Conflict and Organizational Crisis: Conceptualization, Approach and Consequences

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Abstract: Crisis and organizational conflict arise as problematic forms and internal reorganization in the institutions that provide goods and services under a well-defined managerial philosophy. The purpose of this paper was to analyze both situations, emphasizing the conceptual foundations, coping techniques, areas of application and the difference between them. The methodology used was documentary research. For this, discrimination of scientific articles 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 is concluded that the conflict and the crisis generated inside and outside the company, directly affect the organizational climate, where a series of negative and / or positive actions that influence the organizational structure and the managerial function are triggered, provoking the Failure of risk management or in some cases, the emergence of emerging ideas in times of uncertainty.

Keywords: Crisis, Conflict, Organization, Institutional Philosophy

1. Introduction

Management praxis leads to a series of activities aimed at fulfilling various specific objectives that emanate from the organizational strategic apex, following a path represented by the goals of the company, depending on the area (eco-space) where the corporation is located. Under this premise, companies must interact not only with their customers and the demands of them, but with the environment that surrounds them, therefore, they must create efficient strategies that allow them to maintain a harmony between the ecosystem and the processes of obtaining the raw material, its production and transformation into consumer products for customers [1].

Companies are complex systems of organization where a human resource interacts with highly specialized functions, where all contribute to the achievement of the mission, vision, goals and objectives for which the institution was created. However, within the organizational climate, problematic situations arise that compromise the management philosophy and hinder interpersonal relationships.

The most important capital of any organization, is the knowledge of its people and to the extent that a manager knows your team, your skills, your skills, then it will be possible to place them in the place and time indicated to get the satisfaction and benefit of both parties (business evolution). Previously, management was much more dictatorial, but today that style has changed and has been given more freedom, creativity and leadership to human intellectual capital.

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 [2].

Under this context, authors such as: Mendoza and Rodríguez [3], consider that companies are embedded in a permanent dynamism, typical of postmodernism of the XXI

century, characterized by changes at the social level resulting from the emergence of more complex systems of thoughts and deep, which displace their predecessors, becoming "emerging paradigms", where chaos and uncertainty form the ideal scenario, for the comburente called "conflict and crisis" to burn the spark of change in the epistemological, axiological and methodological order at the organizational level, creating new ways to obtain new knowledge useful, complete and timely to the needs of the new society and the internal reorganization of the corporation.

According to the aforementioned, the objective of this document was to analyze the conflict and the organizational crisis, emphasizing the conceptual foundations, coping techniques, areas of application and the difference between them.

2. Methodology

The methodology used was exhaustive documentary research, which consists of reviewing bibliographic material on the object of study to perform an analysis on the selected content [4]. 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.

3. Development

For the development of the manuscript, three key points were taken into account: conceptualization of conflict and organizational crisis, coping techniques and areas of application and the differences between them. Below, each of the aforementioned aspects is detailed:

3.1. Conceptualization of Conflict and Organizational Crisis

Conflict and crisis represent the most recurrent situations within the organizational culture. The first is defined as; Discrepancies of ideas, opinions and perspectives among people about a given situation. While the second, as those unexpected and gradual changes that put at risk the functional stability of the company [5].

Both the conflict and the crisis have been historical constants in humanity, product of social and paradigmatic divergences. In companies, different actors interact with conflicting needs and desires in many situations, and this occurs when one or several people consciously and voluntarily contradict the actions and opinions of another group (s) of people, so that compatibility it diminishes in the face of opposition and / or incompatibility, causing, in the worst case, struggle and struggle between the members of the human resource that works in the company [6].

In the occupational environment, we are used to seeing conflicts and crises as a "bad or disadvantageous event" for the institution and the people who work in it, due to the bewilderment and emotional anxiety that it produces in the employees involved directly and indirectly.. However,

Calderón [7] explains that conflicts and crisis in specific contexts can be a driving force for changes at the level of the micro-environment and macro-environment of the corporation. Everything depends on the vision and ability of people to face situations that generate adverse effects on the company and job stability.

For the above to happen, it is necessary to turn weaknesses into strengths and threats into opportunities, with a transformation of organizational psychology to raise the institution in times of chaos and uncertainty, that is, change mental models, knowledge, values, different principles and beliefs that undermine the philosophical bases that sustain the organization and that definitely influence the perceptions, translations and reconstructions that he himself makes about his business environment.

3.2. Coping Techniques and Scope of Application

The techniques to face conflicting situations, are defined as the way or the way that the people who make life in the company, confront the generated conflict [8]. It should be noted that on certain occasions, conflicting situations can be handled negatively or positively, according to the perspective and position of those involved in it.

Currently, there are different classifications of techniques and / or styles to deal with conflicts. However, in the literature reported there is agreement between several authors such as González [9], Mirabal [10] and Pérez [8] on the different tools to face conflicts. The techniques proposed by the aforementioned researchers are described shortly:

Compete: This style is of the win-lose type, where there is a group of people who want their counterparts to accept their demands and / or interests, regardless of the damages that this may imply in their adversaries.

Evade: It is when the parties involved decide to abandon any negotiation or actions in favor of finding solutions to the conflict, considering that it is not worth solving it. It is a non-cooperative and negative style.

Please: It is a cooperative style, in which one of the parties is willing to put aside their interests and needs, to please those of other people, since they think that in that way, they can reach a viable negotiation to resolve the conflict.

Transigir: It is an intermediate style between collaborate-win, since the parties try to find a feasible solution to the conflict, taking into consideration the needs of those involved, without having to fall into an exclusive competence and give up some preferences.

Collaborate: Involves optimism and collaboration, that is, a coping technique that implies trust between the parties and willingness to take on the needs of others in search of a solution that meets the demands of those involved.

In view of the above, it is imperative to clarify that there is no single coping technique and that the choice of any of them will depend on the conflict in question. At this point, management action and assertive decisions about the problem situation and the consequences derived from the style adopted to deal with the conflict and / or crisis are important. In this

context, Castaño and Leon [11], state that the aforementioned techniques are applied in situations of interpersonal conflicts, because all problems involve behaviors and opinions that influence labor productivity and organizational communication. Therefore, managing the conglomerate of emotions by management is vital during the problem, we know that it is not easy, but it is urgent to direct the emotions when making the best decisions in times of fluctuation.

3.3. Differences Between Conflict and Crisis

There are many publications that tell us about the differences between conflict and crisis. For the purposes of this essay, we will take into consideration the contrasts reported by Gómez [12] and Fried [7], who present in a detailed and detailed manner the differences between both situations (Table 1).

Table 1. Differences between conflict and crisis.

Criterion	Situation Conflict	Crisis
Conceptualization	They represent specific situations where two or more people have visions and ideas found on a specific scenario Cross opinions	Extraordinary external and internal situations that affect management from the strategic apex to the techno-structure of the company
Origin	Values and principles Partialism Failure in communication channels Role impersonation	Objective / Subjective Technician / Politician Exogenous / Endogenous
Ciclos/Fases	Latent Perceived Sense Evident / Organizational stress Aftermath	Preliminary Acute Chronicle Post-traumatic
Tipology	Conflicts of relationship and communication Conflict of interests and needs Conflict over preferences, values and interests	Natural Technological Confrontation Malevolence Management of skewed values Disappointment Bad behavior

Source: Calderón [13]; Fried [7].

The differences described in table 1, show that the conflict is due to interpersonal causes that affect the good relations between the company's human resources, this being the most frequent problem in organizations, product of the diversity of spectra related to the organizational climate and particular situations, such as: interpersonal treatment, intolerance, among others. On the other hand, crises sometimes derive from external situations that influence production processes, for example, inflation and falling monetary value.

However, both situations are mostly toxic and threaten the corporate and psychological stability of workers, preventing the good development of business activity.

4. Conclusion

The conflict and the crisis generated inside and outside the company, directly affect the organizational climate, as individuals know, think and act according to paradigms and ideas culturally inscribed in them, "is precisely during the processes of destabilization and subjective interpretation, which triggers a series of negative and / or positive actions that influence the organizational structure and management function, causing the failure of risk management or in some cases, the emergence of emerging ideas in times of crisis and uncertainty.

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