



Contribution of the Psychologist in the Resolution of Conflicts in a Fictitious Company

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Introduction

Psychology, being a behavioral science, provides a way to describe behavior and produces the attitudes and behaviors of employees in the company. As long as human life is present, man is always surrounded by numerous problems to which it is necessary to find possible solutions by reducing certain conflicts, the latter of which are not resolved alone but in the presence of a psychologist who will contribute to the resolution of these conflicts based on advice and different psychological means for the re-establishment of a good climate in everyday life and especially in a professional environment.

The choice of our subject is not the result of chance but rather, it is the result of our observation made on the resolution of conflicts in the fictitious company.

The interest in this subject is at three levels: On a scientific level, this research could serve as a reference for future researchers who tackle subjects similar to ours. On a professional level, the results of our research will be able to help all companies in general to finally find very effective solutions to conflict situations.

On a personal level, faced with numerous cases of conflicts experienced by fictitious companies, we are frankly interested as a future psychologist to strengthen our knowledge on questions of conflicts of interest and role, their causes and their consequences in order to propose some possible solutions to these conflicts.

The question of conflicts remains one of the problems of concern throughout the world, knowing that man is a thinking being, surrounded by several elements constituting an arsenal carried out with him vis-à-vis the company or society where he is a member.

Conflict is often experienced in suffering and, unlike good understanding, it prevents the relationship from progressing and being productive and the partners from flourishing, it is considered a catastrophe that intervenes in the course of a relationship harmonious; in this case "resolving" is the problem, defeating it, eliminating it, ensuring that it does not return later, similar or in another form.

This concern, given the poor communication of the groups, the tensions which form around the fictitious companies, has caught our attention and raises in us the following questions: What would be the causes of the conflicts which are experienced in said company? Would the psychologist's contribution to conflict situations be effective? Would it provide effective solutions to conflict situations?

Starting from concerns at the problem level, we say that the causes of conflicts in fictitious companies would be the roles and interests that the agents target. Thus the psychologist's contribution to conflict situations would be effective, and she would then provide effective solutions. The researcher cannot carry out investigations for the pleasure of doing it, without stating his objective. Our work finds its importance in the following objectives: Determine the contribution of the psychologist in the resolution of conflicts within fictitious companies. List the different causes and consequences of conflicts in said society. Propose effective solutions so that conflicts do not return in one similar form or another.

Any work that claims to be scientific must be able to contain a certain number of methods and techniques. This is why our work cannot ignore this requirement. As part of this work, we used the survey method supported by interviews and questionnaires.

In addition to the introduction and conclusion, this work includes three chapters:

1. The first chapter deals with the theoretical approach containing the definition of key concepts given that each word takes on the meaning it dreams in scientific work.
2. The third chapter is the subject of the presentation and analysis of the raw data as well as the interpretation of the results.

I: THEORETICAL CONSIDERATION

I.1. Contribution:

According to ROBERT MICRO, the contribution is the share that everyone gives for a charge, a common expense. For the universal dictionary, the contribution is the share paid by each person in an expense, a common charge.

I.1.2. Psychology:

According to GUSTAVE cited by NGOY WA KAYUMBA, a psychologist is one who studies human behavior and mental mechanisms and carries out research on psychological problems that arise in fields such as medicine, education and industry, and recommends treatments, to resolve these problems.

For ROBERT MICRO, the psychologist is a specialist in psychology, in particular applied psychology (psychotechnics, child psychology, psychotherapy)

I.1.3. Resolution

The universal dictionary defines resolution as the disappearance without suppuration of inflammation or engorgement.

I.1.4. Conflict:

For J. Freud, the concept conflict is a confrontation or an intentional clash between two beings or two groups of the same species who manifest a hostile intention towards each other in general, about a right and who to maintain, assert or reestablish their rights and to break the resistance of the other, possibly by, where appropriate, tending towards the physical annihilation of the other.

RICHARD BREARD-PIERRE PASTON define conflict as a situation of disagreement or antagonism between actors resulting from the perception of a difference in terms of resources, objectives or issues and generating disruptive or resistant behavior.

I.1.4.1. Types of Conflict

The conflict can take place at the level of a person, a group, pit two people against two groups, or even several people or several groups. Depending on the case, this will make it possible to distinguish the following types:

A. INTRAPERSONAL CONFLICT

This conflict occurs within an individual and often involves some form of goal conflict or cognitive conflict.

GOAL CONFLICT: appears when a person's behavior leads to results that are mutually exclusive or include incompatible elements.

We distinguish 3 types of intrapersonal goal conflicts:

- The conflict between one acceptance and another: situation in which an individual must choose between two or more opinions which lead to positive results;
- The conflict between one thing to avoid and another: situation in which an individual must choose between two or more options which will all have negative results,
- The conflict between an acceptance and something to avoid: situation in which an individual must decide to do or not to do something which will have consequences.

COGNITIVE DISCORDANCE: Cognitive discordance occurs when individuals admit that their thoughts, attitudes, values and/or behavior are contradictory. It is generally distressing and unpleasant for someone to admit that there are significant incompatibilities within them to some degree, the discomfort usually pushes the person concerned to resolve the extent of the incompatibilities (discrepancy) and to reestablish the balance.

B. INTERPERSONAL CONFLICT

This conflict involves several individuals who perceive themselves as being opposed to each other regarding their respective preferences in terms of objectives and/or attitudes, values, and behavior.

C. INTRAGROUP CONFLICT

Intragroup conflict refers to clashes that occur between all or some of the members of a group and often affects the functioning of the group and the results obtained by it.

D. CONFLICTS OF INTEREST

A conflict of interest arises from a situation in which a person employed by a public or private organization has, in a private capacity, personal interests which could influence or appear to influence the way in which he carries out his duties and functions. responsibilities entrusted to him by this organization.

E TYPE OF CONFLICTS OF INTEREST

- The potential conflict: there does not yet exist the conflict itself, insofar as there does not exist at this moment a direct link between the interests of the person and their function; however, a change in their situation (taking decisions function, promotion, transfer) could create this conflict;
- The apparent conflict: The facts in question are not certain: no suspected particular interest has been proven, it is only possible that an analysis of the situation must be carried out to remove any doubt about the integrity of the suspected person;
- Real conflict: when it “reveals” that a personal interest can “influence” the behavior of the person exercising their professional functions.

F. INTRAGROUP CONFLICT

It includes disagreements and clashes that arise between two or more groups. The best known is unions and management. They are often extremely intense, interminable and costly for those involved.

G. INTRA-ORGANIZATIONAL CONFLICT

It comes from the opposition and clashes caused mainly by the way in which work positions are defined, the way the organization is structured and the way official authority is distributed.

There are 3 main types of internal conflicts within the organization:

- 1. VERTICAL CONFLICT:** Resulting from clashes that arise between different levels of an organization. They may be linked to a lack of communication, conflict of objectives or a lack of consensus regarding the way of perceiving certain information and certain values.
- 2. HORIZONTAL CONFLICT:** It arises when each department insists on pursuing its sole objectives without worrying about the consequences this has for other departments. It can also occur when employees belonging to different departments adopt contradictory attitudes.
- 3. ROLE CONFLICT:** It occurs when a given person receives (from the sender who assigns them a role) messages and pressures that they perceive as being incompatible with each other, ultimately, the person target will react by adopting certain behavior which in the future will serve as data for role forecasters.

The ambiguity of the role comes from the fact that the person concerned perceives a lack of clarity and logic in the indications they receive about the tasks assigned to them.

The reactions that may follow are:

- Aggressive behavior and displays of hostility in communications with others;

A withdrawal: The desire to seek a solution jointly with the person(s) who assigned the role.

1.1.4.2 Causes of conflicts

Conflicts are generally attributable to 5 main causes; knowing these can help establish what is expected of either or two parties to resolve the situation:

1. VALUES

Because they are deeply rooted, they are often the source of the most difficult problems to resolve. They have underlying problems such as:

- Presumptions about the other person's values;
- The failure to confirm presumptions about the values of the other,
- The confusion between behavior and values;
- The failure by the parties to disclose their values;
- Very different value scales...

2. RESOURCES

They present as underlying problems: Two or more entities competing for resources perceived as limited, perception of control, unequal ownership of resources. Presence of geographical, physical or environmental factors hinders cooperation lack of time.

3. INTERPERSONAL FACTORS OR GENERAL POOR KNOWLEDGE OF OTHERS

Stereotypes, unexamined presumptions about the other, behaviors perceived as negative, undisclosed interests, previous bad experiences with the other party are considered underlying problems.

4. COMPETITING INTERESTS OR NEEDS, WISHES OR DESIRES

Fundamental procedural or psychological interests perceived as competing.

5. FACTS

Lack of information, different views on what is important and different evaluation methods are some of the underlying problems. The causes of conflicts are also due to differences between men; although belonging to the same human species, we differ from each other in terms of sex, age, character, heredity, social and religious habits, experience, training, sensitivity. This positive aspect of the view in society, namely that we are not carbon copies, also proves to be a source of tension; this enriching diversity is also conflicting.

Jealousy, pride or selfishness are also explained by psychological mechanisms well known today which most often have their starting point in childhood, that is to say the psychological dimension is also at the basis of conflict situations.

1.1.4.3. Conflict resolution

To resolve a conflict, five steps are made available by the American acronym (CUDAS) to resolve conflicts and explain that this system has been identified as an effective measure:

1. **Confront the conflict:** This step involves acknowledging the existence of the problem, beginning a collaborative process, avoiding the other person(s) working with you on the problem, and choosing an appropriate time and place for further discussions;
2. Understand each other's position and clear up misunderstandings: Understanding each other's position allows assumptions to be examined and verified to send the message of "I" by expressing feelings and stating desires, identifying what those involved in the conflict are trying to accomplish, giving tentative reactions by stating a sincere position. Take the other person's perspective when admitting to changing bad ideas;
3. Define the problem: As the name suggests, simply identify the main problems, come to mutual agreement on what the problem is, avoid unfair tactics, admit to own mistakes and offensive behavior, identify actions of others that encourage conflict, communicate changes in your position;
4. Accept and evaluate the best solutions: Achieve an agreement that can be renegotiated if necessary state agreements clearly, ask to renegotiate an agreement rather than break it, by modifying and changing the agreement;
5. Research: Develop and evaluate solutions that enable all parties to accomplish what is important and satisfying. Express reactions to solutions clearly, ask for reactions from other people, explain clearly, discuss where possible and reach a compromise, summarize the session and give homework.

Some methods are available for conflict resolution:

- 1 WIN-LOSE STYLE: characterized by the accomplishment of personal objectives at the risk of compromising relationships.
- 2 ADAPTATION: People who use this style are very interested in maintaining relationships, so they are willing to give up their personal goals and accomplishment.
- 3 ESCAPE: The fundamental strategy is to physically withdraw from conflicts as much as possible.
- 4 COMPROMISE: People try to give up a little bit of what they want in order to receive something from the other person.
- 5 THE WIN-WIN STYLE: The parties in conflict find a way by which all groups are satisfied.

1.1.5. Business:

Le Larousse Illustrate defines this concept as a commercial or industrial business, economic unit of production.

1.2. Conflict theory

Conflict theory posits that society or organism functions in an antagonistic manner causing each participant and their groups of individuals to struggle to maximize their benefits. This contributes to social changes such as political developments or revolutions.

This theory has acquired an empirical function. As soon as the conflict was established as a reality in society, an intellectual tradition was used to interpret it.

DURKHEIM gave a harmonious image of social organization. What he favors is the stability that solidarity brings: the source of conflicts comes from nature, from social bonds. Conflict is the result of a lack: anomie.

K. MARX, R. Dahrendorf and A. Touraine emphasize the role of conflict as a driver of social change. The starting point of this Marxist analysis, we can then ask ourselves if the Marxist analysis of conflict is still relevant today.

It is established today that conflicts are normal in the sociological sense that is to say that they are of interest to life in society: they are structural elements of modern societies.

First of all, internally, the conflict generates the existence of a common identity for the protesting group; subsequently, the social movement is often based on a principle of totality inspired by generic thought (for example, national interest, social justice, etc.) this has the result of constituting the essence of the group, and to transform it once the initial goals have been achieved.

Lewis A. Coser demonstrated the dynamic role of conflict within organizations and highlighted its usefulness. He believes that conflicts arise following certain failures of the organization, in this case, the indifference or inability of the organization to resolve certain problems considered fundamental by one or more of its members.

Regarding the conflict functions, Coser lists 8 which particularly caught his attention, namely that:

1. Social conflicts reinforce group consciousness and mark separation
2. Conflicts preserve the cohesion of the group and the meaning of the institutions which serve as a safety valve.
3. Conflicts lead to the stability of social systems,
4. external conflicts reinforce the powers attributed to leaders;
5. ideological conflicts are difficult to control;
6. conflicts create emotional investment;
7. Conflicts ensure the mobilized integration of the group in the face of external dangers;

The valorization of conflicts constitutes an aberration; to the extent that these first constitute a destabilizing and destructive element of the social system, whatever their form, intensity, duration and scale.

1.2.1. Nature of Conflicts

It is important to understand the nature of the conflict in order to address it effectively. GEORG SIMMEL establishes that conflict is not an evil, a dysfunction that must be eliminated as quickly as possible; on the contrary, it is a factor of socialization. The conflict situation is inherently ambivalent: it is not a disease of society subsequent to its emergence but rather it manifests the unity of life made up of positive and negative.

Along the same lines, psychologists DOMINIQUE PICARD and EDMOND MARC consider that conflicts are not communication errors, but that it is as normal and commonplace to argue as to get along well: "problems Relationships are inherent to the nature and dynamics of a relationship because living together and communicating is complicated and difficult. »

Conflict as a positive element within the group, that is to say in the absence of any conflict, we would not be forced to cope beyond the limits of daily life and routine. When you bring together different people with varying perspectives, values, experiences, education, lifestyles and interests, differences abound. This diversity is likely to enrich the exchanges, ideas and objectives pursued as long as the group uses what it learns to improve its work.

Conflict as a negative element is detrimental to the success of the group. Conflict is experienced in suffering and contrary to good understanding, it prevents the relationship from progressing and being productive and the partners from flourishing. This is why it is often necessary to regulate and resolve it.

1.2.2. Consequences of Conflict

Conflict being a social situation, its consequence cannot be addressed on a single level; this is how it will be given on the different levels:

- On the social plan
- On the economic plan
- On a cultural level
- On the technical side

A. ON THE SOCIAL LEVEL

The consequences of conflicts in social life establish fear and distrust of others by looking at them with fear, they isolate, that is to say in an acute conflict situation one becomes indifferent to what does not concern one's problem, the division sets in and violence lurks behind every conflict; of which this violence can be direct if it manifests itself openly during an argument, and indirect violence which does not express itself openly, it is latent and insidious, there is no declared or apparent conflict.

B. ON THE ECONOMIC LEVEL

Durkheim believes that conflict is a pathological consequence of a weakening or access to social rules. The anomic division of labor covers several aspects, such as the antagonism of labor and capital, industrial and commercial crises and the fact that individuals or social groups occupy places in society that do not correspond to their objective skills.

C. ON THE CULTURAL LEVEL

The consequences of conflicts on the cultural level refer to the struggle between opposing or disagreeing moral values or standards of conduct, war within cultures themselves, deviance, political risks and technical, methodological difficulties and dangerous relationships. .

D. ON THE TECHNICAL LEVEL

Conflicts have consequences on a technical level by creating an imbalance of activities at the company level and a dysfunction in the processes and methods made available for the proper functioning of the company. So the conflict plays a destabilizing role on staff morale.

II: PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

In this chapter, it is a question of presenting, analyzing the noise results collected from different services and interpreting the results.

II.1. Data Presentation and Analysis

The presentation and analysis of the data are the subject of the various tables below allowing the interpretation of the results.

Question #1. What caused the service conflict?

Table No. 1 relating to causes

RESPONSES	FREQUENCY	%
Role plays	23	46
To the targeted interests	21	42
Lack of training	6	12
Personal emotions	-	-
TOTAL	50	100

Based on this table, we notice 23 subjects or 46% say that the causes of conflicts are due to the role, 21 subjects or 42% say that the conflicts are due to interests and 6 subjects or 12% say that the conflicts are due to the lack training.

Question No. 2 What would be the consequences of conflict in the company?:

Table No. 2 relating to consequences.

RESPONSES	FREQUENCY	%
Low yield	38	76
Indiscipline of agents	4	8
Lack of interest	6	12
Absences from service	2	4
TOTAL	50	100

The table above shows us 38 subjects or 76% who opt for low performance as a consequence, 4 subjects or 8% who say indiscipline, 6 subjects or 12% show lack of interest in service as a consequence and 2 subjects or 4% show absences as a consequence of conflicts in the company.

Question No. 3: The conflicts having been established, do the leaders find favorable solutions to this conflict?

Table No. 3 Relating to favorable solutions.

RESPONSES	FREQUENCY	%
Yes	38	76
No	12	24
TOTAL	50	100

It can be seen from this table that 38 subjects or 76% say that leaders find favorable solutions to conflicts and 12 subjects or 24% say no.

Question 4: What is the common risk for agents responsible for conflict?

Table No.4: Relating to sanctions.

REPOSSES	FREQUENCE	%
Pendant	8	16
No risk	33	66
Laid off	29	58
Dismissal	10	20
TOTAL	50	100

The results of this table show that 8 subjects or 16% say that it is suspension, 3 subjects or 6% say that there is no risk, 29 subjects or 58% insist that there are updates. on foot and 10 subjects or 20% admit that there is dismissal.

Question 5: Would conflict resolution be effective?

Table No. 5 : Relating to effective solutions.

RESPONSES	FREQUENCY	%
yes	33	66
No	17	34
TOTAL	50	100

It can be seen from this table that 33 subjects or 66% say that conflict resolution is effective and 17 subjects or 34% say no.

Question 6: Have you ever experienced conflicts in your professional career?

Table No.6: Relating to conflicts experienced.

RESPONSES	FREQUENCY	%
Yes	41	82
No	9	18
TOTAL	50	100

Reading this table shows that 41 subjects or 82% have already experienced conflicts and 9 subjects or 18% say no.

Question 7: Could the conflict of interest cause corruption within the company?

Table No. 7 Relating to corruption

RESPONSES	FREQUENCY	%
No	5	10
Yes	45	90
TOTAL	50	100

Looking at this table, we are informed by 45 subjects or 90% that the conflict of interest causes corruption within the company and 10% or 5 subjects say no.

Question 8: What do you want to end the conflict?

Table No. 8: Relating to the choice of wish to end the conflict

RESPONSES	FREQUENCY	%
Improve working conditions	39	78
Change the management team	1	2
Regularize payroll	5	10
Have promotions	5	10
TOTAL	50	100

Looking through this table, we have 39 subjects or 78% who show that working conditions must be improved to put an end to role conflict, 1 subject or 2% says to change the management team, 5 subjects or 10% say to regularize pay and 5 subjects or 10% say to have promotions.

Question 9: What do conflicts challenge you about?

Table No.9: Relating to the investigation of conflicts

RESPONSES	FREQUENCY	%
Multiplier vos efforts	22	44
Only interested in your tasks	20	40
Absent from service	3	6
Compete against others	5	10
TOTAL	50	100

It appears from this table that the conflict pushes 22 subjects or 44% to multiply their efforts, 20 subjects or 40% to only take care of their tasks, 3 subjects or 6% to be absent from the service and 5 subjects or 10% to compete with others.

Question 10: What would be the contribution of the psychologist in conflict resolution?

Table No. 10 relating to the contribution of the psychologist in conflict resolution

RESPONSES	FREQUENCY	%
ADVICE	20	40
SUGGESTION	9	18
GUIDANCE	21	42
TOTAL	50	100

In light of this table, 20 subjects or 40% opted for counseling,

9 subjects or 18% for suggestion and 21 subjects or 42% for guidance.

II.2. Results interpretation

In the scientific field, it is good to present research results well but it would be better to interpret them correctly to give them meaning and make them understandable, because the tabulated distribution is not a matter of chance, it is on the other hand explanatory. .

Table No. 3 relating to the causes, the majority shows that the role played is the basis of the conflicts. Next comes the targeted interests which also take a considerable place in the causes of conflict, then the lack of training occupies a less negligible place in the causes.

So in relation to the consequences, we note that Table No. 4 shows that conflicts have very considerable consequences, that is to say concretely the low yield at 76% although we also consider other consequences such as lack of interest at 12%, indiscipline of agents at 8% and absences at 4%.

It is noted that managers generally manage to find solutions whenever this arises (see tables 5 and 7). And dismissal remains the most observed sanction in conflicts, while dismissal is applied at 20% during conflicts, even Table No. 6.

Looking at Table No. 8, the majority of agents have already been victims of conflict and in relation to corruption, Table No. 9 shows that within the company 90% of those who are in the conflict of interest cause corruption in their presentation.

Faced with all its irregularities, the majority want the improvement of working conditions as a priority, followed by regularization of pay and promotion. The change in the management team is desired at 2% in the solutions track, or even table No. 10.

Subsequently, these conflicts challenge people to multiply their efforts on the one hand and the other by being interested only in their task. See table No. 11. And suggestion, advice, guidance appear as the contributions of the psychologist in the resolution of conflicts, even table No. 12.

Conclusion and Suggestion

At the end of this long and laborious reflection on the subject which focused on “the contribution of the psychologist to the resolution of conflict company effective”.

We started from the problem according to which:

- What could be the causes of the conflicts occurring?
- Would the psychologist's contribution to conflict situations be effective?
- Would it provide effective solutions?

We wanted to verify our hypotheses according to which the causes of conflicts would be the roles and interests that the agents target. Thus the contribution of the psychologist would be effective and it would provide effective solutions to these conflicts.

To verify our hypotheses, we collected data from workers in the different SNCC/Kamina services using the questionnaire.

Our population consisted of 406 workers and we drew from this population a sample of the size of 50 workers.

We used the survey method supported by the interview and the questionnaire. To achieve our goal, we have set ourselves the objectives of knowing the contribution of the psychologist in the resolution of conflicts as well as the different causes and consequences of conflicts in the said company.

After analyzing and interpreting the results, we arrived at the results according to which the interests and roles push workers to be in conflict and the contribution of the psychologist in conflict resolution is necessary and effective. All these results confirmed our hypotheses.

In light of these results, we suggest:

- Employers to improve working conditions using symbolic, material and monetary rewards. Often resort to promotion systems. Subsequently, to hire at least one psychologist in each region of the SNCC for good personnel management;
- Workers to be responsible for their workstation including involvement and developing human relations.

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