

## CRISIS MANAGEMENT AND CONFLICT MANAGEMENT IN PUBLIC ADMINISTRATION AND PRIVATE ORGANIZATIONS

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**Abstract.** *The article is addressing conflicts from a new perspective, from the dualism of mind, separation and comparing, which are the root causes of any conflict type. The resulting conflict can be seen as a problem of the way of thinking. For a more thorough analysis of the notions of conflict and crisis, the article presents a comparative analysis of them, showing similarities and differences between the two concepts, as well as similarities and differences in terms of conflict management and crisis management. An analysis of the causes and effects of conflict on the basis of overlapping effects and causes duplication is a new interdisciplinary, technical and managerial approach. The principle of engineering sciences is transferred in the economic and managerial sciences. The four possible situations are presented and analyzed in the paper. This paper proposes efficient solutions for managing conflicts and crises, such as the image of a public organization. The key to the conflict lies in the mind, because it works according to its functional preferences: logical - rational or emotional - affective. To overcome the dualism of mind a new education is needed, based on a new type of intelligence, quantum intelligence or spiritual intelligence as it is known in the USA scientific literature.*

**Keywords:** *conflict; crisis; crisis management; conflict management; quantum intelligence; the new education.*

### **Introduction**

Ever since is born, the man is part of a group and develops within the group. The man lives among people, interacting with individuals every day, makes decisions both personally and professionally and apply them accordingly. Interaction between members of an organization is important for planning, coordinating and carrying out activities of an organization.

The dynamics of organizations, as well as group dynamics, also involves besides consensus and dialogue, the existence of conflicts, as “conflict is an inherent organizational process” (Hall & Tolbert, 1996).

As regards the role of conflicts in organizational life, there are several points of view. On the one hand, conflicts are abnormal in operation, having a profoundly dysfunctional. On the other hand, conflicts are normal aspects of life and business development, having a positive functional result.

In conflict management, the ability to resolve conflicts is put on the same level, sometimes considered more important than to plan, communicate, motivate, make decisions, managers confronted daily with both internal conflicts and external ones.

### **The conflict in organization**

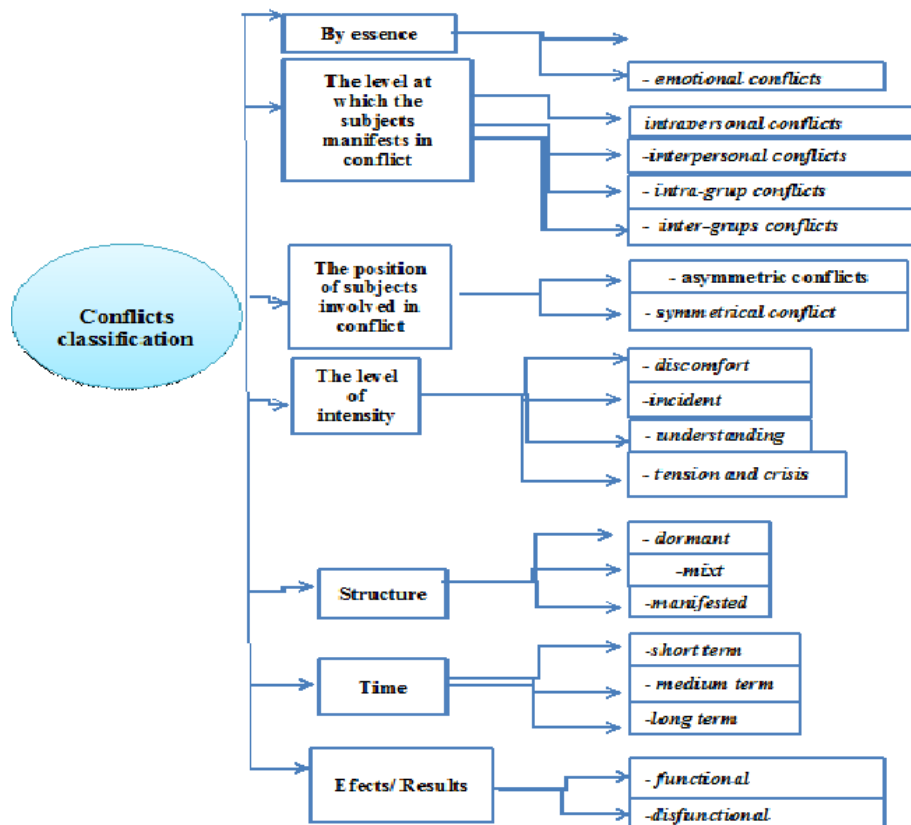
The term "conflict" has its origin in the Latin *confligo* signifying to fight. The meaning of "conflict" is often encounter in most dictionaries and encyclopedias defined by identical terms as: *dispute, scandal, fight*. Taking example with regard to students, they do not realize that there is a conflict until it turns into battle (Neculau, 1998). Over time managerial practice has developed two visions of conflict, presented in the Table 1.

**Table 1. The vision of conflict (Petelean, 2006)**

Defining conflict - blockage of normal decision-making mechanisms, like the one in which an individual or group tries its difficulties in choosing the ways of action	
Visions of conflict	
<b>The old vision</b>	<ul style="list-style-type: none"> <li>• the conflict may be avoided;</li> <li>• the conflict is caused by managerial errors in the design and management of the organization;</li> <li>• conflicts divide organisation and prevent from achieving optimum performance;</li> <li>• the management objective is to eliminate conflict;</li> <li>• optimal performance requires removing the conflict.</li> </ul>
<b>The new vision</b>	<ul style="list-style-type: none"> <li>• conflict is inevitable;</li> <li>• conflict is caused by organizational structure, differences in uses, perceptions, evaluating human resources, etc. ;</li> <li>• conflicts contribute to defamtion of organisations performance in different degrees;</li> <li>• management objective is to lead the conflict to achieve optimum performance in the organization;</li> <li>• optimal performance requires reducing the level of conflict.</li> </ul>
<b>The conflict task – is the exact identification of the conflict affecting, in achieving levels of performance or when the conflict stimulation can have beneficial effects on the organization.</b>	

*Classification of conflicts*

Analysis of the main theoretical approaches of conflict leads to one of the most important conclusions of this work, namely that a conflict can have not only negative effects, but also positive effects. The type of conflict that in certain conditions is destructive to highly dysfunctional, in other conditions may create favorable conditions for organizational development. The only criteria that can distinguish the two forms of conflict is the organization performance.



**Figure 1. Classification of conflicts**

Depending on the criteria analyzed, the organizational conflicts can be classified in terms of the essence, regarding the subjects, the position that they occupy within the organization, after the intensity of the conflict, after its manifestation, depending on duration, effects etc.. For example, the functional conflicts are those supporting objectives and improve performance while blocking dysfunctional conflicts activities. Although in the early phase they are difficult to identify, functional conflicts prevent stagnation, causing new barriers and encourage their resolution.

While functional conflicts are motivating and generating ideas, favorable to renewal and change, dysfunctional conflicts lead to a waste of energy, time and money, it is rarely possible to measure precisely and, especially, it is rarely recognized as a waste of protagonist. Such a classification can be seen in the Figure 1.

### **Crisis and Crisis Management**

Through the presence of many historical conjuncture, the Greek word "krisis" - "judgment" or "decision" has evolved and so we find in Latin, several centuries later the word "chrysin", in the sixteenth century - "crisis" and now "the crisis ". The definitions of crisis are diverse, depending on the methodology and tools of analysis approached. Crisis, generally speaking, designate a threat to the existence of organizational dynamics and produce a rupture of previous balances, involve the disintegration of that system with unpredictable consequences.

In parallel, the concept of crisis from a sociological approach, defines crisis as "a period in the dynamics of a system characterized by increased accumulation of difficulties, tensions outbreak of the conflict, making it difficult for normal operation, possibly triggering strong pressure for change" (Zamfir & Vlăsceanu, 1993).

Because the phenomenon of crisis is universal, and crises manifest forms are complex and diverse, for a specialized approach is required a classification of the crisis. Making a typology of crisis, it is possible and this requires significant criteria to identify which can be defined and assessed the main features of the crisis.

At an organizational level, the crisis may manifest in various forms: the crisis of authority, raw materials, capital, technology, market share crisis, the crisis of bankruptcy, the human resources crisis, catastrophe, etc. The vast majority of experts believes that the realization of a typology as realistic for crisis could be used the following criteria in the Table 2.

**Table 2. Crisis typology. Classification**

<b>Criteria</b>	<b>Types</b>
<b>Based on the type of solutions and solving mode</b>	- Development crisis - Crisis of legitimacy - Honesty crisis - Crisis of competence
<b>Based on the type of environment:</b>	- Internal crises - External crisis
<b>Based on the field of which crisis occurs:</b>	- Political crisis - Ideological crisis - Crisis regime - Crisis of authority - Economic crisis - Cultural crisis - Crisis communication - Image crisis - Energy crisis
<b>Based on the level at which crisis appears:</b>	- Individual crisis - Organizational crisis - Local crisis

	<ul style="list-style-type: none"> <li>- National crisis</li> <li>- Regional crises</li> <li>- Continental crisis</li> <li>- Global crises</li> </ul>
<b>Based on the urgent need to settle:</b>	<ul style="list-style-type: none"> <li>- Immediate crises</li> <li>- Urgent crises</li> <li>- Sustained crisis</li> </ul>

As a result of countless studies conducted on crisis management and disaster there was made different classifications to items on their management by social actors. From this perspective, there are common views on crisis management phases and stages.

In most cases, a crisis management process consists of five stages:

- Signaling (detection);
- Preparation (prevention);
- Crisis management;
- Reduction (limiting damage);
- Recovery.

After the mode of action, crisis management can be analyzed and interpreted in the following patterns: reactive management; proactive management; interactive management.

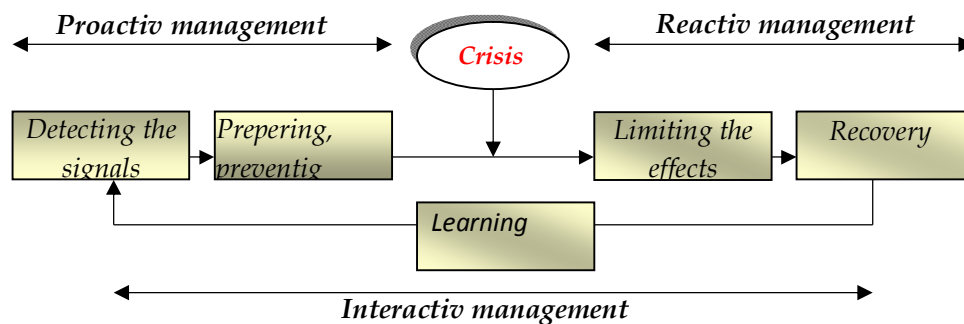


Figure 2. Types of management used in crisis management

**Conflicts and crises management, on the basis of motivational theories (NADA) - Needs, Desires, Expectations and Aspirations**

Communication is the key to resolving conflicts and to approach all stages mentioned above. As the conflict situation, the communication has an important role to influence the final results of the situations of this type. "Crisis Communication is part of the process of crisis management and includes management strategy, message, time and the distribution channels for effective communication [...] facility should focus on defusing the crisis through efficient and quickly communication methods" (Mandu, 2007).

In its most general definition of motivation it is "a law" of organization and development of a physical system; the behavioral and any particular psychological process (perception, thought, memory, emotion, etc.), is taking place amid a mediated and facilitating internal state and is a subject to a finality, a task adjustment / balancing (Nita, 2003).

In other words, any action (cognitive, affective, and behavioral) is based, ultimately on a reason - internal momentum resulting from the dialectical interaction of individual coordinates definition of indicators steady oscillations. Therefore, the reason is defined as internal cell activity as an ordered set of signals about a certain state of necessity, which "binds" the subject first act (the mere impulse to action), and

then to act in a certain way. The action is motivated even when the reason is not identified, acknowledged the subject.

STATEMENT	WAY OF SATISFYING
<b>5. Needs to selfaccomplishment (recovery and realization of individual potential, generating rewarding results) NEED FOR GROWTH</b>	<b>- Participation in decision- making process, training opportunities, improvement and advancement</b>
<b>4. Needs to appreciation (status, esteem) NEED FOR ESTEEM</b>	<b>- Management by delegation of powers, material and moral stimulations, rewards and titles</b>
<b>3. Social Needs (association, group belonging, communication) NEED FOR AFFILIATION</b>	<b>- Communication in the workplace, issues groups debate</b>
<b>2. Security and Safety Requirements NEED FOR ROOF</b>	<b>- Job and income security, sickness assistance</b>
<b>1. Physiological Needs (food, clothing, sex, shelter) BASIC NEEDS</b>	<b>- Salaries, holidays, social assistance, housing etc.</b>

*Figure 2. The pyramid of needs (Nita, 2003)*

### **The dualism of the mind and the reaction to conflict**

Silence can mean agreement or disagreement in dualism. Silence helps minds to focus but can generate some form of corruption or cowardice. Consideration should be both physiological silence, but also the silence of the mind. Silence have communicative functions: it can strengthens or tightened a relationship, it may offend or reconcile, it can hide or highlight information, it express agreement or disagreement, it communicate an attitude; It allows and organize thoughts.

There are positive aspects of silence. From a management perspective, as a keyword attached, signified and signifier they represent the philological light of a dual approach, or actually it is desired the integration of dualism, the dualism of object and subject, between signifier and signified. We can exit the dualism through Trinity (Nita, 2011)!

Since Descartes (1985), it was considered self-evident that reason is separated from emotion. To think about it, they say, you must think at 'cold'. Emotions darkens the mind and it judgment. Is what Antonio Damasio (2008), a renowned neurophysiologist, called "Descartes' Error", for example the mistake of rationalism considered completely separate from the emotions or feelings. On the contrary, says Damasio (2008), emotions have a positive influence on rational decisions. In the anatomical and functional sense, there is a direct connection between reason and feelings.

Descartes (1985), a convinced rationalist traced the precise border in the past between thought and emotion, separating feelings from the body. Consistently researcher, Damasio (2008) shows that behind human emotions and feelings there is a set of biological mechanisms that do not diminishes anything of its beauty.

Dualism argues that the mind exists independently of the brain, materialism argues that the phenomenon is identical to neuronal phenomena and idealism refers only to the mental. The relationship between

brain and mind involves many scientific questions, including understanding the relationship between mental activity and brain mechanisms that influence cognition. The brain only works in "clean environment" and logical one, even if it was created to work in dualism. At the moment when the brain perceives a phrase, an illogical action, he begins to stir, seeking a logical way to escape from the shackles of mental confusion.

Even if the brain can perceive and can work in duality and in reality, he does so, on the basis of unwritten law and, for reasons known only by it. The mind and the brain are not scheduled to work in a false duality: lie- truth, right - wrong, because when you tell a lie, you cannot tell the truth and vice versa. The mind was created to operate at maximum level, which is perfectible, where every gesture, feeling, stimulus, response, is coordinated by a specialized department and that works automatically while others are coordinated by person. Mind is not only the brain, but it identifies with the brain.

Neuroscience studies the relationship between mind and brain. The importance of thinking and how it influences the perception has been studied since antiquity. An important hypothesis on the issues of the human mind has been developed by the Greek philosopher Plato. This suggested that the mind is a nonphysical entity and describes this invisible entity using the Greek word "psyche" which means "soul" (Borg, 2012).

The mind is an energetic and informational structure, separate from the physical structure of the brain. We could understand this structure as an invisible, subtle, extremely fine "matter", undetected by physical measuring equipment. So the mind would be a finer material than that of the brain, in an analogous manner to the state of vapor and liquid water (the same substance but in a different density). The mind uses brain to express itself in the physical plane. People were used to observe the functioning of the mind only through brain activity. However, the paranormal, the mind can manifest itself independently of the brain, directly in the invisible subtle plane, of the mind itself (Nita, 2013). The role of the brain is to materialize in the physical activity the info-subtle energy of the mind. The brain reproduce partially the structure of the mind, building a physical replica of a very complex subtle mechanism. According to this model, the brain causes the mind (Nita, 2011).

The quality of mental activity (emotions, thoughts) depends on the brain, but it is not its source. The brain influences the mental to the physical expression, but subtle psychic plane could operate relatively independently. More specifically, some people with alleged mental problems could possibly prove a perfect activity of the mind in the invisible plane. For them the circuits which realize the connection between mind and brain might be defective, which causes failure to adapt to the physical. We could define brain to adapt as interface to the physical mind.

The mind can be disrupted undoubtedly by the brain problems, because there is continuous interaction between these two. Mind calls for a permanent feedback from the physical, in his absence or if he is wrong, and the mind activity will suffer. The mind is somewhat "blind" to the sensations and physical realities. It is therefore dependent on the chemical or even electrical signals flowing in the brain as a carrier of information. But when these two floors separate, the mind is free from defects induced brain and can work perfectly in the subtle plane (while the brain is resting, the mind is temporarily breaking the physical contact). We cannot judge anyone's dreams (either mentally ill) after physical world standards. Perhaps dreams of a "sick" are brighter and more consistent than the other "normal" man.

Difference is good, having different points of view is also good, but we are in dualism, in a world where minds are full of contradictions. And when I say dualism, I refer to bipolarity or to divergent points of view, or to contradictory points of view. Contradiction is good, it is beneficial, with one condition: it should be controllable and it should not produce, at a certain time, crises that can get out of social control. Some crises are beneficial, others are not. Some individuals produce crises. Some managers use conflict to develop their business; they take advantage of a conflict, lead the conflict to a state of crisis, and take advantage of the crisis and say: "There is a crisis. I fire people. They are employed- but there is a crisis. I pay them less- but there is a crisis." Others, on the other hand, care about the human beings (Nita, 2011).

Conflict's approach style, used by parties involved in the conflict, determines the outcome of the conflict. The results of a conflict can be one of the types below:

- 1) Win – Loss; only one part achieves its aims through physical or verbal confrontation, or through domination.
- 2) Loss-Loss; both sides lose by avoiding conflict, postponing the settlement or waiver of goals.
- 3) Loss- Winn; both sides give up something and at the same time earn something.
- 4) Win-Win; they win more than they lose, by redefining the goals and explore new possibilities.

## Conclusions

The role of management is to minimize the rift between individual and organizational interests, with enormous responsibility to "push" from chaos to organization performance, to lead the "whole" by objectives and organizational values (Rentrop & Straton, 1999).

In a structure any crisis that occurs is amplified by a number of relational factors, fueled by conflictual interests that can guide evolution of the organization for hazardous areas (dramatic changes, disasters, loss of life, property damage, or even war). The crisis can be an amount of opportunities that lead to the abandonment of unfavorable elements change (performance efficiency) and re-launched after a pattern, the structure ability to continue normal operations.

Conflicts and crises are a major interest precisely because they demonstrate the ambiguity. Their classification is a necessary mechanism for resolving issues arising from unpleasant situations in question. By identifying typology will know how to act, what steps to take, just the idea of facilitating the resolution and end all suspicions.

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