

Sources of conflicts in the execution of projects in companies of the oil sector in the Eastern Coast of the Lake of Zulia state

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Abstract

The objective of the investigation was to describe the sources of conflicts in the execution of projects in companies of the oil sector in the Eastern Coast of the Lake of Zulia state. The type of research was descriptive, with a non-experimental field design. The population was made up of 22 subjects who hold the positions of Managers, Leaders and Project Engineers. The data collection technique used was the survey, subjected to a validation process by the judgment of seven experts in the area, and reliability was determined by means of the Alpha-Cronbach Coefficient, which was 0.92, being very high reliability. Subsequently, descriptive and inferential statistics were used by obtaining measures of central tendency and variability, allowing the corresponding analysis and discussion of results to be generated. As a proposal, the strategic guideline was generated for the identification of the sources of conflicts in the execution of projects.

Keywords: conflict management; oil sector; managers; leaders; project engineers.

Fuentes de conflictos en la ejecución de proyectos en empresas del sector petrolero en la Costa Oriental del Lago del estado Zulia

Resumen

El objetivo de la investigación fue describir las fuentes de conflictos en la ejecución de proyectos en empresas del sector petrolero en la Costa Oriental del Lago del estado Zulia. El tipo de investigación fue descriptivo, con diseño no experimental de campo. La población estuvo conformada por 22 sujetos quienes ostentan los cargos de Gerentes, Líderes e Ingenieros de Proyectos. La técnica de recolección de datos utilizada fue la encuesta, sometido a un proceso de validez por el juicio de siete expertos en el área, y se determinó la confiabilidad por medio del Coeficiente Alfa-Cronbach, el cual fue de 0,92, siendo de muy alta confiabilidad. Posteriormente se hizo uso de la estadística descriptiva e inferencial a través de la obtención de medidas de tendencia central y variabilidad, permitiendo generar el correspondiente análisis y discusión de resultados. Como propuesta se generó el lineamiento estratégico para la identificación de las fuentes de conflictos en la ejecución de proyectos.

Palabras clave: manejo de conflictos; sector petrolero; gerentes; líderes; ingenieros de proyectos.

1 Introduction

In a rapidly changing world, organizations that are able to identify the need for change, design the necessary modifications and implement them effectively and efficiently will have a better chance of surviving, while those that cannot do so are at risk of disappearing from the market. Therefore, according to Gido *et al* [1], they assert that in organizations that currently seek to penetrate quickly in the market, the members of the work team tend to get involved in different

topics with different and controversial visions, constantly generating conflicts between them on how things should be done when the project is being executed, for which reason they require a new way of resolving conflicts in this phase, and it is the responsibility of the project managers, leaders and engineers to solve the conflicts. various situations presented there.

Based on the above considerations, the people responsible for carrying out a project have to negotiate frequently in order to solve the various situations that arise at the time of

execution of a work. Likewise, conflicts are increasingly notorious and complex during the execution of projects, and the contracting companies that provide services in the oil industry do not escape reality, becoming a large negotiating table, in which executives, companies, governments, unions and people interested in the project, who are involved in constant negotiations to resolve adverse situations in this phase of the project.

Based on the above, it is critical that project managers, leaders, and engineers be able to identify and manage the various sources of conflict that arise when projects are executed in the oil sector, taking into account mainly the identification of the conflicts, determining their elements, and how to deal with them. In this context, the research aimed describe the sources of conflicts present in the execution of projects in companies that provide services in the oil sector on the eastern coast of the state of Lago Zulia. ast of Lake Zulia state.

2 Theoretical review

2.1 Conflict management

According to Robbins & Judge [2], they define conflict as a process that begins when one party perceives that another has affected or is going to affect something that interests them, that is, it refers to the point at which any activity continues beyond the line and becomes a conflict between the two parties. It covers a wide range of conflicts that people have in organizations: incompatibility of goals, differences in interpretations of the facts, disagreement about behavioral expectations

It is for this reason that project managers, leaders and engineers must have the ability to solve a problem within the organization, in order to reduce all the scenarios where conflicts arise, detect all the factors that influence relationships between that are involved and confront them in order to bring the situations to a positive level within the organization.

2.1.1 Sources that originate conflicts

According to Chiavenato [3], given the rapid pace of change in organizations, managers currently must regularly deal with two kinds of conflicts that occur at the group and individual levels in the organization.

The first, the conflict between groups, is affected by changes in corporate policies, practices and structures, placing the work units of the same business in opposite places. As corporate goals and strategic direction change, it is common to find subgroups within the same company opposing each other on how to achieve desired results. Another kind of conflict that all managers face is conflict between people.

Unlike the group, this occurs at the individual level. Furthermore, it is the ongoing tension between individuals, peers, and leaders in an organization due to differences in philosophy and perception of how work should be done, as well as conflicting personal goals.

Robbins & Judge [2], the origin of most conflicts is the

transmission of poor communication, this can be a source of conflict, but managers should start by considering structural or evaluative explanations, because they are the most prevalent in organizations.

In this same order of ideas, conflicts are part of everyday life, and are alluded to not only in family or friendship relationships, but also in institutional and business relationships, affecting the motivation of workers and individuals to continue creating and maintaining vigorous and viable organizations and societies.

In addition, during a project, a conflict can be generated by various situations. It can involve the elements of the work team, the manager or leader and even the client. They could occur within the groups to which they belong, being able to react due to ethnic, racial, religious, economic differences, education, doctrines, and attitudes.

The workers of the organizations should then try to reach good agreements by managing to solve their controversies and analyze the differences that may have been the cause for the appearance of conflicts within the belonging groups. Developing the perceptive capacity, where a bad leadership will be just like a drama to the survival of the workers, and in general, with a tendency to only make the group less effective, and their productivity.

For this research, the sources of conflicts are assumed as established by Robbins & Judge [2], where the sources of conflicts in the projects arise when there are interpersonal differences between team members and even with the client, social with people of the community or by racial ethnic groups, economic disagreements, union and labor problems with the workers, by the doctrines or political inclination of some leaders.

That is why the daily performance of companies, conflict situations of various nature and intensity are generated, caused by various sources, such as interpersonal, labor, economic, social, technological and political, which are described below:

2.1.2 Interpersonal sources

Daniel [4], specifies in a broader context when interpersonal conflicts occur at any level within the company, it is affected, reflected in the deterioration of the quality of its service, a greater number of errors, waste of time, poor attention to the client, arguments or fights in the worst case. This type of conflict usually manifests itself with different characteristics when it refers to the business sector, where the consequences of the problem can affect the quality of the decisions and the agility of the management of those involved in it.

In this sense, Chávez [5] mentions that interpersonal conflicts are generally due to communication failures; it also occurs when the character and temperament of two people is opposite or when they have different systems of beliefs and values. "Interpersonal conflict is harmful to work relationships because it can cause damage at different levels" (p. 45). Regarding the individual, it impacts self-esteem and personal dignity and, of course, damages work relationships and negatively influences the achievement of objectives.

For his part Newstrom [6], interpersonal conflicts are a

serious problem for many people because they greatly affect individual emotions. People need to protect their self-image and self-esteem from possible external damage. When a threat to self-concept is perceived, strong imbalances occur and relationships deteriorate. Sometimes the temperaments of two people are incompatible and their personalities clash. In other cases, the conflict arises from failures in communication or differences in perception.

It is evident that there are many factors or sources that generate conflicts in the interpersonal sphere, such as prejudices, individual differences, perceptions of other people, among other factors. Regardless of the causes, the most affected are all the members of the team.

This line of ideas must be adequately supported by those in charge of labor relations, seeking attention not only to the solution of the processes that generate conflicts, but also to the creation of conditions so that they do not occur again. Any of these variants must be handled by professionals who are knowledgeable about the intrapersonal and interpersonal processes that generate this type of situation.

2.1.3 Labor sources

Matiz [7], points out that when working conditions deteriorate within companies, it has as a consequence the triggering of a labor conflict or also known as a labor conflict, this can be measured by the number of strikes experienced by the services to the employees. All this originates a new type of human relations around collective work, through an economic system of greater production through the use of technical resources of programmed elaboration. Simultaneous to this, human relations are intensified together with the conflicts attached to the needs of the same forced coexistence in the workplace, these circumstances must be resolved to guarantee a satisfactory performance of the employees within the company.

2.1.4 Economic sources

Steinberg [8] establishes that when an administration is intelligent, it adequately combines the three factors of production, natural resources, accumulated money as well as work, creating more capital and wealth. That combination, however, must also consider the profit return expectations of those who contribute to the company in some way. The economic conflict also arises between the unions and the company, when new working conditions are demanded, it almost always arises when the union submits a draft collective agreement, at which time the employer refuses to establish negotiations, without just cause. Another factor that generates economic conflicts is budget availability when executing a project, as well as its justification, so that the interests of the company are not threatened and the profits foreseen in the economic study are generated.

In another order of ideas, the PMI [9] mentions that this type of conflict occurs in different degrees of uncertainty in the project, being able to present threats and opportunities used by the project team exploring, evaluating and deciding how to handle it. This requires understanding the environment that contributes to uncertainty in the project,

such as inflation or deflation in the country, price volatility, the availability of resources, the ability to borrow funds.

2.1.5 Technological sources

According to Newstrom [6], technology provides the resources required by people to work and can sometimes affect the tasks performed by project team members. "The great benefit of technology is that it allows collaborators to do more and better work, but it also limits it in various ways. It has costs and benefits" (p. 5).

In this context, the growing impact of technology in all organizational areas is at the forefront, representing a drastic change for all team members, increasing the need to use computer hardware and software, the rapid spread of the Internet, and the need to respond to social demands for a better quality of goods and services at acceptable prices.

For Rojas & Amergual [10], it should be taken into account that technology has not only improved our living conditions, but at the same time has increased our responsibilities and commitments on a large scale. The current reality consists of an interconnected society generating a virtual community whose components are united by symbolic values, rather than by geographical borders; in these modern networks, confrontations arise generated by the lack of a superior system of reasons or arguments. It also points out that technology has increased our commitments without improving living conditions.

2.1.6 Social sources

For Chamoun [11], an author of long standing for the fulfillment of this doctorate, however, because his theoretical postulates on the sources of social conflict are relevant, it is taken as a theoretical foundation, he expresses that this type of conflict deals with collective problems, organized by the union structures of the different zones, based on the mobilization of the employees of the organizations in protests when they disagree with the salaries established by the State.

Gido et al [1], states that "globalization, demographic changes and the need to get people with unique skills are causing changes in the composition or diversity of project teams" (p. 377). Therefore, there are differences between people, being necessary to recognize, understand and value the cultural diversity of the team members, creating a work environment where the other is respected, taken advantage of and recognized in order to achieve the objective of the project.

In this same sense, Chamoun (op. cit) mentions that there are small conflicts, which act daily, caused by human relationships, good or bad, established by people, which depend largely on the social atmosphere; and the great conflicts, the consequence of a dialectic of national or sectoral order, which on a local level almost completely escape the responsibility of one or the other. There are also traditional conflicts, those belonging to the history of the company which have been dragging on over time and will never cease, these problems are common to all staff.

2.1.7 Political sources

For Robbins & Judge [2], political conflict arises when power is focused on an individual, which can affect

decision-making in an organization, or behavior, for personal benefit. This type of conflict falls outside the specific requirements of the job, and involves the attempt to use the bases of power to achieve the desired goals or objectives for the organization.

According to Steinberg [8], he expresses that politics has a strong influence on the economic development of a country, therefore on the execution of projects. Restrictions, laws as well as political foundations play a very important role in establishing the guidelines to follow in the development of any business activity, they generate conflicts between the different political entities and the executing companies.

The political-legal factors are those referring to everything that implies a position of power in our society, at its different levels, which will have an economic impact. According to this, certain importance can be observed of the aspects referring to ideologies and political parties, since normally the parties of the right or center-right tend to favor companies by lowering direct taxes, then emphasizing indirect taxes, for the benefit of businessmen.

3 Investigation methodology

The paradigm of the study is positivist (quantitative), attached to Hernández-Sampieri & Mendoza [12], which is objective and results-oriented, its main purpose being the verification of theories, where the researcher assumes the validity criteria, reliability, statistics, the instrument to be used is the questionnaire, where the data analysis is carried out through descriptive and inferential statistics.

In support of the above, Kuhn [13], defines the paradigm as the general conception of the object of study of a science, of the problems to be studied, the method to be used in the investigation and the ways of explaining, interpreting or understanding; depending on the case, the results obtained by the investigation. Likewise, this research is based on a quantitative model, that is, empirical-analytical-rationalist.

In addition, this research was classified as descriptive, since the study was carried out by collecting information independently on the concepts referred to. Regarding the research design, it was classified as non-experimental, cross-sectional, field, which was carried out without manipulating the variables, observing the phenomena as they occur in their natural context, investigating between groups the variables under study in a set time, where the events occur. Everything described adheres to what was described by Hernández-Sampieri & Mendoza [12].

Following the approaches of Ramírez [14], it can be indicated that the study population is a narrower concept. Gather, as universe, to the individual, object, which belong to the same class for possessing similar characteristics, but with the difference that it refers to a set limited by the scope of the study to be carried out.

In this way, the population is classified as finite, since according to Sierra [15] reviews, these types of universes are equal to or less than one hundred thousand (100,000) units. Therefore, a census will be applied, which is defined by Tamayo [16], as the consideration of all the elements of the universe, being the most representative sample.

Table 1.
Scale of measurement for the response options.

Alternatives	Value	Ranges	Category
Never	5	$4,21 \geq X \leq 5,00$	Very high
Rarely	4	$3,41 \geq X \leq 4,20$	Tall
Sometimes	3	$2,61 \geq X \leq 3,40$	Moderate
Almost always	2	$1,81 \geq X \leq 2,60$	Bass
Always	1	$1,00 \geq X \leq 1,80$	very low

Source: Adapted from Briones, 2003.

For this research, twenty-two (22) people with managerial positions were taken as a population, that is, project managers, leaders and engineers, of any sex and age, who work in three companies that execute projects in the oil sector in the area. Who preferred to keep their identification anonymous. This confirms what was described by Hurtado [17]. In the case of the sample, the population census was used, where the entire population is taken because it is finite and accessible, according to what is indicated in its postulates by Tamayo [16].

The survey was used as a data collection technique, according to Muñoz [18]. For the data collection, the questionnaire instrument was used, with 24 statements, taking into account what was indicated by Bavaresco [19], it is the instrument that contains more details about the investigated population such as: variables, dimensions and indicators, elaborating a closed questionnaire with Likert-type scale, where each item presents a number or response alternative to select, according to Pelekais *et al* [20].

The five alternatives: always (A), almost always (AA), sometimes (S), almost never (AN), and never (N); developing 24 statements for the study variable. Consequently, a comparison scale was drawn up; it is important to highlight that the scale was elaborated from the interest of the researchers regarding the values of the intervals as the meaning of the categories, this is based on what was expressed by Briones [21]. (See Table 1).

The data obtained were processed through a statistical program Statistical Package for the Social Sciences (SPSS). [22], this tool served to settle and process the information. As a result, a numerical matrix was created in whose cells the response codes will be arranged in a structured and orderly manner, that is, a double-entry matrix was prepared, where the rows mean the responses given by the subjects to them, and the columns the items of the instrument; With this, the reliability coefficient of the instrument was determined, resulting in an index of 0.92, located in the magnitude of very high confidence, being reliable for the investigation.

Regarding the technique for the analysis of the research data, a double-entry matrix was designed where the data supplied by the subjects was established, in attention to the systematization of the variables, dimensions and indicators, calculating the frequency and percentage distribution. Of each of the indicators through the scores obtained, facilitating the visualization and inference around the results previously tabulated in relation to each indicator, dimension and variable.

4 Results of the investigation

Below in Table 2 the results obtained are presented, thus achieving to respond to the objective that consists of describing

Table 2.
Statistical Summary. Conflict sources.

	Indicators	Interpersonal	Labor	Economic	Technological	Social	Political
N	AF	43	27	30	32	27	24
	%	39,09	30,68	34,09	48,48	40,91	36,36
AN	AF	26	17	19	9	11	13
	%	23,64	19,32	21,59	13,64	16,67	19,7
S	AF	24	15	22	10	10	8
	%	21,82	17,05	25	15,15	15,15	12,12
AA	AF	11	17	13	8	11	6
	%	10	19,32	14,77	12,12	16,67	9,09
A	AF	6	12	4	7	7	15
	%	5,45	13,64	4,55	10,61	10,61	22,73
Total	AF	110	88	88	66	66	66
	%	100	100	100	100	100	100
Indicator Average		3,81	3,34	3,66	3,77	3,61	3,38
Category Indicator		High	Moderate	High	High	High	Moderate
Average Dimension		3,59					
Category Dimension		HIGH					

Source: Own elaboration (2022).

the sources of conflicts that arise in the execution of projects in the companies that provide services to the oil sector on the Eastern Coast of the Lake of Zulia state.

Table 2 shows the responses of the subjects in relation to the Dimension: Sources of Conflict, where interpreting their results, the indicator of interpersonal sources has an average of 3.81 and compared to the average of the dimension of 3.59 it is located above in a category. of high command of the conflict management competence according to the results interpretation scale inverse scale, this means that 39.09% of the project managers, leaders and engineers answered that they never promote problems between the members of the management team. work are sources of conflict; when he sees that a team member needs to correct what he is doing, he does not get involved in these unfavorable situations; tends to conflict with project team members frequently; interpersonal relationships are unpleasant between the members of the project work team; and when he expresses the interests of the project team, he presents them as problems.

This indicates that the functions are clear, each one performs in their activities and in their work areas, being almost null among the managers, leaders and engineers responsible for projects with their collaborators and clients. This situation shows that in the subjects surveyed there are no prejudices, individual differences, perceptions about other people, this source of conflict being addressed when they arise for the achievement of the organization's objectives.

In this sense, when comparing the results obtained with that indicated by Daniel [4], who specifies in a broader context when interpersonal conflicts occur at any level within the company, it is affected, reflected in the deterioration of quality. of your service, increased number of errors, wasted time, poor customer service, arguments or fights in the worst case; for the case study, it can be observed that since there is no presence of this type of source of conflict, then there are agreements between the members of the work team, improving the quality of the decisions made by managers, leaders and responsible engineers for the projects and favors

the management of those involved.

Likewise, the labor sources indicator was studied, obtaining an average of 3.34 compared to the average of the dimension of 3.59, placing it below, placing it in a category of moderate dominance of the competition according to the scale of interpretation of results. of inverse scale, which means that 30.68% of project managers, leaders and engineers stated that they never take positions that create controversy with the members of the work team; they consider that the motivational plans to improve the work performance of the workers are not important; they have little relationship with the members of the work team; and they carry out low-frequency monitoring of the performance of team members.

In this opportunity, it can be evidenced that the managers, leaders and engineers responsible for the project experience adverse circumstances that affect the performance of their collaborators, improperly handling the identification and management of labor sources that generate conflicts in the projects.

The foregoing agrees with the position adopted by Matiz [7], who assures that this type of source of conflict results in the deterioration of both working conditions and the company. All this originates a new type of human relations around collective work, through an economic system of greater production through the use of technical resources of programmed elaboration. Simultaneous to this, human relations are intensified together with the conflicts attached to the needs of the same forced coexistence in the workplace, these circumstances must be resolved to guarantee a satisfactory performance of the employees within the company.

In relation to the economic sources indicator, it obtained an average of 3.66, placing it above the average of the dimension of 3.59, placing it in the category of high domain of conflict management competence according to the scale of interpretation of results of inverse scale, which indicates that 34.09% of the project managers, leaders and engineers surveyed stated that they never acquire the resources regardless of the economic impact it may have on the project; does not take into account budget availability when executing a project; infrequently assesses the impact of salary increases made to team members on project costs; and reaches economic agreements with the unions without being aware of what has been established by other companies in the area.

This shows that project managers, leaders and engineers pay attention to this factor to a great extent and its action as a source of conflict in the execution of projects; They are also capable of maintaining the profits and results expected by the organization, working in an integrated manner among the acting agents.

The results obtained in this indicator agree with what was established by Steinberg [8], who points out that when an administration is intelligent, it adequately combines the three factors of production, natural resources, accumulated money as well as work, creating more capital and wealth; returning profits from those who contribute to the company; establishing agreements with the unions at the time of starting a new project, evaluating in turn the budget availability so that the interests of the company are not threatened and the

profits foreseen in the economic study are generated.

In reference to the technological sources indicator, the result was an average of 3.77, leaving it above the average of the dimension of 3.59, placing it in a high domain category of conflict management according to the inverse scale interpretation scale; where 48.48% of project managers, leaders and engineers responded that they never apply technology to improve the development of work only in the members of the senior management team; they promote technological integration only for the key people in the work team; and they never meet the needs of staff by implementing outdated technologies.

According to the results obtained, most of the respondents indicate that the technologies applied in the companies where they work are constantly improving to be more competitive in the market, and thus provide comfort to their collaborators.

When analyzing the results, they agree with what was determined by Rojas & Amergual [10], who mention that the current reality consists of an interconnected society that generates a virtual community whose components are united by symbolic values, rather than by geographical borders. In addition, it must be taken into account that technology has not only improved our living conditions, but at the same time it has increased our responsibilities and commitments on a large scale.

Regarding the social sources indicator, this obtained an average of 3.61 and compared to the average of the dimension of 3.59, it is above it, placing itself in the scale of interpretation of the inverse scale in the category of high command of conflict management, where project managers, leaders and engineers expressed the opinion with 40.91% that they never hinder the interaction between the members of the work team; makes agreements with the community once the projects are being executed; and they never prevent the planning of social activities in your organization that involve people from other cultures.

These results show that the social sources are attended by the managers, leaders and engineers responsible for the project, reducing controversies during the execution of the project, staying on the sidelines and complying with the activities that involve the company's participation with other cultures. Regarding what was obtained in this indicator, it agrees with what was cited by the author Chamoun [11], who maintains that the problems originating in the companies are mainly due to the unions that influence salaried employees, so that the relations between both parties are go divided. Social conflicts are also generated when the activities of the company involve people from other cultures, this is something very common in the globalized economy, where mergers, joint ventures and international alliances are the order of the day.

Regarding the political sources indicator, the average of the indicator is 3.38 and in contrast to the average of the dimension of 3.59, it is evident that it is located below it, placing itself in the category of moderate dominance of the conflict management according to the scale of interpretation of results of inverse scale. This indicates that 36.36% of project managers, leaders and engineers responded that they never mix political tendencies with the organizational sphere; they analyze the political-legal factors that intervene in a

project once it has been started; and they are never influenced by political tendencies to achieve personal goals during the execution of the project.

Despite the results obtained in this indicator, what was expressed by the respondents coincides with that cited by Steinberg [8] given that the mentioned author expresses that politics has a strong influence on the economic development of a country, therefore on the project execution. Restrictions, laws as well as political foundations play a very important role in establishing the guidelines to follow in the development of any business activity, they generate conflicts between the different political entities and the executing companies.

Interpreting the results of the Sources of Conflict dimension, it can be seen that the arithmetic mean of the dimension is 3.59, placing this value in the inverse scale statistical scale in the range of $3.41 \geq x \leq 4.20$, category high mastery of conflict management. These results explain that the managers, leaders and engineers responsible for projects are consistent with the strategies used by the companies to adequately manage what is related to them, aimed at achieving their objectives and the success of the projects, knowing that they must be more careful when identifying the sources of conflicts that may arise in the organization, being strengthened the identification of the sources of interpersonal, economic, technological and social conflicts, but they also present weaknesses in terms of detecting the sources of labor conflict and policies in the environment in which they operate, making it necessary to work on these indicators so that their processes can be strengthened and the projects be able to achieve success.

On the other hand, comparing the results obtained in the conflict sources dimension belonging to the conflict management variable, a value of 3.69 was obtained, which when compared with the inverse scale scale, it can be inferred that there is a high domain of conflict management. Conflict management competence in the subjects studied. These results are favorable for the aforementioned companies because those responsible for the projects know how to properly handle the conflicts that arise on a daily basis.

That is why these results are positive for contractor companies that provide services to the oil sector, taking into account what was described by Robbins & Judge [2], that when referring to conflict management, people in organizations experience a wide range of conflicts resulting from a series of goal incompatibilities, differences over the interpretation of facts, disagreements based on behavioral expectations, and the like.

However, the organization's and its managers' conception of conflict must be flexible enough to encompass the full range of conflict levels, from overt and violent acts to subtle forms of disagreement. As established by these authors, organizations on many occasions when the conflict cannot be avoided, this has the ability to directly affect organizational behavior and depending on the way in which the situation is handled, this can lead to chaos among team members or rather can generate efficient results in the company. For the case under study, the answers obtained from the subjects surveyed show that these negative situations do not manifest themselves often.

Given this, it is inferred that the managers, leaders and engineers responsible for projects of the companies that execute projects in the oil sector on the Eastern Coast of Lake Zulia state, have minimized conflicts within the organizations studied, truly demonstrating the response capacity and approach to different situations; In addition, they have managed to generate labor empathy in their collaborators, in order to be able to align with the organization's strategies, allowing them to meet the established goals, which has allowed these companies to continue in the market, being increasingly competitive.

5 Research Guidelines

Finally, once the analysis and discussion of the results obtained in this study have been carried out, we proceed to respond to the last objective of the research:

5.1 Presentation of the guideline

Once the results are obtained, the elaboration of the following proposal continues, whose main objective is focused on presenting new methods and improving the existing ones, the actions to be taken by the managers, leaders and engineers responsible for projects that are executed in the oil sector.

In this sense, strategies are formulated based on what is proposed by the authors Matiz and Steinberg [7,8], which will allow strengthening the aspects where managers, leaders and project engineers have weaknesses, according to the variables studied, with the purpose to achieve success in the performance of the actions implemented, obtaining the desired results in the companies that execute projects in the oil sector on the Eastern Coast of the Lake of Zulia state.

It is important to mention that those indicators were taken as background for the formulation of the guidelines, where a category of low and very low domain of competence was obtained as a result, referring to any of the variables under study, focused in turn on active participation of managers, leaders and project engineers in companies in the oil sector in the state of Zulia.

5.2 Conceptualization of the guideline

The guideline is defined as a tool within an organization, as the set of specific actions that determine the form, place and manner of properly using conflict management by managers, leaders and project engineers at the time of presenting the execution of the projects, which would allow to carry out a better management in the companies of the oil sector, with the purpose of achieving the goals and objectives established by the client at the beginning of the project.

5.3 Purpose of the guideline

Propose guidelines in order to strengthen the managers, leaders and engineers responsible for projects in identifying the sources of conflicts arising in the execution of projects in companies in the oil sector in the state of Zulia.

5.4 Scope of the guideline

Regarding the scope of the proposed guideline, it is applicable to managers belonging to companies in the oil sector in the state of Zulia, so that project managers, leaders and engineers can identify, evaluate, analyze, promote and control sources of conflict in the execution of projects. In addition, these guidelines may be applied in those companies from different sectors and in both national and international organizations that focus on industrial projects. As long as the outlined purposes are reviewed in detail to ensure their viability in the application process.

Table 3.

Operationalization of Guideline 1

Guideline 1: Identification of the sources of conflict present in the organizations that execute projects in the oil sector.
Specific Objective: Reduce the sources of conflicts in the organizations that execute projects by means of their control, guaranteeing the good management and efficient solution of problems.
Actions
<ol style="list-style-type: none"> 1. Maintain constant communication with all members of the organization's team, in order to avoid distancing. 2. Monitor the performance of the team members. 3. Annually prepare training plans to improve the work performance of workers. 4. Hold regular meetings with employees, with the aim of evidencing and mitigating the different situations that may affect labor relations between the parties. 5. Hold regular conversations with the staff when low performance and low productivity are detected, reinforcing the effectiveness and efficiency of the work team in order to meet the objectives set for the project. 6. Avoid political interference in the daily execution of the organization's activities, which may affect interpersonal relationships with team members. 7. Design strategies to recognize the good performance of employees. 8. Delegate decision making to team members in some specific activities 9. Clearly define the functions of each member of the project team, as well as the line of command within the organizational structure. 10. Respect the way of thinking of each of the project team members, in terms of political ideology 11. Train project managers to improve their leadership with team members 12. Analyze the political and legal factors of the environment where the project is executed. 13. Avoid political proselytism in the execution of projects, to achieve personal objectives and not those of the organization.
Requirements
<p>Technical: Tools like those structured in Microsoft Office.</p> <p>Materials: meeting rooms, audiovisual equipment, teaching material, billboards, services in the room.</p> <p>Human: managers, leaders, project engineers, project team members, trained staff for training.</p>
Time to Run
In the short term, from 15 days to 30 days, since it is necessary to maintain good relations with all members of the organization, in order to meet the goals of the project without conflict.
Responsible for the Execution
The responsibility for the implementation of this proposal lies with the Human Talent Management, who prepares the training plan for the personnel involved in the project; In addition, project managers, leaders and engineers have to maintain good relationships with all members of the organization.

Source: Own Elaboration (2022)

5.5 *Actors involved in the guideline*

To carry out the application of the proposed guideline, the participation of all levels of the organization of companies in the oil sector is required, made up of the Board of Directors, Operations Management, Human Talent Management, administrative personnel including the personnel who will be hired to develop the different activities of professional improvement, in order to adequately identify the sources of conflict, and therefore the productivity of the company is not affected by the execution of projects.

5.6 *Formulation of the guideline*

According to the results obtained, strategic guidelines could be generated that will allow improving the weaknesses found during the investigation. (See Table 3).

5.7 *Feasibility of the guideline*

The feasibility involved in implementing the proposed guideline in order to improve the identification of sources of conflict in the execution of projects in companies in the oil sector in the Eastern Coast of Lake of Zulia state, is considered of great importance, which can be executed in a short term depending on the integrity and support offered by the managers, leaders and engineers responsible for the projects, to later get the attention of the other managements through formal presentations of each guideline for the organization.

The economic feasibility stands out in evaluating the existing resources in the projects for the implementation of the guidelines. In this sense, the proposal is feasible, because the contractor companies studied in the oil sector have the technical, economic and human resources to form the work team who will collaborate with the companies in charge of executing projects, implementing the guidelines proposed with the corresponding actions, in order to guarantee their satisfactory course.

6 **Conclusions**

The objective referred to describing the sources of conflicts during the execution of projects in companies in the oil sector on the Eastern Coast of Lake Zulia state, the results obtained demonstrate the ability of project managers, leaders and engineers to clearly identify the disagreements that arise throughout it, where elements of the work team, the manager, the leader and even the client are involved. Seeing the interpersonal, social, economic and technological indicators strengthened; but this also made it possible to highlight the deficiencies presented by managers, leaders and project engineers in terms of identifying the sources of labor and political conflicts that affect the achievement of the project, directly affecting the good development of the project in the sector of interest.

It is for this reason that those responsible for projects must reach good agreements, managing to solve their controversies and analyze the differences that may have been the cause for the appearance of conflicts within the belonging

groups. Developing the perceptive capacity, where a bad leadership will be just like a drama to the survival of the workers, and in general, with a tendency to only make the group less effective, and their productivity.

Finally, once all the results obtained in the investigation have been analyzed, a strategic guideline was formulated for the identification of the sources of conflicts that arise in the execution of projects in companies in the oil sector in the state of Zulia, as a proposal, which can be used by other managements and organizations that need to apply these methods to improve their processes.

7 **Recommendations**

Develop a program to reinforce conflict management using the appropriate techniques, expressing the importance they have for all the organization's personnel.

Know the work carried out by each of the members of the work team that are under their charge, to avoid disputes in the execution of their functions.

Develop activities that increase the relationship capacity of project managers, leaders and engineers, promoting better relationships between collaborators and those responsible for the project.

Develop a measurement instrument that allows visualizing the sources of conflicts that may arise in the execution of projects, in order to address it to reduce the impact it may have.

Avoid mixing political tendencies in the organizational environment, so that team members can carry out their work comfortably.

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