



**CONFLICT MANAGEMENT, A DAILY CHALLENGE TO MANAGERS AT SESC
TRIUNFO-PE**
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ABSTRACT

This article aims to better understand what conflict is and to show the negotiation tool as an aid for managers to resolve conflicts in favor of all involved, in addition to presenting the types of conflicts, their characteristics and causes and consequences. Describes critical observations at the SESC Triunfo Tourism Center obtained through daily observations, data collection using a question form applied to a manager and an operational employee, after the questionnaire was applied, it was clear that the company and its employees failed, so suggestions were presented to resolve conflicts and strengthen interpersonal relationships to reach a satisfactory result for both.

Keyword: management, competition, administration.

INTRODUCTION

One of the great challenges for a manager is knowing how to deal with the daily problems that affect organizations, he needs to be attentive to everything that could jeopardize the smooth running of his company, even though this problem seems insignificant at present, it could become a major problem in the long run if it is not dealt with in time. And to face these problems, managers need to be well informed about, their cause and to know tools that help them in this task.

Another point of great importance in conflict management is that this process is not cheap and takes time to arrive, there is a satisfactory result, and that is why the faster the

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problem is identified, and if there is a solution, the less spending for the organization. And one of the major causes of conflict within an organization is the divergence of thought and opinion among the members of the organizations, this wear leads to the balance between sectors and also among the people who are part of the process affecting the organization's performance, in its market.

Problems of professional dissatisfaction, lack of commitment to work, affinity with co-workers and non-acceptance of the rules has become a problem within the SESC Triunfo Tourism and Leisure Center, bringing with it a large number of interpersonal relationship problems. among employees, and if personal issues outside the company were not enough, they became part of the process.

Another point of reflection on the motivation of conflicts comes from the lack of information on the part of a part of the employees, who are unaware of their obligations and daily duties and start to criticize instead of seeking knowledge about their role within the organization.

It is a fact that problems exist in the life of any organization, there is a question, how much the manager is willing to face this problem and what mechanism will he use as a tool to assist him in this onslaught, or will he leave it as it is and hope that things normalize with the passing of days without direct interference from managers. Managing conflict has never been and will never be an easy task to resolve, due to the various types of conflict that occur at the same time in an organization and its consequences can forever mark a person if this process is not well conducted. Therefore, it is ideal that all managers who are responsible for resolving conflicts are people who know how to listen, think and act correctly and calmly respecting a whole set of rules, code of ethics and current legislation.

And it is based on this diagnosis that we will work to minimize these issues as much as possible, which today interferes with the good progress of the highlighted company. For this, we will seek to better understand what conflict is, its sources causing its types with their particularities, classify them according to their importance for the company, to seek management mechanisms for internal and interpersonal conflicts. With the help of a well-detailed theoretical framework and through questioning through interviews and direct observation.

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And in this context of conflict management, we will explore the negotiation tactic, as a support tool in the management of people and their daily and varied conflicts. This case study will show us the way in which the manager can use the negotiation in his favor and in favor of his collaborators, and also in favor of the organization. The study will also show which structural and behavioral changes have influenced in favor of negotiation in relation to enforcement through rigid and inflexible rules and regulations. It will show in what conditions and situations they can be applied.

The study also provides references to changes in behavior and attitudes by people who are part of organizations and want active participation in decision-making processes, and also seek more responsibility and recognition from their superiors, are not adept at centralized commands and hierarchical and seek guarantees of their needs mainly through dialogue and negotiation with their managers.

Reinforcing the aspect of interpersonal relationships and group behavior, the power of negotiation can be used as a tool to mediate internal conflicts and discontent that may arise within the organization, and it is based on this line that the study shows us when dialogue and negotiation between the parties becomes important to achieve a satisfactory result for both.

Identify and classify internal conflicts according to their nature and causes, and apply the negotiation techniques that best suit the situation at the moment. With the intuition to eradicate conflicts of a negative nature that contribute to the malfunctioning of the organization and to explore the possibilities that arise from conflicts of a positive nature in order to add to the development of the organization and increase its degree of competitiveness within the hotel segment.

Make a bibliographic survey on the referred theme;

Identify which are the critical factors that most contribute to the disorganization of the company;

Detect the main causes of conflicts in the existing staff;

Investigate what strategies can be implemented to improve the existing framework within that company;

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Follow up on the intervention proposals made to the company for the reduction of conflicts, make the necessary adjustments according to the progress of the project and compare the results achieved with the diagnosis prior to implementation.

PRESENTATION OF THE ORGANIZATION

The SESC Triunfo Tourism and Leisure Center is located at Rua Antonio Henrique da Silva, S / n- Bairro São Cristóvão in Triunfo - PE. It was inaugurated on February 10, 2006, its main activities are the provision of services in the areas of accommodation, culture and leisure. Its administration is in charge of the unit manager Ms. Cristiane Maria Campos de Lacerda and the assistant manager Patrícia Carla Gonçalves Almeida, has a staff of around 120 people, making it the largest company in the city.

And these employees are distributed in several positions with very different attributions from each other, functions that are thus distributed, by internal sectors and sectors so related.

- **Manages:** responsible for all decision making at the unit, and also responsible for all implementation of new projects and monitoring of projects and work in progress.
- **Administrative:** responsible for the progress of the company's organizational tasks, and be divided into three sectors, finance, purchasing and human resources.
- **Human Resources:** responsible for hiring, introducing the company to new employees, training, absence control, medical certificates, vacation scheduling medical appointments via corporate health plan, updating employee histories, temporary contracts and dismissals.
- **Purchasing:** responsible for making purchases directly from suppliers of the inputs essential to the hotel's operation when necessary, without going through the shopping sector in Recife, since the hotel is supplied weekly by this department. And these purchases are motivated by the lack of these products in the hotel, and there is no purchase process at the distribution center or there is no way to wait for the headquarters to be sent. As well as hiring service providers that the hotel does not have in its staff or because they are complex services that are outside the structure of SESC. And all purchases respect
- **Financial:** responsible for the payment of suppliers and providers of goods and services, also responsible for the payment of federal, state and municipal taxes and duties, checking the

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closings of cashiers at the hotel's points of sale and releasing values for sight-seeing purchases.

- Food and Beverages: this department is responsible for organizing the operation of the kitchen, restaurant and cafeteria, as well as for the distribution of employees in these sectors through a previously elaborated work schedule. This sector has a supervisor and a nutritionist, where both share the tasks of preparing, executing and monitoring the daily activities that are of paramount importance for the progress of the hotel.

- Accommodation: sector responsible for organizing the reception structure for guests, it includes concierge, reception, maid staff, general services, gardening, maintenance and laundry. This sector has a accommodation supervisor and a governance, and both work in a team and balance to provide maximum quality in welcoming everyone who arrives at the hotel, in search of peace, comfort, joy, comfort and quality.

- DFE: this sector is responsible for the fitness, recreation and cable car academy. It is a sector that has a peculiarity in relation to the others, it attends a greater number of non-guests because it performs sports activities open to the population of the city in the areas of weight training, swimming and judo, as well as the cable car ride being this the largest highlight of the hotel. Recreation, on the other hand, is responsible for welcoming and interacting with guests during their stay at the hotel.

SESC Triunfo also has another unit in the city, that unit is the Popular Creation Factory, it was inaugurated on July 12, 2012. This unit is responsible for the art and culture projects, and these projects are so through courses, classes periodicals, mini courses, workshops and cultural shows that value the creativity and identity of local and regional communities. The physical structure of the hotel consists of 60 apartments that are assembled according to the sale of the reservation center, 02 chalets that are available for rent, since they are to receive the president of SESC Pernambuco when he is in the city and advisers in a similar situation to the first, restaurant, convention center, library, concierge, reception, warehouse, two swimming pools and the cable car.

And it is through this structure that the SESC Triunfo Tourism and Leisure Center is the largest company operating in the municipality of Triunfo, generating income and direct and indirect jobs and fostering the tourist potential of the city of Triunfo every day, taking its name to all the regions of the country.

THEORETICAL REFERENCE

This work will aim at techniques on how to reduce internal conflicts to minimize as a basis for the implementation of an intervention proposal to contribute efficiently and effectively to development at the SESC Triunfo Tourism and Leisure Center, where all the data presented below served as a great help for the developing valuable suggestions.

METHODOLOGY

For the development of the research, regarding the methodology, first studies were done via internet and books, for bibliographic survey to acquire theoretical knowledge on the chosen theme. Conflict and Negotiation were investigated as they are classified, how to manage them, etc.

The work was classified as exploratory in nature, since it was based on a method of inductive study and made through daily observations and collection of data and concrete facts, which provided the accuracy of facts and understanding of them (GIL, 2002). This type of nature allows for a veracity of information, in addition to better data verification and tasting of reality (PIOVESAN; TEMPORINI, 1995).

Being also classified as qualitative, since it aimed to provide quality information instead of quantity of information, where according to Neves (1996), all interpretations of facts and information within a research and all its meanings do not prevent employment the logic of phenomenological analysis to interpret existing data according to their place of origin. Given this, Dias (1999) also defines that it is up to the interviewer to provide a flexible and long relationship with the data obtained with greater clarity and details of facts through a qualitative method.

The case study is also used methodically, which is considered to be a more profound and detailed method of an organization with greater detail and depth of facts (VERGARA, 2007).

After the steps already mentioned, he chose to separate appendix A and B, a questionnaire already formulated from a master's thesis authored by Falk, L Rodrigues (2000),

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presented for the conclusion of the Master's course at the Federal University of Rio Grande do Sul, composed of six open questions, of which some questions were appropriate to the reality of the researched company, since this author's research aimed at conflict management within the Clinicas de Porto Alegre hospital.

The appendix was readapted and applied to SESC Triunfo managers, in order to gain knowledge about the failures of top management and the opportunities that can and should be implemented over the years. Appendix B to an employee in the operational area, with the intuition of showing a critical and constructive look of someone who does not participate in the organization's decision making.

DEFINITION OF CONFLICT

What we are going to present in this work is a little about the conflict in organizations and, first of all, we must understand what conflict is, which under the perspective of the old paradigm, is nothing more than divergent perceptions and interpretations of the parties on a given subject. It is always seen as something negative, a break, an end. In the new systemic order, conflict is a means, an opportunity for the reconstruction of realities and an engine that generates creative energy.

For Moscovici (2008), a situation of conflict is understood as one in which people put themselves in opposite positions, with divergent perceptions and ideas. It is believed that situations like these are unavoidable and necessary for group relationships, having as main causes communication problems, the organizational structure, the dispute for roles between employees, the scarcity of resources, misunderstandings and the lack professional commitment.

Conflict is a situation that derives from a lack of agreement or emotional situations that prevents the parties from reaching, in a common denominator, to resolve any issue or disagreement on a specific issue. "Conflict occurs whenever there is disagreement in a social situation regarding important issues, or whenever an emotional antagonism creates friction between people or groups". Schermerhorn Jr. ; John R (1999, p.268).

Also according to Schermerhorn Jr. ; John R (1999) Managers spend around 20% of their daily time in order to resolve internal conflicts. This percentage is very high for today, considering that we live in a globalized world in which relationships, and interactions are

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getting faster and faster it is unacceptable to spend so much time dealing with conflicts, including those in which they are directly involved.

For Berg (2012) conflicts today are inevitable and are increasingly in evidence, and what will make you become a differentiated manager is knowing how to identify, understand, measure and deal with this problem, reducing time and reducing the costs of these problems that are daily for an organization. "The conflict in the present times is inevitable and always evident". " However, understanding it, and knowing how to deal with it, is fundamental to your personal and professional success " Berg (2012, p.18).

Burbridge (2012) argue that conflicts are natural and in many cases necessary. They are the engine that drives change. However, many conflicts are unnecessary and destroy values, causing damage to companies and people who work there. The main challenge for managers is to identify productive and counter-productive conflicts and to manage them.

For Chiavenato (2004), conflict occurs due to the difference in personal goals and interests, and is an inevitable part of human nature; it constitutes the opposite side of cooperation and collaboration, the word conflict is linked to disagreement, discord, etc. For there to be conflict, in addition to the difference in the factors mentioned, there must be deliberate interference by one of the parties involved, that is, when one of the parties, whether an individual or group, tries to achieve its own interconnected objectives with some other party, which interferes in their quest to achieve the goals.

Thus, according to Chiavenato (2004, p. 416), "the conflict is much more than a simple agreement or divergence: it constitutes an active or passive interference, but deliberate to impose a block on another party's attempt to reach its goals. goals".

According to Robbins, Stephen, P (1943, p. 326), "We can define conflict, then, as a process that begins when one party realizes that the other party affects, or can negatively affect something that the first party considers important".

Still following the thinking of Robbins, Stephen, P (1943, p. 326), "The conflict needs to be perceived by the parties involved; whether or not the conflict is a matter of perception ". "If nobody is aware of the existence of the conflict, there is a general agreement that it does not exist."

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Robbins, Stephen, P (1943), Affirms that conflict can be a serious problem for any organization, it is capable of generating a chaotic, unproductive and demotivating environment, impossible for employees to work together. On the other hand, conflict can also be a positive thing, even less well known.

TYPES OF CONFLICTS

The problem of conflicts is based on a wide range of possibilities, they can be associated with the organizational climate, there are issues of indiscipline, for personal reasons, interpersonal group for lack of command or weak leadership, recognition, professional and emotional dissatisfaction.

According to Schermerhorn Jr .; John R (1999), conflict can be classified into different types and situations. They range from subjective to structural aspects. And from that thought he starts to classify the types of conflicts according to their causative nature and how managers should act in certain situations.

Also according to Schermerhorn Jr .; John R (1999), these conflicts can be substantive conflicts that are a disagreement with the ends or objectives and the means that will be used to achieve them. These are the disagreements that people make on issues such as what a particular group needs to achieve and the distribution of rewards, the means to distribute tasks and the policies that are used. Knowing how to deal with this problem is essential, I try to keep in mind that this type of conflict for most organizations is almost daily and challenging for any manager.

Also according to Schermerhorn Jr .; John R (1999), the conflict can have an emotional origin, this type of conflict encompasses the interpersonal difficulties that arise together with feelings of anger, distrust, dislike, fear, resentment, this behavior is very harmful for the individual, I try to keep in mind that it ends up undermining and draining and taking away from people the focus on the main objective of the organization.

This type of conflict situation because it is internalized in addition to reducing the employee's performance, it can turn into something more serious, and lead the employee to a depressive situation and this problem becomes something even more serious for the organization because of the importance of managers always be attentive to the smallest signs of behavioral change of its employees.

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Intrapersonal conflict can also compromise the smooth running of the organization. "Among the important conflicts that affect behavior in organizations are those that involve the person in isolation." Schermerhorn Jr .; John R (1999, p.268), "These intrapersonal conflicts usually involve real or perceived pressures from incompatible goals or expectations of the following types". Schermerhorn Jr .; John R (1999, p.268).

Also according to Schermerhorn Jr .; John R (1999), The first would be the approach-approach conflict, it would be when a person needs to choose between two positive alternatives and equally attractive to him, the second point is avoidance-avoidance, which is when a person needs to choose between two negative alternatives and equally unpleasant to him, and finally the approach-avoidance conflict arises, which is when a person needs to decide whether to do something that has a positive and negative consequence.

Another type of conflict quite common within organizations are those of an interpersonal nature which, according to Schermerhorn Jr .; John R (1999), interpersonal conflict occurs when two or more than two people are on opposite sides, on a given subject or point of view. And this conflict can be substantially motivated, emotional or both.

It is a type of conflict that is very dangerous for the organization, since most of the time this problem becomes personal and ends up dividing and separating those involved, and hindering the progress of daily tasks and thereby compromising the organization's objective. We can still classify the intergroup conflict, which according to Schermerhorn Jr .; John R (1999), intergroup conflicts are common within organizations and also caused by substantive, emotional issues or both.

This type of conflict is very similar to interpersonal conflict, including its consequences for the organization, but with an aggravating factor, it adds a greater number of collaborators, so it is much more harmful than the previous attempt in view that it will generate a greater number of complaints to managers and difficulties in solving existing problems. We can also highlight the interorganizational conflict, which according to Schermerhorn Jr .; John R (1999), the interorganizational conflict is not just about terms of competition between two companies for a given market. It is a much broader issue than a simple market dispute, but within this work it came only as a reference to the term conflict.

Also according to Schermerhorn Jr .; John R (1999), there are constructive and destructive conflicts, constructive conflict can bring benefits to the organization, to people

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and groups, he offers to those involved the possibility of identifying problems and opportunities that could go unnoticed if this conflict did not occur. And we can also point out that the constructive conflict brings a competitive differential to the organization, it also brings to the organization the reduction of resources destined to circumvent these conflicts and redirects the managers involved in matters that are not generators of resources, and to start to direct better their managerial skills for the organization's growth.

For Schermerhorn Jr .; John R (1999), Destructive conflict works to harm people, groups and the organization. They can reduce productivity, quality and job satisfaction and end up increasing absenteeism and job turnover and thus increasing the organization's costs. And taking the competitive potential of the organization, raising costs and putting the organization's survival at risk within its area of operation.

NEGOTIATION

"Negotiation is the process of making joint decisions when the parties involved have different preferences" Schermerhorn Jr .; John R (1999, p. 274).

According to Gil (1946), Negotiation is the search for the regulation of divergences, and for a long time, it was restricted to certain sectors, such as diplomatic, commercial, political relations, among others. Today, due to behavioral changes within organizations and a more globalized society, negotiation has become one of the most important tools, for companies not only for external issues but also for internal issues, and it is of great help to managers in conflict mediation and to reach individual and collective agreements. "Trading in the company is becoming increasingly necessary. Gil (1946, p. 247).

Also according to Gil (1946), This new management model is due to social, political, economic and cultural changes, old management models are unable to guarantee that employees perform their tasks properly.

Still according to Gil (1946), The need for negotiation derives from the evolution of reactions of authority, the simple fact of transmitting orders no longer has the same effect to ensure that the employee performs his tasks quickly, efficiently and without questioning, the employee began to perceive his role within the organization from another perspective, he sees its importance for the organization and starts to seek recognition of his tasks beyond what is stipulated by the employer.

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And when he is not rewarded, he begins to pursue his interests and begins to use negotiation as a tool of mutual agreement between the two parties. “They no longer want to be mere performers, but they want to participate in the life of the company” Gil (1946, p. 247).

Second Schermerhorn Jr .; John R (1999), Negotiation is of fundamental importance in the current work environment, due to the greater number of people who now have the opportunity to be involved in decision-making that affects the organization and themselves. Also according to Schermerhorn Jr .; John R (1999), With more people involved in decision making, there is a greater likelihood of disagreement on the most diverse issues in the organization.

And because of this more participative management, managers and managers need to become more and more familiar with basic negotiation concepts in order to safely deal with this management model when talking to employees. I try to keep in mind that this subject has already become a daily issue within the company. organizations.

TRADING STEPS

According to ACUFF (2004), the negotiations must fulfill a series of stages: orientation and research; resistance; reformulation of strategies; difficult discussions and decision making; wake up; follow-up. So that it can become an effective tool for managers and their respective organizations.

Guidance and Research is the initial phase that many negotiators leave out. The search for information is extremely important to know the object of negotiation, as well as its environment and the issues involved. This stage consists mainly of the search for knowledge, such as: the study of the organization involved, the history of similar previous negotiations, the verification of the power that your negotiating partner has in your organization or even in the environment in which it is inserted.

This initial phase also comprises Planning. The success of a negotiation depends on well-planned planning. To this end, there is a need to examine interests and define goals, as well as identify what the interests and objectives of the other will be, through the collection of necessary information, in order to foresee possible impasses and seek ways to avoid them and overcome them. In fact, presentations at the negotiating table should be scheduled.

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Through planning, one can have an overview of the situation and then define the issues to be addressed, in order to establish priorities. However, the creation of an environment favorable to negotiation should not be neglected, in order to reduce possible tensions, to facilitate the search for consensus and cooperation.

Resistance one must consider that in a negotiation there may be resistance on the part of the other negotiator. Resistance even exists to characterize the relative importance of negotiation. If your opponent does not show any resistance, you should check the real importance of the object being traded.

In any case, it is important to prepare yourself to face resistance, looking for ways to break it. This is achieved by taking positions, always seeking to have a logical point of view, debating and arguing their motives. It is also important to be understanding with the other negotiator, and this is done through in-depth knowledge of the other and the object of the negotiation.

Reformulation of Strategies, you should always develop negotiation strategies, even before starting the process itself. However, new factors may arise during the process and you must be prepared to face them, including reevaluating previously established strategies. It is possible to work on the reformulation of strategies from the introduction of new data, from the redefinition of some issues, but mainly, through the effective reevaluation of the original strategies.

Difficult discussions and decision-making, every negotiator must focus his efforts on the real needs of the parties involved in the process. When a discussion is difficult, the main objective is to seek the real reason for what is being negotiated. This is the exact moment to make decisions based on the effective search for reciprocal results: win-win, that is, one must create alternatives of mutual gain by asking what the other party can gain from the negotiation. It is extremely important, both in discussions and in decision-making, to explore and understand all the variables involved, in order to clarify obscure points in the intention to overcome existing impasses.

Agreement here is the time to outline all the details of the negotiation and ensure the understanding of them by all involved. The negotiators ratify the agreement with their organizations. Thus, the factors involved in the agreement are: search for areas of understanding; review of the entire negotiation process in order to ensure mutual

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understanding of what was agreed; review and draft the agreement; review the mutual benefits achieved through negotiation.

Follow-up, this step is essential for the success of the next negotiation and it is often overlooked. Right after the agreement is signed, it is necessary to maintain a good relationship with your opponent, emphasizing that your decision making was correct and that both did good business. Emphasizing a relationship is also a key to the success of a negotiation. Thus, the follow-up consists of supervising the implementation of the negotiated agreement and highlighting that you have just done a good deal.

For Gil (1946), the negotiation process goes through several stages, which the author classifies as follows. Planning is a process that starts well before stakeholders feel to discuss the problem. “Successful negotiation requires careful planning work, which involves several steps” Gil (1946, p.249).

Defining objectives revolves around what is intended to be solved, previously formalized in writing. “The objectives must also be elaborated in a realistic way, which involves considering the human, material and financial resources necessary to obtain them” Gil (1946, p. 1946). The confrontation is the part of the negotiation considered more tense, it is where the manager will show his skills in negotiating.

Also according to Gil (1946), there is a proposal that must be made in order to convince the other party to give in to its demands and suggestions. However, this proposal will not always be accepted at first, and it is very likely that the other party will propose a counter proposal in order to balance the balance of the negotiation. Another point is the agreement that in this case the parties involved stick to the common denominator and put their differences aside and start looking for the best for themselves and the organization.

DATA COLLECT

During the conduct of the field research, the period of May 16, 2017 a August 6, 2017, at The SESC Triunfo Tourism and Leisure Center is located at Rua Antônio Henrique da Silva, s / n- São Cristóvão Neighborhood in Triunfo –PE.

While conducting the field research, the following critical points were observed at the SESC Triunfo Tourism Center.

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A great lack of interest on the part of employees on issues of great relevance to the current situation of the company. Consequently, the information passed on to the employees does not produce the desired effect on the part of the managers;

- Low prospect of growth or improvement within the company;
- Salary dissatisfaction;
- Non-compliance with the rules of conduct;
- Lack of recognition of management to employees;
- Absence of born leaders;
- Clear division between employees in groups that do not interact;
- Relationship problems between employees;

DATA ANALYSIS

After the questionnaire was applied, it became clear how important and relevant conflict management through negotiation is for a small, medium or large company. All through a bibliographic survey to obtain theoretical knowledge and structure it according to the reality of the company in question, with this it was possible to analyze the outstanding characteristics of the management implemented in the company, see its organizational culture and also observe some peculiarities that may serve as opportunities in the future.

The application of the questionnaire was directed to the Deputy Manager of the organization, through a written interview of the participant, where he was asked if the company had the means to act immediately in a conflict situation, the same revealed that: "Yes, because every time it is discovered an ongoing problem we act as quickly as possible to try to remedy this situation and not let it become a bigger problem for the organization, another fact that hinders is that sometimes matters take time to reach the administration and end up making it difficult solution of the problem". It was thus extended that the Deputy Manager has experience with companies in the hospitality industry and has knowledge on how to deal with relationship problems, but he feels hostage to other people which ends up hampering the process of acting immediately on the problem.

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When asked how to talk to the parties involved in conflicts, he reported that: “Most of the time, we seek to bring both sides into a conversation, so that both can report the facts as it happened and what can be done to resolve the conflict ”. The manager values an open dialogue between the two parties, more ideally and that there should be a separate conversation before, so that the two sides can speak their versions, so that the manager supported by negotiation techniques can measure what actually happened at that moment and after being aware of what happened, call both sides to a negotiation, which is good for them and for the organization.

When asked what direction he should keep his focus, he reported that: “We always try to identify the source of the problem and thus arrive as quickly as possible, there is a solution, together with a conversation with the employee who is involved in the problem”. The manager was very interested in solving the problem, putting the problem in the foreground, but without leaving the employee out of the question.

When asked if the company seeks to create conditions for people or groups to interact, he reported that: “We always seek to make people always interact with each other, and we believe that this tactic is something very positive for everyone, already that it reduces the distance between people and groups that exists within our organization and improves the spirit of the individual ”. In fact this is a tactic widely used by the current management, but we cannot put it as something that will have an effect and solve all the problems faced daily within the organization.

When asked if there is any communication channel specially directed to conflict management, he reported that: “There is no specific negotiation channel to deal directly with this issue, but there are supervisors who are instructed to receive information and complaints from employees and from us. go through all possible details so that we can take appropriate action and solve the problem ”. It would be a little to think about whether there is a need for a direct channel between managers and employees, since the organization has supervisors who already do this work as explained above.

When asked about his perception of the emergence of a conflict, he reported that: “We can feel how much something is not going well, due to the progress of daily activities that tend to be carried out efficiently and quickly, there is a delay and it loses quality in your finishing, and also observing the individual behavior of employees when they do not match

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their usual behavior ”. According to the answer, the manager has the ability to interpret the appearance of a possible conflict by means of changes in behavior or quality in the execution of daily tasks that each employee performs within the organization, but we must be careful to analyze in a superficial someone,

By applying the same questionnaire now to a collaborator, we can identify his point of view about the conflict, its characteristics and its negotiation stages.

The application of the questionnaire was directed to the employee of the organization, through a written interview of the participant, where he was asked if the company had the means to act immediately in a conflict situation, the same revealed that: “Well, what I can say is that the company try to do your part, they may think they are fast and have the means to resolve, but I think it’s not that fast, I think the information is missing and they get there, because only then is the information fast that the company can say that I acted quickly in conflicts ”. According to what the interviewee reported, he sees that the company still cannot act quickly, there is a conflict situation.

When asked how to talk to the parties involved in conflicts, he reported that: “The company always seeks to hold a meeting between the two parties at the same time, I don't know if it resolves or aggravates the situation, maybe if they did this one differently separate way and once for the offended party it might be better and maybe it would solve the problem what you can't do is stay in those endless meetings that always happens after conflict and nobody suffers anything ”. Once again the feeling of not being punished ends up revolting the interviewee, he questions whether the way the intervention is carried out is valid and proposes changes in this type of approach.

When asked in which direction he should keep his focus, he reported that: “The company must keep its focus on the employee, who is causing the problem and starting to punish, since they are the same people, who are always causing the problem, and overloading others who want to work ”. The interviewee at that moment is very dissatisfied with the behavior of some of his co-workers who end up hindering the organization's progress and the performance of the other employees and even asks for a punishment for those repeat offenders.

When asked if the company seeks to create conditions for people or groups to interact, he reported that: “These projects exist, but do not add or bring any improvement in terms of

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reducing conflicts, or approaching someone who is not communicating with another co-worker, is something more playful than actually effective in the lives of employees ”. The interviewee is once again incredulous with these conflict management mechanisms.

When asked if there is any communication channel specially directed to conflict management, he reported that: “A direct formal channel between managers and employees does not exist, but it is also something that can be like being, because we have supervisors to talk about any subject and managers are always within our reach too, that’s why I don’t see the need for an exclusive channel to deal with the subject ”. The interviewee is satisfied with the means that the company has, and notes that this process is of a good size for the organization.

When asked about his perception of the emergence of a conflict, he reported that: “For us who are in the operational part, it is much easier to understand when something is going to happen, and it is grace or not because of this approach that we can also protect ourselves from any situation. that we are not interested in participating or taking sides and we have this advantage over managers, who will only know what happened after us ”. The interviewee reports that yes, he can see and feel the appearance of conflict well before his managers thanks to the approach to the fact, which usually happens in the company's operational sector.

However, after analyzing all the data collected, it was observed that the organization still does not have a uniform dialogue between the sectors on how to deal with internal conflicts, and the techniques and tactics used to resolve their conflicts.

It was found that when the questionnaire was applied, it was satisfactorily possible to comply with all the desired points, where it was identified that there are points of disagreement between managers and employees as to how to act to manage internal conflicts, aiming at improving the functioning organization, thus contributing to the improvement in the quality of life of all involved.

Therefore, the following are suggestions that can be implemented at the SESC TRIUNFO Tourism and Leisure Center, to assist in conflict management.

Take immediate action: Most conflicts do not disappear quickly and can remain active for days, weeks or months if not resolved, and may appear again on other occasions. The organization's manager with the help of his HR department must always be attentive to the team's daily life, noting small changes in the behavior of employees to intervene when the problem is still in its initial phase. Performance, productivity, relationships are the first to be

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reached when conflict takes over the work environment, so it is very important to act as soon as the problem is identified.

Talk to the people involved in the conflict separately: It is important that the manager spend a moment alone with the employee, so that both can talk clearly and without obstacles. The presence of other people can hinder the dialogue and invert the manager to identify what is actually happening, that is why a feedback directed to each one respecting their individuality can have a more positive effect than a meeting with several parties talking and exposing your opinions and desires at the same time.

Focusing on the problem, not collaborating: The manager had to focus on identifying and solving the problem, and never taking the questions personally. Personal conflict is always the result of constant dissatisfaction between both parties, and as much as there is a culprit, it is necessary that the manager seeks to solve the problem, and not to identify a culprit. And the more efficient the manager is in managing the problem, the better the result for the organization.

Create activities for the team to interact with: A good option to prevent conflicts from arising is to train or create activities that do not involve the company's daily tasks. Whenever possible, it is interesting to promote programs or events so that employees can interact with each other, get to know each other better and strengthen their ties.

Maintain an open dialogue channel: Having the possibility of maintaining an open communication channel is of great importance for the manager, not only to identify possible conflicts, but also as a receiver of ideas and suggestions that can be of great value for the organization.

Listening to the opinions and suggestions of employees is already a great differentiator, but more than that, it is necessary that managers share as much information with their teams. When communication is failed or non-existent, the results can be negative. Let employees know that the organization has a management that is always ready to listen to your criticisms, suggestions and complaints.

Conflicts in the workplace are not easy, but the good news is that the organization's manager has a large arsenal of resources available to deal with it. Small steps in this area can lead to giant leaps towards healthier and more pleasant workplaces.

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All of these proposals mentioned above are simple intervention measures that can efficiently assist the conflict management process, providing the company with effective management, increasingly leveraging the name of the institution in the region's hotel scene, and consequently achieving objectives, all of which are measures implemented or not in this order, all depending on the opinion of the managers, but created according to the reality faced and that would be of paramount importance for their better management.

FINAL CONSIDERATIONS

In the face of everything that was analyzed about conflict and negotiation, the present work tried to analyze to the Center of Tourism and Leisure SESC TRIUNFO, in order to explore and an existing problem in the organization and to establish a new perspective on the subject. All the strategies exposed here are the result of hard work in field research, and also associated with the previous observations, I try to keep in mind that I have been part of this organization for more than five years, aiming at conflict management through negotiation as a key point for development and better functioning of the organization.

At this point, the strategies used by the managers of this unit should be given importance, in the figure of the manager and assistant manager Cristiane Campos and Patrícia Carla respectively, who needs to increase the use of negotiation tactics, in order to reduce the numbers of problems that happen within the organization.

It was observed that the company needs a greater participation of employees when it comes to solving the problems that happen within the organization, and not just waiting for everything to be solved through the intervention of managers, because if there is no participation from both sides we cannot include negotiation with a support tool for conflict resolution.

Provide training to employees so that they can give their opinion and participate more actively in the negotiation process in order to facilitate and improve the quality of life for all and provide a better relationship between all employees.

Second Schermerhorn Jr .; John R (1999), Negotiation is of fundamental importance in the current work environment, due to the greater number of people who now have the opportunity to be involved in decision-making that affects the organization and themselves. And because of this more participative management, managers and managers need to become more and more familiar with basic negotiation concepts in order to safely deal with this

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management model when talking to employees. I try to keep in mind that this subject has already become a daily issue within the company. organizations.

This research sought to clarify what some management failures can cause and how a good negotiation can help the manager to reduce friction, and enable a detailed understanding of the real situation faced by the studied company, and develop strategic tactics to be implemented to solve the problem. .

It is thus concluded who the research in question, was successfully accomplished in the accomplishment of all the created objectives, and it can serve as a basis for future research contributions, being profitable that each manager implements negotiation techniques according to the reality faced by each organization, making it clear that there are countless techniques for solving day-to-day problems, just look carefully at everything that needs to be changed and how it can be changed so that everyone benefits.

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