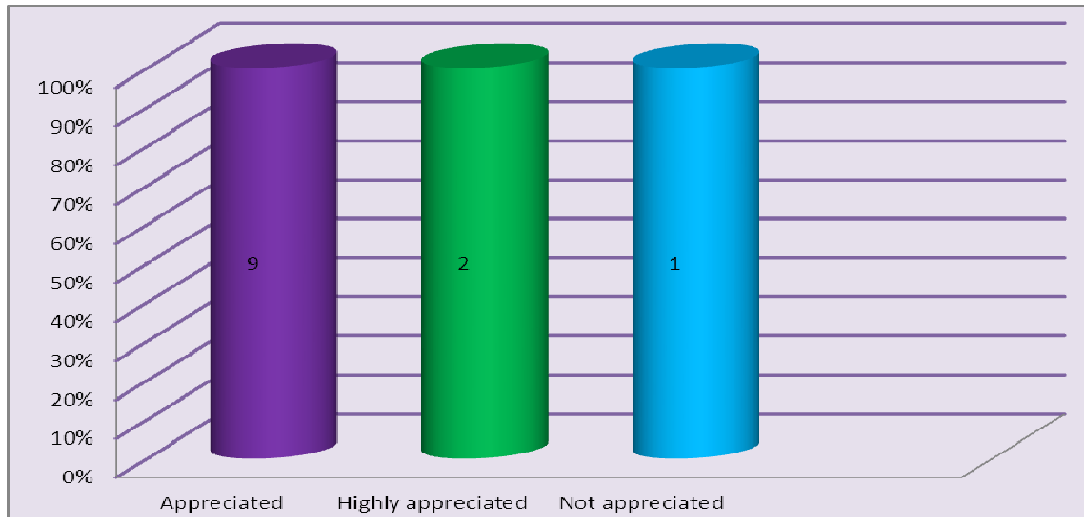
In question no.11, (figure 14), where the respondents had to express their opinion on the degree of satisfaction for the job, most of them namely 10 said they were very satisfied with what they were doing, while 2 were more reserved and have said they are satisfied with the current job.



Question no. 11, (figure 14), *Are you satisfied with the current job?*

It is concluded that, as a whole, the employees of the company surveyed are pleased with the current position

On the last question, (figure 15), where did the employees feel appreciated by the management of the organization out of the total number of 12 people, 9 said they feel appreciated, 2 people think they are highly appreciated and 1 person says they are not appreciated .



Question no. 12, (figure 15) *You are appreciated by the manager of the organization*

Taking into account the results, it can be seen that most of the employees feel appreciated by the company's management and their merits are recognized

4.Conclusions

Considering the results of the research, it can be appreciated that in the studied company there are sometimes conflicting states or cases, being enough elements that may lead to their appearance

Thus, the hypothesis from which we left, whereby we assumed that conflicts with and in various forms of manifestation that can be caused by various factors may be erupted in the analyzed company, the respondents confirm by supporting this fact and also the majority of them says they are affected by a possible conflict in the company.

Conflict is therefore part of life. He has existed since the world and will survive as long as man is on earth. Conflict is natural and inevitable in all human relationships because it originates in the differences between us, in perspectives, needs, goals or expectations.

In other words, we are talking about a complex multidimensional phenomenon involving variables that cover all aspects of human behavior, values, attitudes, beliefs, cognitive and social skills.

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