The Existence of Disagreements in Organisational Entities - Source of the Occurrence of Conflicts at Work

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Abstract

The organisational entity as a whole can provide the context in which high levels of motivation can be reached, by providing incentives and rewards, satisfaction in work and possibilities to learn and develop. To do this, it is necessary to understand the motivational process in organisational entities, which leads to eliminating the possibilities of occurrence of conflicts in these organisations. The idea that many conflicts are part of the life of modern organisations is admitted increasingly more nowadays. The division of labour and the specialisation of tasks create distinct and complex entities at the level of organisations: departments, services, operational and functional groups. This differentiation is manifested in many aspects and often produces conflicts between the groups of the same organisation or even between organisations and the interest for solving them is an outstanding part of management. Abordarea dezacordurilor într-o analiză strategică a organizaţiei măsoară, prin intermediul conflictelor, intensitatea forţelor aflate în confruntare, pentru a găsi cauzele lor de declanşare şi manifestare sau ecuaţiile de negociere şi soluţionare. Addressing the disagreements in a strategic analysis of the organisation, by means of conflicts, measures the intensity of forces under confrontation, in order to find their triggering or manifestation causes or the negotiation or settlement equations.

Keywords: organisational entity, disagreement, organisational conflict, conflict diagnosis.

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1. Content of the Research

The idea that many conflicts are part of the life of modern organisations is admitted increasingly more nowadays. The division of labour and the specialisation of tasks create distinct and complex entities at the level of organisations: departments, services, operational and functional groups. This differentiation is manifested in many aspects and often produces conflicts between the groups of the same organisation or even between organisations and the interest for solving them is an outstanding part of management.

Addressing the disagreements in a strategic analysis of the organisation measures, by means of conflicts, the intensity of forces under confrontation, in order to find their triggering or manifestation causes or the negotiation or settlement equations.

In the traditional theory of management, the term „conflict" is perceived differently in organisations, given that it describes individuals' different emotional states of anxiety or hostility, cognitive states, regarding the awareness of conflict or behavioural situations, expressed by a passive reluctance of individuals, as response to aggressive manifestations.

The description, analysis and control of conflict situations involves the identification of many types of oppositions and antagonistic interactions. One of the main roles of managers is to „integrate the differences between groups and between organisations", respectively to solve the conflicts. This task monopolises everywhere, as shown in the surveys carried out in American companies, a significant part of managers' work.

Some organisations perceive the conflict as something „bad and undesirable", although when it is properly managed and settled, it favours the development of imagination and innovations arising from tension and confrontation.

In organisations, conflicts occur between individuals or between groups. When there is rivalry between two or more groups, which is based on performance achievement, we can describe a situation of competition with positive value for the activity of the enterprise and the careful stimulation of the opposing parties by the manager becomes appropriate. In this case, the competition is considered to be a constructive conflict situation, with positive effects for the whole organisation. However, if the rivalry is generated by the desire to obtain power or advantages of different nature, the conflict has complex negative valences.

When disagreements are manifested as constructive conflict, the individuals and organisations become more creative and more productive through their actions of response to challenges, while amid a destructive conflict, a great consumption of personal and organisational resources in an atmosphere of hostility and contempt is determined.

Because of this, the special importance is assigned to the management of conflict, by increasingly more specialists. Conflict is a precedent of change, and change is the essential element for open organisations.

In the Romanian organisational space, the conflict energies have accumulated in increasingly more tense confrontations in recent years, and the objectives those in conflict pursue are many. The outbreak of interpersonal, intergroup or inter-organisational conflicts is preceded by long years of oppression and arrogance of power, characterised by disregarding the human needs. People have realised today that being placed in a position to choose, they should build alternatives, everything being anchored in a context of connections and favourable relations that can generate the change.

Management studies have enriched considerably in terms of conflicts by researches taken from social sciences. According to Robbins, the evolution of management enables the distinction of three concepts in defining the conflict in organisations.

The traditional concept of conflict is that which arises again in the '30s and '40s, being supported by the papers of Frederic W. Taylor, Elton Mayo, Henri Fayol, Max Weber. The early theorists of management considered the conflicts within an organisation to be harmful and irrational and therefore they must be avoided or suppressed. Conflicts expressed the symptoms of an ambiguous management, which managers could improve, meeting the principles of scientific management described in that period.

In the Tayloristic view, the objective of management was to achieve maximum prosperity, both for the manager and for each employee. The activities of workers had to be preceded and followed by managers' activities. As a result of this way of „cooperation”, it is presumed that potential conflicts between the two parties were at least reduced, if not even eliminated.

Behaviourist (behavioural) concept of conflict dominated approximately between 1940 and 1970. According to this school of managerial thinking, conflicts are inevitable, even beneficial for the institution, but should not be encouraged. According to an austere concept of classic management by which aspects of human nature are ignored, due

importance was given to the quality of human relations within the organisation, assessing that the work results are influenced to a greater extent by them than by the material incentives or working conditions. The desire to have friendly relationships with colleagues, valuing the human instinct of association, and the cohesion are factors supporting the need for a relaxed atmosphere in the work groups, reducing the encouragement of conflicts.

In the modern vision, the concept of conflict has developed to the acceptance of its necessity in any open organisation. The causes of the conflict must no longer be sought in management errors but in a set of factors wherein the design of the organisation, the exigencies of the institution's internal and external environment, the differences in the perception of participating actors etc. are included. From this perspective, conflicts should not be suppressed nor avoided, but managed and stimulated for efficiency, creativity and innovation would be in a relationship of dependency.

The existence of a large number of conflict situations, of many conflicts determined by various causes explains the need to develop some specific techniques to address them. Managers try to diminish the unfavourable aspects of the conflict situations occurred, seeking solutions that would determine the convergence of the opposing parties' interests and allow the normal course of the organisations' activities.

Conflicts become phenomena with constructive or destructive effects, depending on how they are managed. A conflict is called functional when it allows an individual or a group to reach their goals and improve their efficiency. The dysfunctional arises when it causes effects that are reverse to the situations described. This means that the relationship that transforms the intensity of conflicts into efficiency is expressed by the dependence between the results of employees and the conflict state in which they perform their activity (Bogathy, 2002).

Employees' efficiency is optimal at a moderate level of conflict, and the absence of conflict expresses a certain limitation of their performances.

When the level of the conflict is high, the failures arising can even threat the existence of that organisation. Analysing the behaviours of groups, Schen and Brown observed special manifestations thereof, in different situations. Thus, in the attempt to reach their objectives, the members of the group forget about the differences and unite - the cohesion of the group increases. They accept to be managed and, to a greater extent, in an authoritarian and directive manner. Each member gets the advantages determined by the rules of the group and expects a similar behaviour from

their teammates. The situation often involves the danger of conformity and may result in the phenomenon of „groupthink".

In his researches on groups, I. L. Janis (2015) described the symptoms of group thinking, by the absence of conflict or what goes on when a group of decision makers absolutely reaches to a consensus on a problem, to the detriment of constructive confrontation and discernment. Janis identified the factors altering the performance of the decision process and preventing the group to benefit from the contribution of autonomous thinking. Among them, there are: the illusion of vulnerability, or overestimation of the group capacity; collective rationalisation (the tendency to ignore aspects of their reasoning, voluntarily or involuntarily); the belief in a high morality of group actions (united groups develop the feeling that their actions are not only logical, but also morally justified); formulating prejudices and negative stereotypes to the adverse groups within the organisation; the belief in censorship (the members of the group reduce any doubts regarding the decisions taken); illusion of unanimity (previous events determine the members of the group to show the false feeling that everyone agrees with the decisions taken).

From the analysis performed by I. L. Janis (2015), we can observe that all decisions completed negatively as a result of groupthinking are characterised by three categories of factors: the antecedents (of which the high cohesion of the decision-making group, an authoritarian leader, the pressure of time and decision importance) arise significantly); the processuality and its symptoms (collective reasoning, self-censorship of non-consensual opinions); the consequences (poor search for information and distorted processing thereof, the incomplete inventory of alternatives and failure to evaluate them correctly).

Thus, it becomes important for the team of decision makers to immediately recognise the symptoms of the groupthink phenomenon and to initiate ways to avoid its effects, namely: assigning a role of critical evaluator to each group member, as well as encouraging a part of the objections formulated by them (Brown, 1995; Davies, Ellison & Bowring-Carr, 2005); avoiding the situations in which the leader partially addressed another way of action; creating subgroups that operate under different leaders and work to solve the same problem; discussions between the managers of the group and subordinates by topics, taking into account their reactions; inviting external experts; assigning the role of „devil's advocate" to a group member; creating alternative scenarios with the intention to develop the competition between groups.

S. L. McShave and M. Von Glinow (2012) consider the presence of a „constructive controversy" necessary within a group when discussing a tense problem and seeking solutions to solve it. He mentions that a „constructive controversy" arises only when the members of a group assert different opinions and when they discuss matters starting from an open dialogue. To achieve this condition, the group should consist of heterogeneous members. For the leader of a group, to select heterogeneous members means to encourage structured debates. Such a situation involves dividing the group into two subgroups. Part of it will prepare a formal report on the situation, determining a formal way to solve the problem, which the whole group prefers. The other part will criticise this solution, looking for errors of logic, assumptions, misinterpretations of the information. Groups tend to choose the best solutions and the role of the leader is to lead a constructive discussion. He is attentive to questions more than the present. By this, even if the members of the group that loses blame their opponents lose, the connections between the two groups consolidate.

To counter the dysfunctional effects of groupthinking, it is suggested to: establish a relaxed atmosphere, where individuals can object freely on the opinions issued; form several independent groups to debate the same issues; invite an external observer in order to challenge the ideas of the team. The aforementioned matters express the certainty of a modern visions attributed to conflict in the current management of organisations. Promoting a work environment where differences of constructive opinions coexist and are openly expressed constitutes in managers' distinct responsibility. Its fulfilment allows the members of the organisations to implement improved opinions, develop innovative ideas, but also to redefine certain problems, to test solutions and impose a certain rigour of the debates on common issues (Binney, 1992). Conflicts are varied forms and hide multiple manifestations that are at different levels within the institution. A much deeper state of affairs almost hides behind some reasons of dissatisfaction.

The role of management is to progressively seek the deep sources determining the outbreak of conflicts in order to eliminate them or maintain the control over events in the organisation, to prevent conflicts. When one distinguishes well the expression of conflict from its deep reason, one can seek the actions for settlement and negotiation.

People within organisations become competitive for resources and power. There is a continuous confrontation between those who want to change things and those who want to live a quiet life at the workplace. The working conditions, wage claims and fluctuations, training and promotion of

the personnel, easiness of labour, the fight for power, manifestation of independence, the inconsistency of ideas on a situation are the factors most often involved in the development of conflict.

The working conditions are one of the main sources of dissatisfaction. Employees companies calls for redefining working time, want to use equipment and technology adapted to the conditions imposed by the market. Knowledge of these requirements is important for managers through constant supervision of the activity and results. They provide ways to reflect for the improvement of the working conditions and assurance of the personnel's health condition.

The analysis of the working conditions provided to employees can be carried out depending on the specific aspects in the physical and social environment that the manager should know when creating their strategies for avoiding the conflicts. People react constructively when managers are concerned openly in their working conditions. From supporting these elements, at all hierarchical levels, there emerges the need for managers to intervene continuously by reorganising the work to prevent conflicts. It can be satisfied by removing certain ambiguities related to the organisation of the working process. The precise definition of the access to the job, the requirements of each employee's tasks as well as providing the working conditions enable the avoidance of deviations and reduction of disagreements since the moment of employment.

Wage claims arise frequently within an institution. The personnel always compare the work they perform with the size of the salary they receive. This is often a matter of fairness, because the personnel is interested by the clear specification of the criteria for assessing the work and wants to observe the correlation between the performances achieved and the level of the negotiated wage.

The manager will be responsible to explain to the personnel why some employees are promoted rapidly, or receive a better salary, while others, although they have a certain seniority in the institution, enjoy all this only in terms of the performances they obtain. Once the wage differences are established and applied to some employees, they must be communicated to the other members of the organisation to be better understood and accepted. The wrong perception of the wage differences can often contribute to the emergence of conflicts.

Personnel training, as objective that determines the maintenance and acquisition of new skills is often a form of dissatisfaction, as it provides each employee in the organisation with the way towards promotion. When the

activities for training and promoting the personnel are not well coordinated, individuals' behaviour is manifested increasingly more by dissatisfactions with the insufficient methods proposed in this field, contributing to the multiplication of the sources of conflict. Personnel training, schooling, improvement should be considered rather as an investment with long-term effects than an effort of the company.

The fight for power is one of the main sources of conflict in the enterprise and this situation often hides behind actual claims. Power is exercised at all levels through multiple forms. It is also useful, being at the centre of all relations: everyone exercises it in order to prevail certain interests or opinions. Exercising the power can often lead to abuses that arouse different reactions of those who have it and foster the manifestation of some forms of passive resistance or fierce oppositions (Glasl, 1999; Druker, 2002; Ionescu, 2015).

Thus, the power of a manager may be exercised by strictly handling the system of rewards and sanctions, which aims to control the behaviour of subordinates in the sense desired by the manager. It is however obvious that a management based exclusively on the fight for power will cause adverse consequences to the organization (Pondy, 1967; Le Saget, 1999; Siminică & Traistaru, 2013). It leads to distracting the people from the activities and goals that are important for the organisation. It is possible that the employees subject to such a way of exercising the power would build strategies for self-protection, such as: various forms of managers' sabotage, deliberate limitation of the standards of productivity, the open revolt or even leaving the organisation, by those who cannot be constrained by exclusively applying such means.

This is precisely why it is considered that, to ensure the stability and efficiency of an organisation, it is very important that the authority and the power are in a relationship of equality, and the recognition of the power is always an opening towards a field of negotiation. Every individual seeks to show their independence. Their need is to feel both as an actor and as a subject of their work. To achieve this goal, they use different strategies. Some individuals feel frustrated when the affirmation of their independence is systematically denied, even if this would meet their needs and manifests violently. Others seek to avoid conflicts, respond affirmatively to all actions proposed to them and accept all the requirements of others, even if this bothers them. To assert their independence, some individuals show their own power and become victims, believing that thus they will sensitise the others.

All these aspects are generated by the manifestation of the lack of competence and responsibility from managers. To avoid their effects within an organisation, or a group, managers will organise a competitive environment and supervise the observance of the independence of employees up to the limit of legitimacy, seeking to preserve the positive aspects.

Sometimes the occurrence of the conflict is based on the differences in appreciating the values and does not occur only due to the directly observable facts or realities. This category includes the conflicts between generations: the ideas of two or more individuals or groups become contradictory when are formed in different views on the tradition or progress of the institution. The manifestation of disagreements occurs when each seeks that their ideas are understood and observed.

Any employment relationship requires changes and adjustments, requires open communications, in which once launched, individuals feel fragile and do not always know what to ask and what to give. Disputes between individuals often start from small things that have accumulated over time but were never dealt with. They determine a difficult communication, given that confrontation is not visible and each one of the individuals experiences tensions without manifesting them. The situations of this kind „close" the individual and cause them to have a behaviour manifested through various forms of passive resistance. In such moments, managers' attitude of careful and sustained observation of what goes on around them still allows the avoidance of conflict.

Certain manifestations indicate the withdrawal or opposition behaviour of some employees and allow the attempt to remedy those things that go wrong. Managers' intervention at the appropriate moment favours a good understanding between individuals and creates conditions for conflict prevention. A clear localisation of determinants in order to avoid conflicts provides the managers with the possibility to undertake precise actions in determined situations (Voinea, 2014; French & Bell, 1994).

Managerial actions to locate the determinants in avoiding the conflicts take into account the following directions: to check if the individual has the necessary skills and if they can easily acquire the information they need; to analyse whether the job is clearly defined, the security devices are satisfactory and the state of deterioration of the equipment has not reached the critical point; to verify whether the job description is flexible and work procedures are well established and understood by the employees; to get informed about the reached level of noise, temperature, light; to aim at maintaining a normal climate in the employment relationships and relations

between the subordinates; to analyse whether the relationships between services and departments rely on good collaboration; to analyse what the image of the company is for each employee and how the enterprise participates in building the social and professional identity of the individual within the organisation.

Managers who fail to give importance to these factors before the dissatisfactions of the employees trigger conflict situations are often in the difficult position of settling the conflicts manifested. Sometimes, for the managers to respond to the situations in a flexible manner, it is important that the messages sent to or received from the subordinates are well clarified.

Open communication and the reduction of uncertainty are means that can be used to distinguish the hostile, unnecessary reactions of employees, the dissatisfaction, choleric reactions that have not been expressed for a long time.

Employees' various ways of manifestation in an organisation, depending on the factors described above, allow the schematic achievement of the process of conflict development. This can be described in three phases (Fig. 1): the emergence of the signs preceding the conflict; the manifestation of disagreements; the amplification and development of the conflict.

Phase I: Emergence of conflict preceding signs

Phase II: Manifestation of disagreements

Phase III: Amplification of conflict

- absenteeism
- occupational accidents
- transfers
- poor quality
- uproar
- o Acknowledging

- forming coalitions
- withholding information

Manifestation through:
- cessation of work
- strikes

Formulating the claims

Expressing the disagreement
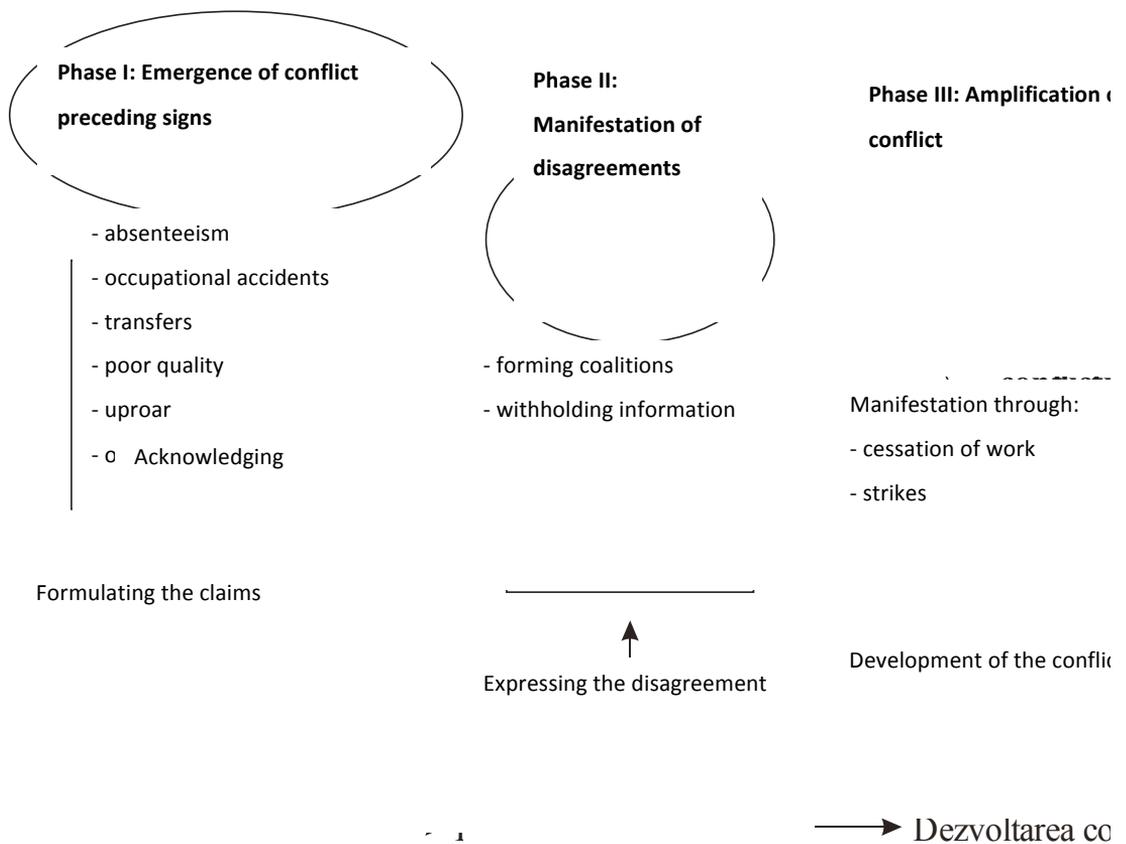
Development of the conflict

Dezvoltarea co

Figure 1. **Stages of conflict development in the organisational space**

Marking the phases of conflict development enables the description of the managerial attitude and behaviour, specific in the process of settlement from one conflict situation to another, both depending on the localisation of the causes and sources of the conflict and on the management style adopted.

People interact within the institution, as the individual alone has a limited power of choice and action. The limits of an individual, defined as „those obstacles or hindrances that hamper the desire to do what they intended to do," are determined, on the one hand, by the situation in which they act (environmental factors) and, on the other hand, by their biological capabilities.

Illustrating the manifestation of these limits determines precisely the fact that there can be no ideal organisations. There are only organisations where the quality of the interactions between members determines the conflicts manifested permanently. Managers perform their activities according to their

own habits and values which they promote (Plane, 2013; Negrea, 2015; Budică & Dumitru-Traistaru, 2015). To decide always means to choose between various alternatives and any of the choices presents inconveniences. It is important that managers find a way to solve the problems occurred, depending on the context, the form of the conflict, the constraints that limit the choice and the nature of the stakes they determine. The way managers deal with conflicts becomes very important, influences the course of events and can determine solutions unforeseen previously.

Engaging in the settlement of the conflict with the idea to win at all costs triggers a type of a well specified relational relation qualified in the „win-loss" manner. Facing the reactions of an interlocutor, without allowing them to search a solution to satisfy their needs bears a high risk, blocks the negotiation and cultivates greater adversity between the discussion partners. This kind of attitude generally develops tense relations, seldom reaching the expected solutions.

The managerial action in the conditions of conflict states created by employees can be structured into distinct stages determined by the direct participation of the parties in conflict: anticipating the discontents, searching for answers and settling the conflict by mitigation or resolution (Fig. 2).

In reality, the managers facing conflict situations adopt different styles of approach depending on the seriousness of the problems to be solved, the magnitude of the consequences conflicts determine in the organisational space and on the effects perceived at the level of employees in particular.

Generally, different ways to deal with a conflict are distinguished, depending on the context of the problem to be solved, which are just as many communication ways of managers with their employees. Although each of the methods of dealing determines possible ways of resolution depending on the contextual situations, for some managers, the safest variant is conflict prevention.

Phase I

**Anticipating the
dissatisfactions**

Phase II

Searching for answers

Phase III

Solving the conflict

social supervision

dashboard

operational answers

legal answers

mitigation

- tensions

- frustrations

- claims

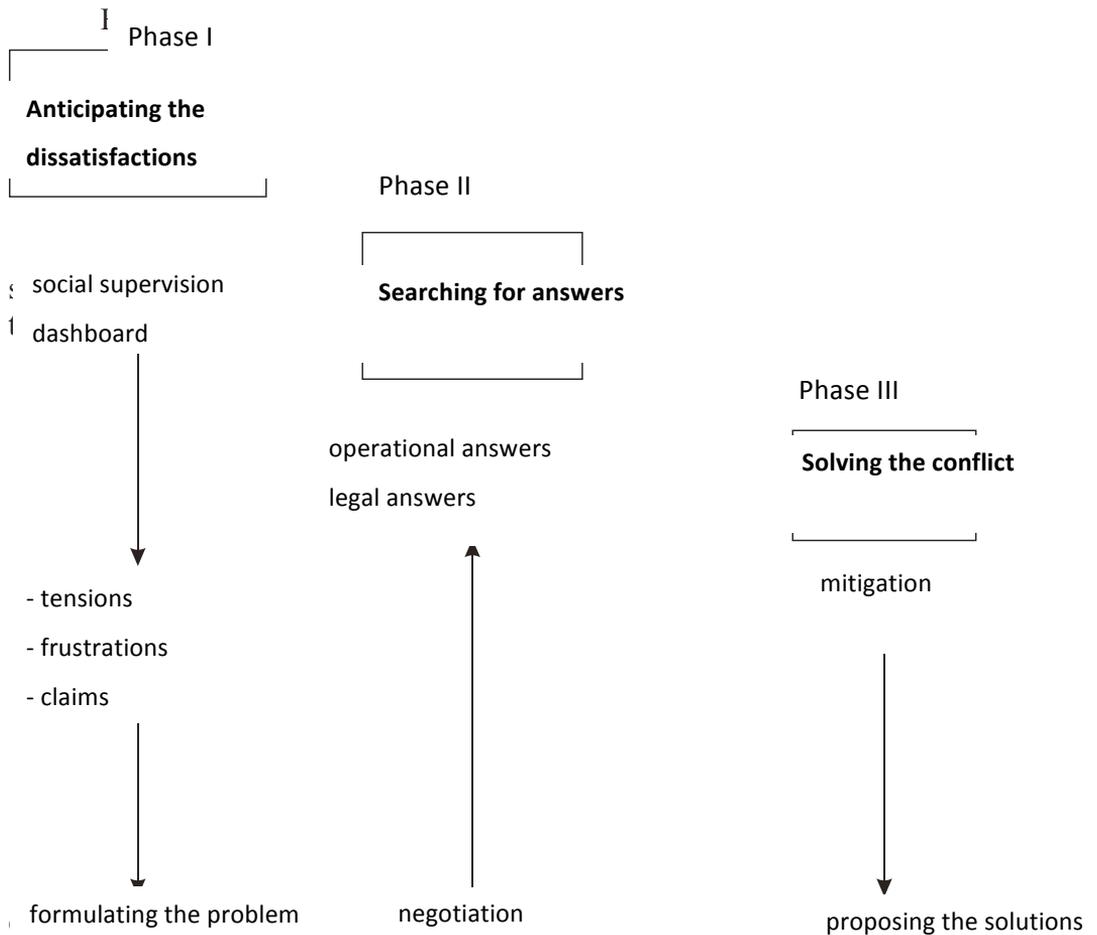formulating the problem   negotiation   proposing the solutions

Figure 2. **Managerial actions in conflict situations**

A preventive approach to conflicts means handling a high volume of
information of various qualities. For those managers who do not allow
reaching the actual phase of manifestation of conflicts, it is structured in
relation to the definition and observance of precise directions to be followed.

Creating an atmosphere of cooperation within the groups and
organisation is an important factor in preventing the conflicts. For managers,
it is very important to admit that organisations differentiate by their
pluralistic nature, based on the existence and mutual actions of groups or
individuals with different interests and aspirations. Open and continuous
dialogue is necessary in order to grasp the trends of some group interests that
can be under conflict. It allows the detection of the working climate,

underground political manoeuvres, which will develop more difficultly. The operation of an organisation requires the manifestation of some behaviour that is identical to that of a political system. Knowing the size and quality of influence or power areas, their very operation only means replacing the backstage manoeuvres with an open and efficient communication, not only for top managers, but also for those located at lower hierarchical levels. The effects of the collaboration atmosphere are achieved by clearly defining the tasks, understanding and accepting the openness by all employees and giving up the ambiguities in defining the organisational and individual objectives (Neculau & De Visscher, 2001). In some organisations, the existence of a structure inappropriate for the specified goals may create an environment favourable for the emergence and development of conflicts. The responsiveness of managers to structural issues determines changes in a wide range of development of organisational events, from providing a motivational system to blocking the creativity. Reducing the number of conflicts is reached by a structural adjustment to be made with „finesse" if we take into account the impact it has on the personnel involved. Some organisations have high structures of authority and responsibility, with many levels in organisational charts. Individuals are closely controlled a manager being appointed to coordinate a limited number of subordinates. However, some structures allow a sufficient freedom to employees in manifesting their own behaviours. An optimal structure provides an adequate space of manoeuvre, which is dependent on the relationship between the manager and their group. The structure is considered an option dependent on many behavioural factors such as: low morale and insufficient motivation of employees, the delay and inefficiency of the decisions received, lack of coordination or the inability to respond to new situations. By their manifestation, they are formed in the typical problems of conflict outbreak (Dahrendorf, 1996; Jansen, 2007).

The control of competition is also a safe way to prevent a conflict. Competition stimulates and channels the energies of different intensities. When it comes to allocating limited resources, some groups consider them necessary more for themselves than for others.

An open competition requires that the basic rules and criteria to allocate the resources are known, in order to stimulate the groups that are on the route to achieving the goals. Therefore, it is always important to clarify whether the emergence of tensions between the groups within the organisation is related to the limitation of resources. Competition for resources, threatening to escalate into conflict in those organisations that develop slowly or not

developed at all. Conflict can be a symptom of the organisations that are too stable (Thomas, 1992; Ştefănescu, 2000).

Keeping a distance from the first signs of a conflict situation allows managers to avoid partisan positions, to focus more on knowing the causes rather than on the divergence of manifestation. Creating a climate of openness that is healthy and beneficial for the entire organisation is possible by removing the retained emotions such as fear or frustration. The manager's task is to capture the negative energies and to use the differences within the organisation for its development by allocating time for discussions that allow the expression of feelings less likely to degenerate into conflict.

Organisational conflicts are often manifested through verbal aggressions. The employees make complaints to the management team, blaming certain people, incriminating the quality of their work or even the manifestation of incompetence. In all cases, verbal aggression harms the working ambiance. They generate a climate of mistrust and suspicion and incite to the formation of cliques, rivalries and appeals. Verbal aggressions are very difficult to remove by managers when they are completed with negative, inter-conditioned discourses that also affect the other members of the organisation.

Managers can adopt a nuanced style in the relations with their subordinates, continually expressing their point of view to encourage and stimulate the work climate. Obviously, their role is to know all the moments in which the collaborators failed to properly fulfil their responsibilities and to avoid the causes leading to the situation of reaching critical points.

Another way for employees to express the dissent consists in withholding the information in order to distort it. Withholding the information hinders the performance of the work, multiplies the imperfections and enhances the hidden desire for revenge. The information becomes a source of power for the person who has it and they hope to draw attention of their leader, disturbing the actions of others. It is preferable that the essence of knowledge, skill and capability to be formalised, in order to be transmitted directly on the information flow and the responsibility for a document, file, or a certain technique to not be attributed to a single individual, when the other members of the group also need to use them.

An efficient communication and the development of real confidence among employees are two possibilities that can prevent the outbreak of conflicts. Managers create such a good balance between a certain transparency of the information, able to mobilise the employees and some certain discretion when the solutions are not exactly safe (Heelriegel et al., 1992; Grigoruta,

2001; Vlăduțescu, Budică, Dumitru & Stănescu, 2015).

The manifestation of dissents may also have another consequence, that of forming coalitions. Certain people are grouped in order to give more credibility to their claims and to succeed to obtain them. These people rely on their power of persuasion and use various „counter-powers" to put pressure. The coalition forms around a minority or attracts most of the collaborators of a group. In both cases, it agrees to be recognised if it is a matter of the desire of innovation or of the force of resistance within the group.

The role of managers in the administration constitute „mess" created by the coalition, distinguished and employees who are open to novelty, for those who create disagreements without providing solutions. The managerial activities that can be used in assessing the disagreements are: to clearly define the objectives of the assessment; to objectively evaluate the collaborators; to recognise the work that is well done and implement the regulations; to limit the power games within the organisation; to develop a climate of trust; to maintain a balanced proportion between the transparency and discretion of the information; to assess the situation occurred; to identify the inertia or the changes; to facilitate the expression of innovations (Dima, 1996; Jehn, 1997).

The quality of manager involves the rapid reaction to the manifestation of employees' disagreements. Therefore, when the behaviour of their collaborators is not appreciated, it is necessary that the managers inform them on this. This avoids failures of any kind that would later manifest in the entire organisation, giving rise to conflict more difficult to resolve. Should employees' deviations from complying with the discipline be also noticed, managers can use specific tools, turning to educational actions such as: warning, changing the job held or dismissal.

The improvement of the legislative and regulatory framework in the field of employment relationships is the contribution to defining the rights, obligations and responsibilities of managers and employees, and the compliance with these has beneficial effects for everyone involved (Johns, 2007; Teodorescu & Călin, 2015).

The diagnosis of conflict situations is the discovery of the dimensions and implications that require some priority attention of analysis. In managerial theory, diagnosing a conflict requires knowing the limits of the cases located at the „difficult to solve" pole and those „easy to solve." In this respect, managers face frequent conflict situations, they must create their own model of diagnosis, and this involves the adoption of the methods

for which there is a small number of „difficult to solve" aspects and a large number of elements located at the opposite pole.

In the process of diagnosis, the conflict problem itself is identified by perceiving the disagreements among the parties, which are described in detail. If the principles based on which the content of the problem is analysed do not determine a suitable compromise or people have to sacrifice their own integrity, managers face a situation that is difficult to resolve. The content of each principle becomes an element of crisis and each party involved will consider the point of view of the other party to be wrong (Yukl, 2001; Smarandache, 2015; Smarandache, Vlăduțescu, Dima & Voinea, 2015).

By identifying the disagreements among the parties, any intervention is effective if both parties can reach an agreement, but still believe in their own opinions and have legitimate points of view. Thus, the parties become more prepared for the next steps in the actual settlement of the problem. The size and the influence of the stake of what can be won or what can be lost determine an increased difficulty in finding an immediate solution to a conflict state. By emotionally getting involved in conflicts, people enter into a winning-losing type of controversy and are tempted to give a greater subjective value to the stake measured as such than to the actual value of the situation in which they are.

The period of time in which the parties under conflict are considered to be involved determines maintaining the continuity or discontinuity of their interaction. The interactions between parties can involve continuous long-term relationships. Conflicts that occur along the way are easy to solve because of the collaboration based on advantages and profitable. The continuity of the interaction is required to be the most important aspect in achieving the mutual objectives of both parties. However, if it is a matter of conflict episodes manifested discontinuously, it is difficult to convince the interacting parties to accept initiatives to adapt to the solutions proposed. They are not willing to solve the differences immediately and permanently, arguing that one of the parties could be more favoured than the other. The protagonists of a conflict become parties involved in a game that can be „with a positive sum" when they expect to obtain benefits as a result of the collaboration for settling that conflict, or in a game with a „null sum", when each party considers that the other will win against them. The interdependence between the warring parties thus measures, choice of manner of finding a solution. Group leader behaviour of employees in conflict with the managers can influence speedy settlement of the conflict.

The firm trade union leader, supported by their representatives, who is open to cooperate, is more easily accepted by managers in the process of negotiation. The influence of the informal structure manifested by a strong cohesion is visible through the safety state it creates. The cases in which rebel groups coexist within the organisation structure, which are disintegrated by internal fights, marked by the instability in choosing and supporting the same trade union leader, are difficulties for managers in their action to adopt techniques for resolving the conflicts occurred.

2. Conclusions

The parties in conflict often bear unwanted effects caused by the following situations: poor communication accompanied by irrational arguments and personal attacks, transmission of distorted messages and perceptions or the performance of unreasonable actions. Mitigating these moments is possible and necessary through the presence of the third party. In conflict situations, the managers involved cannot be a neutral party, the mediation being undertaken by arbitrators, consultants or professional experts who have the mission to supervise and maintain reasonable and constructive limits in the relations of exchange between the two parties. They can solve conflicts by providing them with a public feature and judging the situations after they have listened to the problems reported by both parties. Knowing how the conflict was perceived by its protagonists is very important during its course. Conflict management is exercised by alternatives solutions with moderate benefits for both parties. They are obtained through managers' availabilities in adopting decisions, properly achieving the diagnosis and in finding the balance position within the organisations facing such situations.

The aspects pursued in diagnostic a conflict situation are: the conflict problem itself; the size and influence of the stake; the continuity of interactions; the interdependence of the parties; structuring the parties; the involvement of a third party; the perception of the evolution.

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