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LA COMUNICACIÓN INTERNA COMO HERRAMIENTA DE PREVENCIÓN Y GESTIÓN DEL CONFLICTO EN LAS ORGANIZACIONES HOTELERAS

INTERNAL COMMUNICATION AS A TOOL FOR CONFLICT PREVENTION AND MANAGEMENT IN HOTEL ORGANIZATIONS

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RESUMEN

Este artículo difunde el estado del arte en términos de manejo de conflictos en las organizaciones en general y de cómo la comunicación interna dentro de éstas resulta una herramienta clave para ello, para luego enfocar la investigación en la revisión de la literatura sobre el manejo de conflictos laborales en las organizaciones hoteleras y su relevancia para generar ventajas competitivas ya que en la actualidad resulta relevante el uso de las nuevas tecnologías por parte de los clientes para contrastar opiniones de otros usuarios a cerca del hotel en el que van a elegir alojarse. Si el conflicto aflora entre el personal laboral de la organización, el cliente lo percibirá, su opinión será negativa en las redes y afectará finalmente a la cuenta de resultados. Para ello, se analizaron libros, publicaciones de divulgación e investigación científica, tesis doctorales y sitios contrastados para asegurar su fiabilidad, introduciendo varias ecuaciones de búsqueda selectiva que permitieron seleccionar los documentos más relevantes para la investigación. Los resultados indican que, aunque existen numerosos estudios sobre la gestión de conflictos en las organizaciones y otros muchos estudios sobre comunicación interna, muy pocos se centran en el análisis de la comunicación interna como uno de los elementos que contribuyen a la prevención y gestión del conflicto y aún menos en el sector turístico, detectando así la necesidad de profundizar en este importante motor de la economía.

PALABRAS CLAVE: comunicación interna; prevención del conflicto; gestión del conflicto; ámbito laboral; sector turístico; organización hotelera; ventaja competitiva.

ABSTRACT

This article presents the state of the art in terms of conflict management in organizations in general and how internal communication within them is a key tool for this, and then focus the research on reviewing the literature on labor conflict management in hotel organizations and its relevance to generate competitive advantages since it is currently relevant the use of new technologies by customers to contrast opinions of other users about the hotel in which they will choose to stay. If the conflict arises between the staff of the organization, the client will perceive it, their opinion will be negative in the networks and will ultimately affect the bottom line. To this end, books, publications and scientific research, doctoral theses and contrasted sites were analyzed to ensure their reliability, introducing several selective search equations that allowed the selection of the most relevant documents for research.

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The results indicate that, although there are numerous studies on conflict management in organizations and many other studies on internal communication, very few focus on the analysis of internal communication as one of the elements that contribute to the prevention and management of conflict and even less in the tourism sector, thus detecting the need to delve deeper into this important engine of the economy.

KEYWORDS: internal communication; conflict prevention; conflict managemen; working environment; tourism sector; hotel organisation; competitive advantage.

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1. INTRODUCTION

This work aims to address the vision, analysis, and management of conflict in organizations, particularly in hotel tourism companies, through a review of the current state of the topic. It studies the impact of labor conflict on the customer, the conflict resolution systems adopted by the company, the channels used for conflict management, and how internal communication, sometimes overlooked or neglected compared to external communication, becomes a tool with emotional, social, and economic implications. The workforce is the organization's main stakeholder, and human capital is its primary resource.

> The efforts of researchers and scholars largely focus on external communication, which is always clearer and more visible in organizations. However, it is important to analyze and reflect on a concept that can be considered the seed of the pending revolution in the business field (Caldevilla, 2012).

First, a study will be conducted regarding conflict, followed by a deeper exploration of conflict in the organizational context. Secondly, the state of the art in internal communication will be addressed to understand its importance in the prevention and management of conflict in hotel tourism organizations.

It is widely acknowledged that conflict is inherent and inevitable in human relationships in general, and that every relationship has the potential to generate conflict (Ramos et al., 2013; Gómez, 2013). However, depending on the environment or framework in which it occurs, it is necessary to analyze its origin, the parties involved, the sector, and other factors to be able to address it in the most appropriate way for its resolution, using the multiple existing techniques for this purpose (Gómez, 2013; Constantino and Sickles, 1997). Thus, as organizations are composed of people, Fried (2011) argues that conflicts and crises are endemic to them. What matters is how they are addressed at the levels of personnel and organizational management, as some of these conflicts can be acute while others can be chronic.

However, the analysis conducted has not only focused on conflict resolution but also on its management, as not every conflict is susceptible to resolution, and especially not in a favorable way for all parties involved. What happens then in those situations? Sometimes conflicts arise within the organization, whether intergroup or intragroup conflicts (Benítez, Medina, & Munduate, 2012), which, even if they are not resolved, can be managed in a way that does not affect employee productivity, team performance, and overall the parties involved, thus not directly impacting the company's costs.

The term conflict management is broader than conflict resolution, as resolution implies the reconciliation of interests, while conflict management includes both reconciliation and directing destructive conflicts towards constructive outcomes (Yirik, Yildirim, & Çentinkaya, 2015).

Therefore, the concept of conflict "resolution," which has traditionally been understood as the elimination of conflict (whether in an avoidance or win-lose approach), expands to incorporate conflict management as well. This involves identifying the parties' interests and separating them from their positions (Fajardo, 2015).

1.1. AN APPROACH TO THE CONCEPT OF CONFLICT

There are numerous definitions of conflict, and depending on the understanding of conflict, its approach will vary. The way we approach these situations influences not only the potential benefits for the company or working conditions but also the quality and health of the organizational structure itself (Merino, 2008).

Traditionally, conflict has been understood as something negative, such as war, confrontation, controversy, struggle, or combat (París, 2003). In this cultural context, we tend to think that if we find ourselves in a conflict situation with someone or a group, it will result in a fight or battle where there can only be winners and losers (Die, 2013).

Hocker and Wilmot (2014) define conflict as

> a struggle that at least two independent parties perceive to have incompatible goals, scarce resources, and interference that prevent them from achieving their goals." Meanwhile, Coser (1956) describes conflict as "a struggle over values or claims to status, power, and scarce resources, in which the aim of one party is not only to attain desired values but also to hinder or eliminate its rivals.

In this research, the most commonly used definitions by experts in the study of conflict have been collected, although there are many others that convey a similar meaning. As González (2010) states, it is common to all these definitions that the parties involved in the conflict perceive that their interests are being affected or could be affected (as if they are not aware of it, the conflict does not exist). Additionally, it is understood that the goals of each party are incompatible, referring to the group's perception of achieving its goals, and if they are affected, it triggers the conflict.

Derived from this negative connotation of conflict, there are numerous definitions that all imply negative aspects such as fight, distress, battle, etc. However, if the parties' interest is truly to resolve the conflict, it would be more appropriate to use the term "conflict" from a positive perspective and understand it as an enriching situation. From this point of view, this research is approached, viewing conflict as an opportunity to learn, grow, and develop new paradigms that propel the parties towards personal and social growth (Gómez, 2013).

1.2. CONFLICT IN ORGANIZATIONS

The emergence of conflict within an organization has various consequences at different levels, affecting both the individuals within the organization and the organization itself, resulting in emotional and economic costs.

Disagreements arise from the relationships formed among professional teams, whether among peers or individuals with different responsibilities within the organization. It is necessary to understand conflict by considering the factors that disrupt its normal functioning and analyzing its causes or motives before attempting to address it.

Authors such as Redorta (2004) expand on the initial list proposed by other experts, identifying fifteen types of conflict. This is based on the theory that conflicts follow recognizable and identifiable patterns of behavior. These types include conflicts over scarce resources, power, self-esteem, values, identity, expectations, maladjustment, information, interests, personal relationships, inhibition, legitimation, norms, attributions, and structural conflicts.

To manage conflict effectively, positively, and efficiently, it is necessary, in addition to identifying the type of conflict we are facing, to determine how the involved parties will approach it. For this purpose, Rahim's classification (1985) provides a framework based on two variables that may appear with varying intensity: concern for others and concern for oneself. Based on these variables, five approaches to conflict resolution are established: accommodating (focusing on satisfying the concerns of the other person while paying little or no attention to one's own concerns), collaborating (working cooperatively with the other party to find a solution that integrates and satisfies everyone's concerns), avoiding (showing a lack of interest and attention towards the concerns of either party, displaying apathy, negligence, or even withdrawal), competing (seeking to achieve one's own interests at the expense of others' interests and concerns), and compromising (reflecting a pragmatic attitude, preferring to find a mutually acceptable solution that partially satisfies the interests of both parties).

In today's organizations, conflict has become an area of interest when studying effectiveness and efficiency. Not long ago, conflicts in the workplace were considered mere unpleasant incidents (Carnegie, 2011). Now, companies are aware that the consequences are significant and lead to economic and emotional costs. Therefore, it is necessary to implement conflict prevention and management techniques to avoid these costs and generate important competitive advantages.

Neglecting conflict can lead to serious situations if its escalation is allowed or not controlled, such as constant arguments, absenteeism, or even aggression or bullying. Conflicts arising among personnel in an organization due to personal or interpersonal causes, as well as those derived from the organization's structure and culture, result in significant economic and human losses (Baixauli, 2017).

It has already been mentioned that conflict management and prevention need to have a holistic perspective in the business ecosystem, as conflict affects various interrelated fields. If a work conflict leads to sick leave, it is evident that there is a cost for both the company and the public administration. Similarly, if conflict is not managed properly, it can result in employee turnover, leading to associated costs such as new recruitment processes, training, etc. Finally, it is necessary to consider the time invested by the parties involved in the conflict and by those in higher positions, managers, and other leaders in addressing it, which ultimately leads to decreased productivity.

Therefore, a classification of costs can be discussed (Die, 2013):

1. *Direct costs*: These include the allocation of resources for conflict management, such as lawyers, legal expenses, and disciplinary system maintenance costs. Additionally, this category includes the cost of managing conflicts by personnel with responsibilities, which, as indicated by Die (2013), can account for 30% to 50% of managerial personnel's time.
2. *Indirect costs*: These are costs that occur after the manifestation and management of the conflict. This category encompasses productivity loss, decreased motivation, loss of cooperation, emotional costs, reputation costs, and employee attrition, either within the organization or through rotation among its services.

From the above, the need to consider cost reduction in this area is evident. There are many examples of this. Singer (1994) refers to American culture and the constant increase in civil litigation, citing a statistic that supports this: the population of the United States accounts for 5% of the world's population but has 35% of all lawyers worldwide.

Vinyamata (2002) highlights the billions of dollars lost due to reduced productivity resulting from the time dedicated to conflicts by both directly involved parties and managers or superiors. For instance, the majority of companies exceed the threshold for sickness absences, which is typically 4%. These absences are not solely due to illness but rather serve as a means to obtain a few days off to escape from nearly unbearable work-related stress.

In addition to absenteeism in the form of sick leave, there is also presenteeism, where employees physically show up for work but decide not to work, thus reducing productivity. Furthermore, it is important to note what Bayón (2008) calls virtual absenteeism, which occurs when employees are in front of their computers but not working, instead engaging in personal activities unrelated to their job performance, such as using email or social media.

In this context, Vinyamata (2005) presents research conducted by the Harvard University Conflict Management Center, which shows that internal conflicts lead to a 20% reduction in productivity (Thomas 1992; Ursiny and Bolz 2007).

Employee turnover and productivity loss have increasingly prompted companies to value their human assets and take appropriate actions (Colom, Sarramona, and Vázquez, 1994).

1.3. CONFLICT IN TOURISM ORGANIZATIONS

Given the importance of the tourism sector in the growth and development of Spain, the study of relationships among individuals within a tourism organization is particularly relevant. Diversity is a key factor for the development of programs and actions aimed at resolving and/or managing internal conflicts. When not properly addressed, these conflicts can lead to high employee turnover, communication difficulties, and increased interpersonal conflicts (Amorós, 2007). These conflicts affect the structure of the organization itself and the image it projects to customers when personal and professional relationships are strained without being addressed or addressed incorrectly. The tourism sector is characterized by diversity and multiculturalism, often within the same company, which means that conflict management and communication methods need to adapt to this diversity depending on the cultural or social environment in which they occur.

In recent decades, the intangible factors of organizations have gained special importance in positioning themselves in the market (Grant, 1996). Therefore, the assessment of the customer's perception of these intangibles, such as brand, consumer loyalty, staff knowledge of activities, corporate culture, etc., is of great interest.

Currently, society shows a significant trend towards using social media on the internet to express their leisure evaluations, and sometimes they are used to make choices based not only on price but also on the opinions of other users. This requires tourism companies to adapt quickly, which, in terms of conflict management, may not always be done in the most desirable way.

The high competitiveness of the tourism industry and the close interaction between customers and the human factor within organizations require careful attention to all these intangible aspects, with special emphasis on those related to frontline staff. The tourism business ecosystem provides an ideal framework for the study of these issues, given the high turnover, low qualification, and notable diversity in teams and overall workforce (Paradinas, Merino, & García-Muiña, 2018).

Conde and Amaya (2007) refer to the intangible part recognized within what they call the hotel product, considering it as

> a set of goods and services offered in the market for material and spiritual comfort, either individually or in a wide range of combinations resulting from the needs and desires of the consumer we call a tourist.

Thus, a product like a hotel can be defined as a specific set of attributes that provide the buyer not only with the characteristic core service of the product class but also with a set of secondary services that constitute distinctive elements capable of influencing buyers' preferences (Lambin, 1995 in Conde and Amaya, 2007). Therefore, it can be inferred that there is a close and significant relationship between the service climate and customer perception, as if that climate is not good, it will inevitably be transmitted to the relationship between employee and service user/consumer of the hotel product.

In recent years, service quality has become one of the central concerns for company management, to the point that its excellence is incorporated into corresponding marketing campaigns, especially due to its ability to generate competitive advantage (Carmeli, 2008; García, 2001).

Companies analyze quality from both internal and external perspectives, and it is necessary not to overlook the fact that internal dynamics within the organization can impact employee attitudes and behaviors, which in turn influence customer perceptions and experiences of the received service (Benítez, Medina, & Munduate, 2012). Therefore, it is essential to identify the internal factors and processes that can enhance or inhibit levels of perceived quality by customers (Schneider, Salvaggio, & Subirats, 2002 in Benítez et al., 2012).

Thus, there is an evident relationship between intangible values such as service quality, customer perceptions, experiences, and business and its development. Therefore, a series of tools are necessary to transform these intangible values into tangible ones in order to quantify them and provide them with a qualitative value that can be applied to understand how they affect the company's results. This allows for anticipating actions and trends of the interested public and establishing lines of action and communication within the organization (Rodríguez, González, & Caldevilla, 2017), while not neglecting the internal aspect of the organization.

In the tourism industry, teamwork is indispensable, as cooperative and cordial relationships among different work groups involved in service provision are essential for organizational effectiveness (Hodson, 2009). However, this teamwork, which requires cooperation and cordiality, can also be a source of intra-group relational conflicts that can arise due to personal issues unrelated to work, such as preferences, ideas, and values. In fact, studies reveal that the existence of relational conflicts within teams hinders group work development (Gamero, González-Romá, & Peiró, 2008).

Often, organizations lack the knowledge, strategies, and necessary skills to handle conflicts effectively. They need to develop a system that enables them to address conflicts positively in their different phases (early detection, escalation, and resolution). Effective conflict management in organizations starts long before the conflict emerges. The question is not whether conflicts will arise, as they are inherent in human relationships; the goal is to ensure a corporate structure and work environment that facilitate addressing and managing conflicts, minimizing their costs and maximizing their benefits. The approach is based on conflict prevention when possible and constructive management when prevention is not possible or desirable (Merino, 2008).

Due to the rapid changes in technologies and required skills, considering employees as a strategic and competitive factor requires companies to invest in their training and development (Barreto & Azeglio, 2013).

The management of human capital is undergoing significant radical changes in its concept and application, becoming one of the essential basic business strategies to achieve the competitive advantages that companies strive for (Barreto & Azeglio, 2013). Likewise, these authors state that for any modern company committed to the development or management of human capital, it is considered the primary factor in productivity and the source of economic progress. The competitiveness of companies largely depends on the quality of their human resources. Therefore, as we have seen, if conflict management within the tourism organization is not properly handled, it will directly impact not only human capital but also increase costs, reduce productivity, and cause high levels of turnover and/or absenteeism, thereby reducing competitive advantage.

Contemporary societies constantly need to search for new solutions to address new problems. New techniques and strategies should always be objectives of the organization, which is why new methods to achieve new results seem to be the best option for progress (Duque, 2017).

1.4. INTERNAL COMMUNICATION

"The concept of communication within organizations is based on the sender, receiver, channel, and message model" (Caldevilla, 2009).

According to Kreps' definition, internal communication is "the management of shared messages among members of the organization; the result of human interaction that occurs within and between organizational members" (1990, p. 22). This concept can be further expanded with La Porte's contributions, which state that internal communication enables the creation of efficient relationships among organization members, thus improving the quality and execution of work.

Regarding the object of study, which is the relationship between internal communication and conflict prevention and management in the organization, the appreciation incorporated into the topic by Álvarez becomes relevant. According to Álvarez, "internal communication is the basis upon which all other communications pivot, or in other words, the key to business success" (2007, p. 6). Andrade's definition further describes this relationship between internal communication and good relationships among organizational personnel:

> It is the set of activities carried out by any organization to create and maintain good relationships with and among its members, through the use of different communication means that keep them informed, integrated, and motivated to contribute to the achievement of organizational objectives" (1991, pp. 32-33).

In today's business ecosystem, employees increasingly demand coherent, direct, fluid, open, and bidirectional communication with their superiors. If there is a breakdown in this communication and the system fails, the proper functioning of other tools (notice boards, intranet, etc.) becomes ineffective if personal contact fails or breaks down. This can lead to misunderstandings, rumors, or grapevine conversations that, in some cases, become a breeding ground for escalating internal conflicts that could have been avoided with good management of internal communication. Additionally, it can result in decreased productivity, increased uncertainty, and a lack of credibility in the management. "Face-to-face communication, meetings, and dialogue between supervisors and subordinates have been, are, and will continue to be - beyond all the communication paraphernalia we build - the most effective channels for internal communications" (Reyes, 2012).

It is also important to emphasize that the mere dissemination of information is not communication (Filho, 2004 cited in Brönstrup, Godoy, & Ribeiro, 2007). Regarding conflict management, communication should be bidirectional.

In any organization, relationships are formed among the people working in it. These relationships go beyond the established ones driven by the organization itself, which require working together to achieve the company's goals. Informal relationships also develop, where emotions and other irrational behaviors inherent to human conduct come into play (Moret & Arcila, 2011). These relationships are spontaneous and informal, personal and social, rather than professional. They can lead to a certain lack of control in communication or hierarchy (Miller & From, 1969, cited in Moret & Arcila, 2011). To avoid such situations, personnel should be adequately and directly informed by management about the organization's identity because "misinformation or ambiguity regarding various important events can lead to the emergence of rumors" (Caldevilla, 2009). If internal communication is based on an understanding of the needs of the internal audience, it will foster loyalty and trust between the personnel and the organization.

Conflict arises due to a series of variables that favor it, including, as mentioned, defective or nonexistent communication or erroneous communication processes. However, the only way to manage and resolve conflicts is through communication processes such as negotiation or mediation, aimed at dialogue, understanding, and progress toward conflict resolution (Rojas & Arapé, 2001).

According to Pacheco (2005), conflict management should be considered another key competency of organizational communication and turning conflicts into opportunities for improving communication is a skill that all organizational leaders should possess. Parra de Párraga, Rojas, and Arapé argue that one of the factors that disrupts organizations is the lack of communication and a misguided and poorly directed communication policy. If this occurs, the channels for agreement and understanding that benefit the organization are broken, leading to undesirable situations and even affecting the organizational climate. Therefore, the parties involved in a conflict must necessarily establish contact to inquire about the true desires of the opposing party (2008, p. 18).

2. OBJECTIVES

The aim of this study has been to explore the impact of conflict within organizations, particularly in tourism organizations, how it affects service quality and climate, and how tools such as internal communication can primarily help prevent the emergence of conflict or manage it once it has arisen, without allowing it to escalate to an unmanageable stage.

To achieve this, the role played by different coping styles in conflict management has been considered. The results of the research affirm, on the one hand, that conflict exists in all organizations, whether interpersonal or intragroup; and on the other hand, that poor or non-existent conflict management by the organization has a highly negative impact on productivity, specifically in tourism organizations, and is easily perceived by the customer in terms of service climate.

Companies today operate under the influence of new technologies, the unavoidable need for rapid adaptation to change, and the necessity of generating innovative processes that allow them to maintain at least some competitive advantage. However, there are occasions when more emphasis is placed on product innovation rather than process innovation, resulting in processes within the organization often failing to adapt to situations that can lead to significant costs. One of these processes is internal communication, which is sometimes neglected in favor of external communication but remains crucial when used as a tool for prevention and conflict management, among other purposes.

Effective conflict management within the organizational work environment will not only save economic costs but also emotional costs. When human capital is less productive, it not only leads to the loss of hours that employees do not dedicate to their work but can also result in work absences due to stress or depression, affecting the individuals themselves, the company, and even the administration (De Dreu et al., 2004).

This will not be the sole factor contributing to the competitive advantage of a tourism organization. Additionally, by avoiding high turnover, absences, absenteeism, and excessive hours dedicated to ineffective conflict management by personnel, managers, and executives, significant resources can be saved. These resources, when directed towards other processes, will facilitate the organization's positioning within the sector.

3. METHODOLOGY

This text is based on a systematic literature review of the subject matter conducted between 2017 and August 2019.

Firstly, the problem was defined in order to conduct an accurate literature search. The initial focus was on conflict resolution as a concept, which was then narrowed down to the organizational context and specifically to the tourism industry. Another avenue of research was centered around internal communication within organizations and analyzing its relevance in terms of conflict prevention and management.

This review analyzed books, popular and scientific research journals, conference proceedings, doctoral theses, and reputable websites to ensure reliability. Various selective search equations were used to identify the most relevant documents for the research.

Both English and Spanish search criteria were employed in different databases related to legal and humanities sciences, such as Organizational Conflict, Conflict Resolution, Conflict Mediation, Employee Conflict, Effective Conflict, Conflict Management, Tourism Conflict Management, Labor Conflict in Tourism Management, Organizational Conflict, Conflict Management, Labor Conflict Resolution, Emotional Labor in the Tourism Sector, and Labor Conflict in the Tourism Sector and Internal Communication.

The application of these search criteria yielded more than five hundred articles, of which only those published from the year 2000 onwards were selected for study. However, earlier publications are cited in this article as they are frequently referenced by the authors whose bibliography was reviewed, and their inclusion was considered necessary due to their significant influence in the field of conflict management, particularly in the organizational context.

Once the literature was systematically organized based on relevance and distinguishing between primary and secondary documents, a structure was established that helped identify the foundations of the study topic.

Lastly, the information was analyzed by focusing on the most useful documents, either due to their content or structure. This phase was conducted in parallel with the initial phase, as it is an ongoing process throughout the research.

This literature search has led to the belief that further exploration and empirical findings are worthwhile. This would allow for the testing of research questions and hypotheses that will be outlined, among other aspects, to quantify the value of intangible factors that are crucial for organizations and their relationship with financial outcomes and the creation of competitive advantage.

4. RESULTS

If the goal is to reduce the cost associated with adversarial conflict resolution and implement techniques for prevention, management, and resolution of conflicts, it is necessary to innovate as an essential process for the implementation of what are known as ADR systems (Alternative Dispute Resolutions). These systems are based on collaboration and voluntariness and are used to resolve conflicts outside the judicial scope. They are more agile, cost-effective, and emotionally less burdensome for the parties involved. They can be employed to resolve conflicts that arise in any domain where human relationships exist (workplace, business, family, neighborhood, school, etc.). Furthermore, it is necessary to innovate in terms of internal communication processes, making them agile, fluid, bidirectional, and ensuring that the hired personnel feel heard and informed about all matters affecting the company.

It is crucial for tourism organizations to be aware that innovation is not exclusive to tangible products or services but can also extend to processes, organization, and marketing management (Barbosa and Dominique – Ferreira, 2012). Implementing new conflict management processes may even require changing the company's culture or existing communication systems. In the context at hand, we are talking about innovation in processes, not products, as the term process innovation encompasses the anticipation of new work strategies, process activity, and the implementation of change in the complex human, technological, and organizational dimensions of the company, seeking performance improvement (Devenport, 1993 cited in Barbosa and Dominique – Ferreira, 2012). Process innovation is typically applied within the organization, while product or service innovation is market-oriented (Freire, 2000).

The aforementioned innovation involves introducing systems in the organization that allow for the most appropriate, effective, and efficient handling of conflicts.

The complexity and diversity of matters to communicate, along with the different characteristics of the audiences, imply the development of various communication tools, which also vary depending on the typology of each company and the number of employees. A small or medium-sized company, whose employees carry out their tasks in a single productive center, does not require the same support as a large company with dispersed locations (Álvarez, 2007).

Studying the audience profile is fundamental in order to apply and adapt organizational discourses. Conflict is part of everyday life, some more complex than others. The key is to know how to confront it and have sufficient cognitive acuity to anticipate possible scenarios where opponents may act. To achieve this, it is necessary to memorize the rules of the game and prevent their violation by any player (Adair, 1990; Bohórquez, 2000). Conflict arises when there is disagreement, and as it intensifies, both parties negotiate the use of mechanisms that facilitate a possible shared and beneficial resolution. Communication serves as the most expedient solution. Communication is the best tool for conflict resolution. Its proper and efficient use at the right moment contributes to dispelling doubts, clarifying ideas, and establishing positions. To achieve this, those involved must respect each other's differences, which can only be achieved through effective communication.

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