

SOURCES OF CONFLICTS WITHIN ORGANIZATIONS AND METHODS OF CONFLICT RESOLUTION

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Abstract:

Inherent components of group life, conflicts include both positive and negative aspects from a psycho-social point of view. They can generate chaos and progress, separation and cohesion. More and more specialists believe that conflict management is as important as the other management functions. We can say that there is no organization without conflicts and no social group without disputes. The present paper tries to identify the modality in which conflicts are born, as well as to present various strategies of conflict resolution, on the basis of a cost analysis generated by conflicts at organizational level.

Key words: conflict, dispute, resistance, opposition, hostility, organizational conflict

The conflict comprises a series of human affective states such as: anxiety, hostility, resistance, open aggression, as well as the types of opposition and antagonistic interaction, including competition. On the other hand, where at least two persons interact, there is an adequate environment for the emergence and development of conflicts. In spite of all this, few people know what a conflict really is. It represents an opposition and confrontation process between different individuals or groups when each of them pursues his own interest. Webster, 1967 defines the conflict as: "disapprobation ... war, fight and collision, emotional tension... opposition manifested by people...". One must observe that a group conflict can only appear when the groups differ but they are dependent one of each other.

The term *conflict* considers all forms of intolerance and results from an incompatible influence between individuals, groups and organizations; it is used to describe:

- States of conflict;

- Affective states of individuals (hostility, frustration, care, anxiety);

- Cognitive states (consciousness of conflict states);

- Behaviorist states (from passive resistance to declared aggression, without neglecting secretiveness, abjection).

Conflicts may also have beneficial effects:

1. The diminution of accumulated tensions, being a real help for the stability and integration of members.

2. The possibility of groups to express their opinions and wishes. The impulses emerged thus might be consumed more efficiently due to the transformation effect into various changes.

3. The maintenance of the stimulation level necessary for creativity, inter-group conflicts representing a motivation source when looking for changes.

4. Suggesting a group identity.

The organizational practice shows that conflict states are used as important strategies to obtain a better result as opposed to the others'