THE INFORMATIONAL TECHNOLOGY AND MANAGEMENT OF CONFLICT A NEW CHALLANGE IN THE CONDITION OF THE ECONOMIC CRISIS

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The conflict in the organizations framework must be considered as the difference between structure and action; think that it must happened and it will happened. The organization being structured in concordats with the predominant culture, all its targets are important, and all its members works together to attain them.
An organization is a complex whole that not only includes simple systems producing goods, but also structures of realizing careers including political systems. In every organization there are different values, conflicts generated by priorities and aims, groups of interests and of influences, rivalries, collations and alliances that must be administrated, so that the conflicts are been solved in a efficiency way for the organization.
Keywords: The conflict, the organization efficiency, the competition for the short resources, the power and the influence between the individuals and the groups, the autonomy tentative, the conflictual cycle, the conflict management
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1. INTRODUCTION

The conflict within the organization must be regarded as the difference between the structure and the action; what would have to happen and what happens. The organization being structured in accordance with the predominant culture, all its targets are important, its members co-operating for the achievement of these.

The information and communicational integration which is based on the antecedent tendencies, is concretized in the creation of the numerous virtual communities, regrouped on the certain fields or sectors, which permit to the user that he identify the products, the systems and the services which respond to the necessities of these. The predominant role in the information and communicational prefiguration belongs to the Internet Protocol (IP), which represents a veritable sector of reorientation and development of the information and communicational technology. It had and he has a big positive impact on the development of the information networks (WAN), of the networks from the enterprises (Intranet), of the networks from the enterprises (Extranet), of the metropolitan networks (MAN), of the local networks (LAN). Concomitantly, IP marks substantially the development of the networks computers, the development of the work stations, of the services for the group work, of the servers for the group work, of the services for the mass-media, of the television networks through the cable and the development of the wireless connection.

The digital technologies have an universal influence, an influence so strong that the changes that they produced were compared with the industrial revolution. They do not increase only the

company productivity , even if this fact represents one of its effects. What is remarkable at the digital technologies is the way in which these change the markets and the peoples work models.

The direct and indirect influences of the information technology in the organizations are suggestively rendered in the 1st. figure.

TI favours the increased productivity of the managers, the extension of the control (the employees number on the supervisor) and the reduction of the experts number (because of the experts systems). Related to this, the principal impact is represented by the flattening of the organizational hierarchies, namely, in many organizations, there will be less managerial levels and fewer managers. Also, the flattening of the hierarchies will result from a reduction of the total number of staff, as result of the increased productivity and of the possibility that the staff with the general training execute the activities which need the speciality (for example, using the expert systems).

The use of the information technology determines the shortening of the achievement time of the certain activities, it reduces the development cycle of the products, it makes the communication be faster, in other words *it accelerates the rhythm of the companies activities and it increases their capacity to process the information.* Also, TI modifies the temporal and spatial limits of the activity. Thus, through the use of the electronical mail and of the video or of the teleconferences, those who work at the project must not be in the same place or work in the same time.

The effects of the use of the information technology previously showed contribute at the rise of the companies flexibility. Basing on the designed and adequately achieved information systems, the organizations can increase their capacity to answer at the clients requirements, to the suppliers requirements and at the requirements of the environment at large.
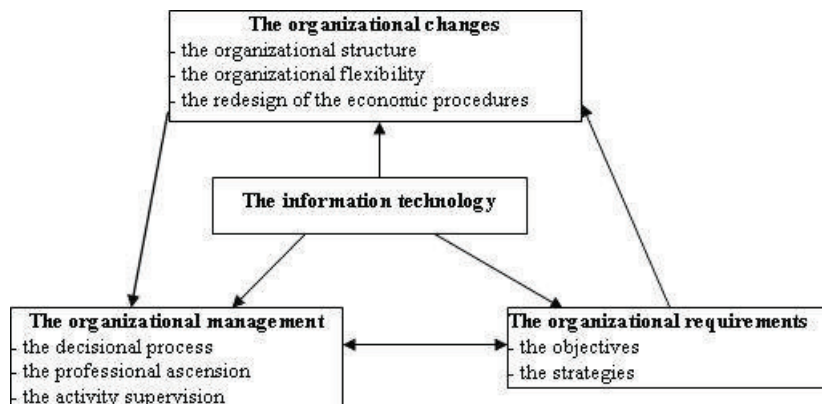
The organizational flexibility

Figure 1 The influences of the information technology within the organization

Through the redesign of the economic processes (Business Process Reenginering - BPR) is obtained a restructuring of the work through the transformation of the activities with the help of the information technology. This redesign is defined as a fundamental rethought and a radical restyle of the activities for the substantial improvements, as well as concerning the cost, the qualitym, the service and the service (Hammer M, 1993). Thus, the redesign regards all the aspects related to the way in which the companies "make businesses", regarding the big changes of this, beyond the simple reduction of the costs or the automation of a process.

The experience demonstrates that TI can sustain both all the efforts of centralization and the efforts of decentralization of the decision process from the organization. The company which wants a centralization of the decision power can opt for a centralized data base, which can be updated from the work stations situated in the different places from the organization and related through the medium of a computers network, for the concentration of the information and for the

keeping of the control of these at the certain levels of management. On the contrary, a company which wants a decentralization of the decision power can appeal to the technology of the distributed systems and to the client/server architecture for offering to the employees situated on the inferior levels of management the necessary help for taking the decisions, permitting thus the supplementary delegation of the decisions[17].

2. THE CAUSES OF THE CONFLICT

The certain reasons which creates a conflictual state in the organization, there are the certain groups with the objectives and with the different ideas, but dependent one of other, when the achievement of the charges depends of the behaviour of the other group. An example is represented by the divergences concerning the organization subdivision between the production compartment and the sales compartment. In the sales department there are concluded the sales contracts with the terms and unreal prices, which put the production compartment in a situation of not respecting the contract data. There can appear the tensions between the production department and the financial department, and between the different production departments. There can also appear the difficulties in the coordination of the disparate activities in the organizations, the coordination managers role being ambiguous, vague, looking for a "scapegoat" for the failures of the organization.

The competition for the short resources can take the form of the disputes between the functional services concerning the investments, the equipments, but they can refer to the position , the promotion career; in fact everything which refers to the person or the group of persons who follow their objectives and their personal dreams. The collective negotiations and the safety of the post-offices are placed in the same context.

The competition between the power and the influence, between the individuals and the groups generates the friction and the restriction of the activity. In the case of the groups the situation is more disastrous.

The autonomy tentatives

When a person is entered in an organization, her competences are established through the post file or through the signed contract. The established charges are usually unclear becoming the misunderstanding subjects between the superior and the subordinate; within the organization the autonomy has a significant factor in the achievement of the performance levels and in the satisfaction offered by the work.

Any change in the post file is greeted by the employee as a territorial violation being greeted with the resistance. Even if the incident at the first sight could be minor this through the organization folklore becomes symbolical as treatment method of the employees by the organization.

The personal problems

Although the majority of the conflicts appears because of the structural causes, we must not ignore the conflict state which has its origins from outside of the organization (the personal anxieties, the aggression, the frustration) and which find their volcano within the organization. In this case it is very difficult for the manager to resolve a such conflict, inclusively its diagnostic being very difficult.

3. THE CONFLICT MANAGEMENT

A study effectuated by the American Management Association reveals the fact that the managers from the superior and middle levels consume almost 2 hours from their time for the solution of the conflictual situations.

More experts consider that the conflict management as being as important as the other functions of the management.

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17 Moldoveanu G-Analiza organizațională-Editura Economică, București 2000, pag153.

We can consider that a conflict is a signal of an inefficient directorate; the disability to know the people or the existent groups from the organization. In this case there must be found a dialogue tone for knowing the dreams of the group, which be in tone with the existent problems within the organization or the flexibilization of these, until their bringing at the same denominator. In the next place, we show some applicable methods within a organization:

- *the creation of an atmosphere of collaboration and emulation within the organization;*
- *the receptivity at the cultural and structural problems;*
- *the competition control;*
- *the simulation of the change states for finding the reaction of the groups at the critical conflict situations;*
- *the application of a change policy in consonance with the external market and with the home market of the organization;*
- *the formation of a team attached to the managers policy, in which the principal change projects be debated.*

The creation of an atmosphere of collaboration and emulation within the organization

In this situation we must start from the idea that in the organization there is a pluralist character, being the interest groups with the different dreams concerning the dominant culture. These conflicts can be regarded as the loyalty lack, the critical commentaries being discouraged in some organizations.

In the pluralist organizations the persons with other opinions will be considered as the partners of discussion and solutions proposals, which resolve the conflictual state, the political underground manoeuvres being discouraged. We mention that the organization is a political system in which the individuals try to obtain the power and the influence; but there is a big difference between the frank discussions and the manoeuvres of side scene. How much functional are the political activities in the achievement of the organization objectives, the personal and ethical problems cannot be avoided. It is considered that within the organization, the information control is "*power instrument*".

A pleading can be made concerning the necessity the distribution of the information only to the advised staff, which must have it.

The receptivity at the cultural and structural problems

We referred previously at the necessity that the structure and the culture of an organization can answer to the change, pointing some problems which appear when the structure is not adequate to the target and to the organization circumstances:

- *the low motivational level, the adoption of the decisions delayed by the bad quality, the conflicts and the coordination lack. All these reflecting in the high administrative costs, the incapacity of answering to the conditions on the modification on the market.*

We will examine at large the way how an organization from the sector of the constructions answer at the environment changes[18].

The competition in the rise and the legislative changes bring the major changes in the managers role. In this situation it is necessary the improvement of the management concerning the global and strategical objectives with the impact on the organizational elements (the structures, the employed work force, the styles of managerial work).

The study about a constructions company identified the predominance of a culture of "*Power*" type, *the traditional work in the enterprise and the administration, through the application of some operational procedures of work.*

In the table No. 1 there are summarized the susceptible changes to affect the managerial systems in the organization;

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18 Stanciu S., Ionescu M. A - Cultură și Comportament organizațional – Editura Comunicare.ro 2005,   pag 151

Table No. 1. The modifications in the management system of the company of constructions-montage

No. crt.	The aspects of the company management company of "X" construction	The old adequate systems for a stable, controllable environment.	The new adequate systems of a dynamic competition environment
1.	The objectives	Social, organizational	Commercial for a short and long term
2.	The key charges	The administration	The businesses development
3.	The promotion and the power	The age, the aptitudes, the experience The internal promotion	The specialization, the improvement More the external recruiting
4.	The structure	Centralized, bureaucratic	Decentralized, flexible
5	The programming	For a short term, based on the tradition and on the experience	For a long term, based on research and on the organizational and operational procedures
6.	The elaboration of the decisions	The rules, the regulations	The increased personal initiative
7.	The relations	Individual and in accordance with the social state	The work in the team, based on the content of the activities and on the role of the members
8.	The evaluation systems	Proper, based on the effort, the loyalty and the critique of the errors	The evaluation systems of the specialized companies based on the performance, the results, with a control system on the execution phase in *a integrated system of the quality*
9.	The personal attitude	Loyal, proud of the company, of the function of the remuneration system	Loyal, with the personality orientated towards the development of the company
10.	The employment	After the more and less objective criteria, without the test on post	On the well determined criteria after the professional and psychological tests, with the employments on determined periods
11.	The work norms	The old tariffs, with a big subjectivity in the establishment	The re-updated norms, which permit the achievement of the productivity and the bordering in the costs

Table No. 2. The aspects of the actual culture and the aspects of the preferred culture in the company of constructions-montage

| No. crt	The dominant convictions about	The existent culture	The preconized culture
1.	The employees	The company of contructions-montage negotiate with the staff as their time would be at the disposition of the superior hierarchical person (power)	The company of contructions-montage negotiate with the staff as being the partners employed for the achievement of a common objective with the very precise indicators of costs and wages
2.	The motivation	The achieved work is in accordance with the imperfect work contract, being imposed through the sanctions (Role)	The personal engagement and the satisfaction as the result of the work must be improved and motivated (Charge)
3.	The decisions	The decisions are taken in virtue of the position in the hierarchy and on the post file (Role)	The decisions must be taken by the staff which has the training and the experience necessary for the respective problem (Charge)
4.	The priorities	The staff must accord the maximum priority to the requirements of the chief (Power)	The company objectives and the responsibilities of work in regard to the priorities of the hierarchical chief must be emphasized

type Power (1)
type Role (2)
type Charge (3)
type Person (4)
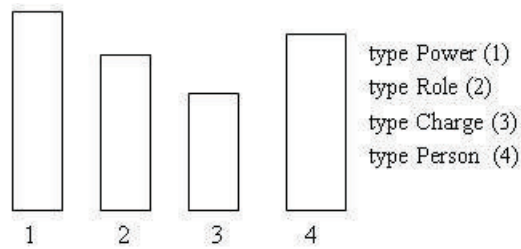
Figure 3. The existent real culture within the organization within the company of construction - montage .

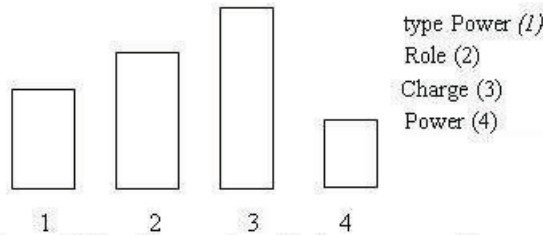
type Power *(1)*
Role (2)
Charge (3)
Power (4)

Figure 4. The culture preferred by the management team

4. CONCLUSIONS

The solution of the conflict can be achieved through:

- *the fixation of common objectives* – in the conditions in which a major source of conflicts is represented by the following of the different objectives, the manager must try to propose the objectives equally accepted by the groups found in conflict;

- *the improvement of the communication processes* – the existent communication barriers between the manager and the other members of the organization or between the members of the organization, must be reduced, the communication between the members of the organization must be stimulated through the intensification of the information exchanges between the departments;

- *the integrative negotiation* - the essence of this process is that none of the parts must be obligated to renounce at the aspects that it consider them vital; the people must encouraged to find a creative solution in place of the compromise.

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