Performance Issue of Organizational Conflicts in Industrial Organization

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Abstract

Conflicts at work are usually seen as obstacles to organizational performance. thus, in their seminal work on the theory of organizations. March define conflict as a blockage of the normal mechanisms of decision making. at the same time, according to a study of the cabinet opp, carried out in 2008 with 5000 European and American employees, 85% of French employees say they are regularly confronted with a conflict at work. the scale and consequences of conflicts should therefore lead organizations to be equipped to process them. however, according to this same study, 73% of employees have never received training and 45% expect their manager to intervention. conflict management is therefore a real challenge.

Keywords: Conflict Management, Organizational Conflicts

Introduction:

As we know, technological restructuring causes, in industrial organization, a fundamental conflict[1-5]. Whereas, for the employers, progress responds to objectives that can be assessed in terms of productivity and competitiveness, it is suffered by the workers as the revelation, or aggravation, of imbalances employment. Production, employment: it is the opposition of these two objectives which provokes the conflict[6], and the management of this opposition which marks the different phases. It cannot fail to be noted that technological progress reduces the labor employed, as well as the work opportunities for those who are not yet. Along with such observation, we note that the evolution of the tooling does not influence only the quantity of manpower, but above all the structure qualifications acquired[7]. As a result, there are imbalances which consist of mismatches between the qualifications "required" by technological development and "acquired" skills and "offered" on the labor market[8-10]. A discrepancy which is accompanied by a temporal discrepancy: the period of technical innovations is much shorter than periods of conversions and adaptations of

qualifications that have become obsolete: the pace of technology is faster than the pace training processes[6]. The issue of on-the-job training concerns the relationship between the system of required qualifications and the system of qualifications acquired[11]. Management of training processes and the use of its contents have two objectives, industrial productivity and job security. One might think that the first objective can only be achieved throughone innovation process while the other is a factor of rigidity[12, 13].

Fig 1 : organizational conflict

The whole constituting the conflicting nature of the relationship itself.he fields of conflict are then:

1. the field of the goals of the two systems:

a) for the system of "required" qualifications, the aim productivity or the maximization of industrial productivity.[14, 15]

b) for the system of "acquired" qualifications the aim of guaranteeing or maximizing the guarantee of work situations.

2. The field of action of social actors directed towards such goals:

a)the decision on the technological processes and on the processes formative; b) management of identified effects on workers through such processes. We will see that these terms are relatively insufficient to cover all of tomorrow. They are nevertheless necessary in a first time to fix the issue of job training as source of conflict and in this way open the space to a search and especially to a different approach[16].

Conflict in industrial organization:

We will call industrial organization the field where one can observe the conflicts and of which we will endeavor to explain the limits[17-20]. It is recognized that technological development is a factor innovation; but it produces different effects depending on the mode of management and according to the subjects affected by such effects. Having abandoned the idea that there is a deterministic relationship between the "technology" and the "organization of work", one can conceive of the "rigidity technological", on the one hand, and the "state of training at work" of a other side, as "constraints" to the strategies which, in the companies, aim at the organization of qualifications[21-23].

This organizational space, in our view, is only the field of making technological choices in which the decision-making sphere has seats "external" to the company, seats which are linked together and form a system. In the same interactive set, we find the training institutions that offer the content to use in business. The remarks as well as the observations which will follow, we seem to establish the hypothesis that the industrial organization analyzed as a system of conflicts and constraints, constitutes a spacelarger than that of the company. For us, the organization industrial means this complex productive apparatus whose system of decision-making power leads to and influences conflicts over the on-the-job training. The power system encompasses the field that extends of the technical-productive structure, i.e. the structure of qualifications, until its organizational realization.

Conclusion:

We can therefore predict with some probability the conclusion where we will end up: the conflict over on-the-job training places itself on a false alternative. We also

observe that, in the process of restructuring technological, the managerial strategy perpetually reduces union demands in the company. In fact, the action of management to guarantee the productivity of the technical-organizational processes of the entire industrial secto is increasingly borrowed from the control of "contingencies" .Contingencies which are first of all the state of the training acquired and the state of the union demands in the company. But also the state oftraining offered in the labor market of the productive sector and the axes of mobility that the union has not included in its scope of action. The managerial control of such contingencies consists in select and integrate workers according to the structure of the qualifications and acceptance of technical-productive constraints.It has already been hypothesized that trade union strategies for preserving jobs and guaranteeing mobility remain in this area symbolic. This character shows the absence, both in Italy and in France, analytical reflections sufficient for the device process productive. These difficulties of union strategy do not respond to the absence of "co-management" of spaces for the use of training inthe company, but much more seriously to the subordination from workers' organization to employers' power[24]. Subordination which does not allow the control of projects concerning the structure qualifications. Insofar as U influences the "constraints" technical-productive structures of the industrial sector, the power management deUmits the conflicting spaces in the systems decision-making bodies where the training-qualification links of the work[25].

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