

GLOBALIZATION AND ITS SOCIO-ECONOMIC CONSEQUENCES

Impacts of globalization and conflicts on business performance and possibilities of its solution

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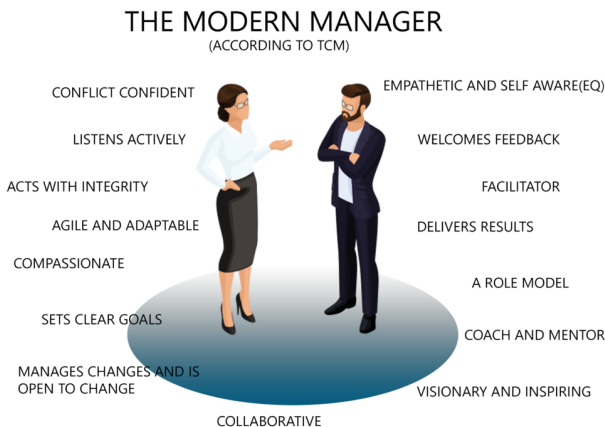
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1 Introduction

- Conflict is a mental state in which simultaneous or immediate succession is the meeting of two or more opposing equally strong motives, which require different or even contradictory decisions and actions.
- Conflicts are very important for development - it basically lies in resolving them. There is no point in avoiding conflicts or trying to remove them from the company.
- From the manager's point of view, it is possible to encounter two types of conflicts. In the first case, it is a conflict between you and another person. In the second type, you are not directly involved - a conflict between members of your team.



2 The purpose of case study and methods

The main goal of the practical part of the case study is a detailed mapping of the situation of the addressed companies in terms of conflicts in the workplace in order to compile optimal proposals and recommendations for improvement.

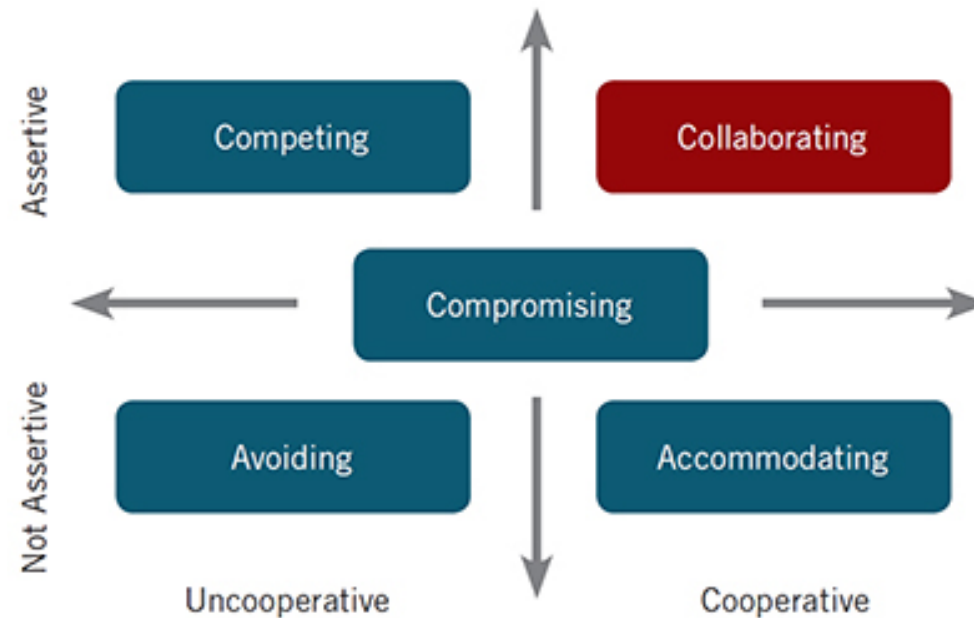
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- In this case study, we chose quantitative research in an effort to obtain objective and verifiable data within the researched issues. The questionnaire contained 25 questions, of which: 8 open questions, 2 semi-closed questions and 15 closed questions. For the scaling questions, we determined a scale from 1 to 10, where 1 was the worst possible value and 10 was the best value.
- The questionnaire was sent to 190 companies of various specializations. These included programming and information technology companies, advertising agencies, construction companies, various manufacturing companies, transport companies and many more.



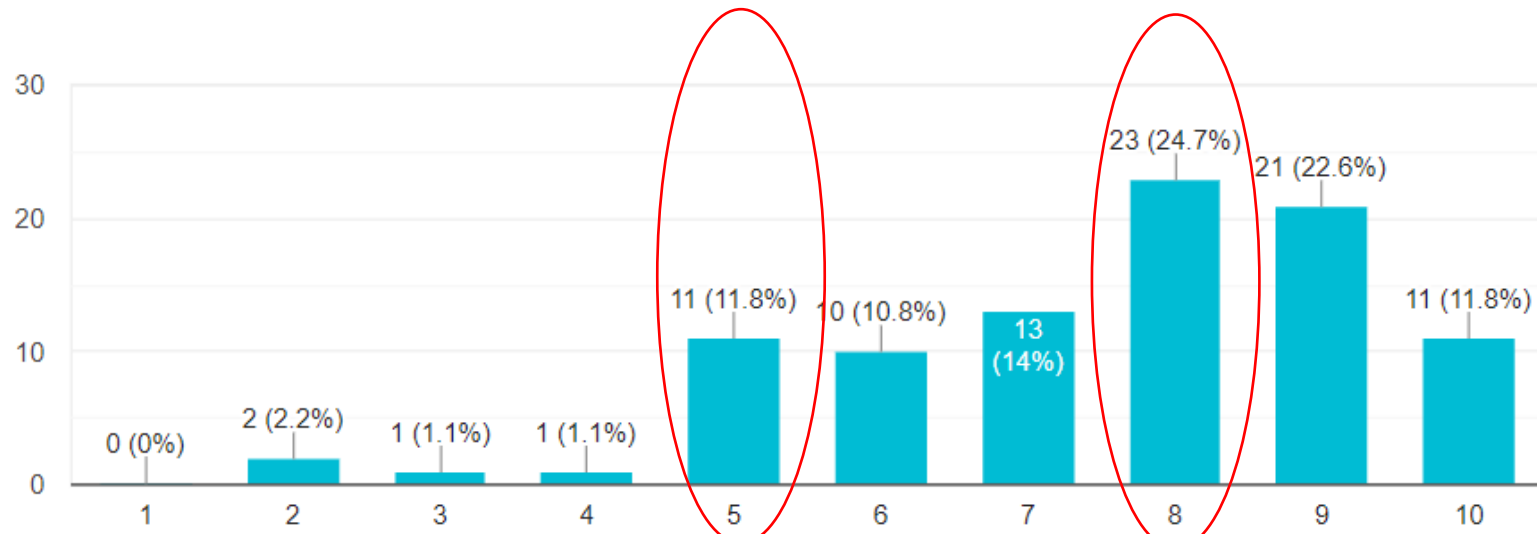
3 Results and discussion

- ✓ The majority of our sample is female (65.60%, i.e. 61 respondents).
- ✓ On the contrary, the minority consists of male respondents with a representation of 34.40% (32 employees).
- ✓ One part is 55.90%, which represents employees working in managerial positions (52 employees).
- ✓ The other 44.10% represent respondents working in other job positions (41 employees).



3 Results and discussion

From the following graph we can find out how the addressed respondents perceive the relations between employees in the relevant department.

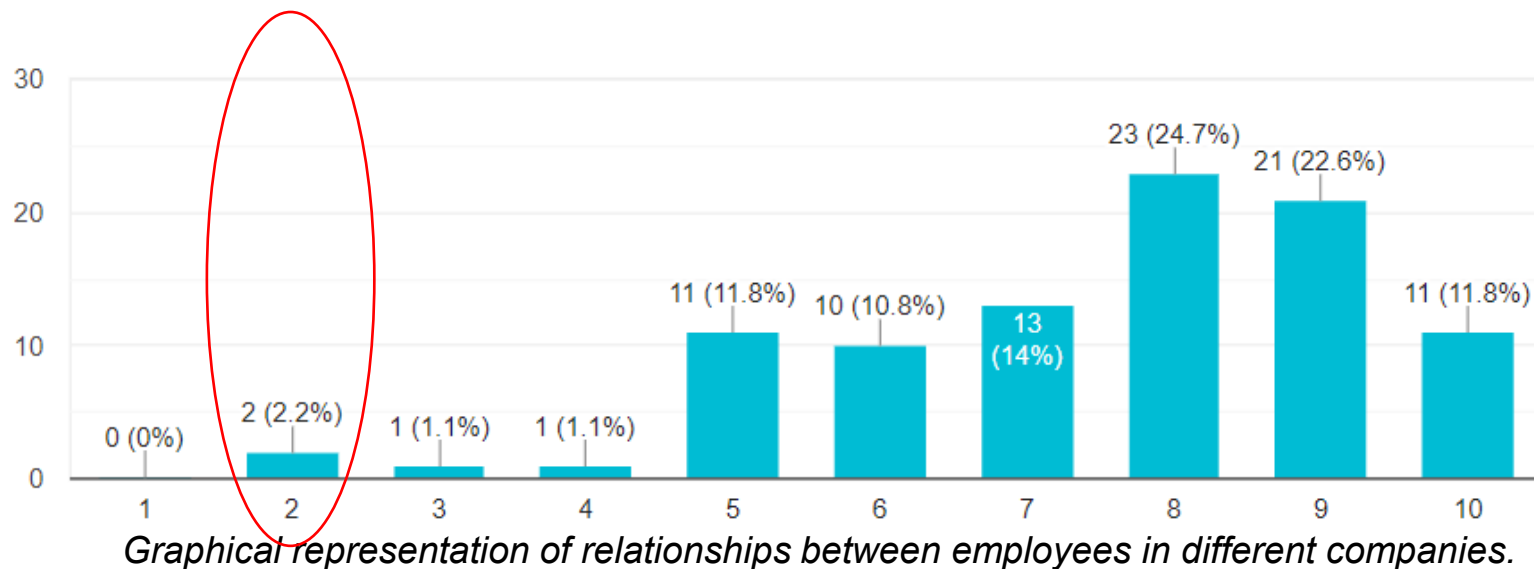


Graphical representation of relationships between employees in different companies.

- The largest representation of respondents, i.e. 24.7% (23 people) rated the relationships between employees in the same department at a value of 8 out of a total value of 10.
- From this we can conclude that the relationships between the employees are not bad, they are good, although sometimes there can be a conflict between them, certain misunderstandings and the like.
- Eleven employees (11.80%) rated the relationships between employees in the department at 10 out of a total number 10.

3 Results and discussion

From the findings, we can conclude that the relationships with these employees are excellent and the work environment is non-conflicting. In these companies, we can assume that a certain "culture" in behavior is established in order to prevent conflicts as much as possible, or the company provides specific training for employees, courses aimed at conflict prevention.



- The worst evaluation from our questionnaire reached the value of 2 (marked by two respondents - 2.20%). Employees of these companies and enterprises that have marked low values on the rating scale are advised to follow the recommendations that will be mentioned in conclusion.

3.1 The most common ways to resolve conflicts

Table 1. The most common ways to resolve conflicts.

Element	Style
1. Interview	9. With subordinates e.g. caution, with suppliers compromising
2. By consulting the problem	10. Discussion and finding out the cause of the conflict
3. Discussion, explanation, concrete argumentation	11. Usually they are not addressed, they are just ignored or then there is a discussion where they make concessions but neither side is satisfied
4. A reprimand from the leader	12. Clarification of job responsibilities
5. Communication in a meeting	13. If I am right, I will defend it, if I do not give up
6. Sharpened communication	14. By consulting the problem, finding the "golden mean"
7. They are not much addressed	15. Customer friendly
8. Clearly by compromising or reaching a consensus of the parties involved	16. By avoiding

3.2 The most common reasons for conflicts

- ✓ From the summary results, we state that the most common reason for conflicts in the workplace is the ambiguity of their own responsibilities and competencies (27 people; 29.00%). Therefore, it is very important that each employee has clearly defined job tasks and requirements that are expected of him and competencies, the range of which he cannot exceed.
- ✓ The second most common answer was the incompatibility of the needs of two people in a given situation (21 respondents; 22.60%).
- ✓ People are different, and therefore the needs and ideas of two people are different. When two employees meet who have completely different perceptions of the same thing, it is highly likely that this situation could escalate into conflict.
- ✓ Another often referred answer (20 people; 21.50%) was the use of different sources of data collection and interpretation. In the penultimate place was the answer to the different understanding of company values (16 employees; 17.20%) and in the last place there are conflicts due to dissatisfaction with another person (9 people; 9.70%).

3.3 The most frequently achieved phase of the conflict

The phases of conflict that you most often find yourself in the workplace are:

a) Symptoms of conflict - Emotional manifestations (tension, fear, anger, uncertainty), cognitive manifestations (thinking about the situation, what will happen next), physical manifestations (abdominal pain, fast heartbeat)

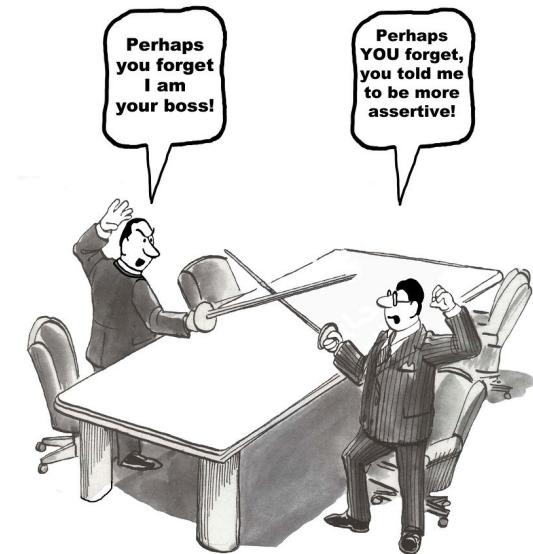
b) Opening the conflict - One side will say out loud what it thinks - it will open the dispute by saying its demands. Negative emotions increase - it goes into an open dispute with another person.

c) Polarization - Both parties insist on their positions - persuasion, winning, blaming. Aggression, anger and other negative emotions are rising.

d) Isolation - Both sides are very aggressive, perceive helplessness in that the dispute would be resolved. They retreat into isolation.

e) Destruction - Physical harm, humiliation in front of other people, threat, material destruction.

f) Fatigue - Fatigue and depression, common diseases, deterioration of work performance.



3.3 The most frequently achieved phase of the conflict

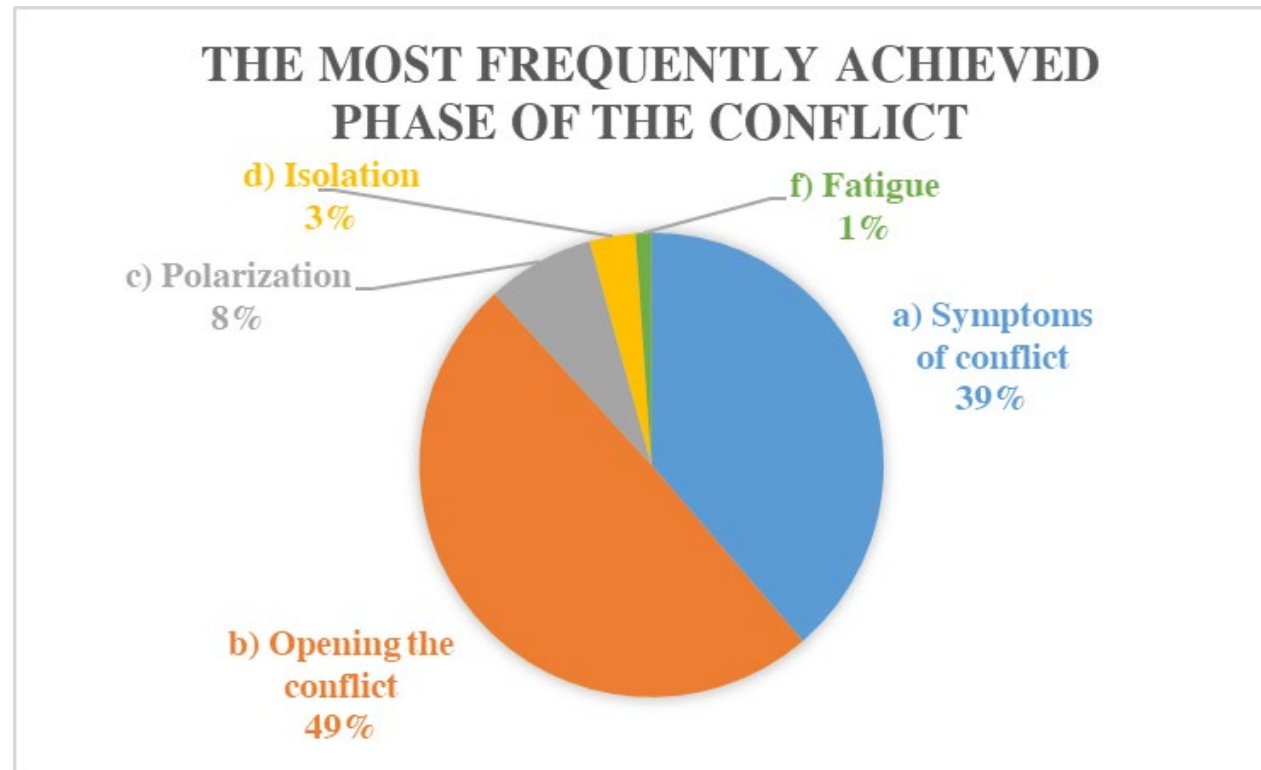
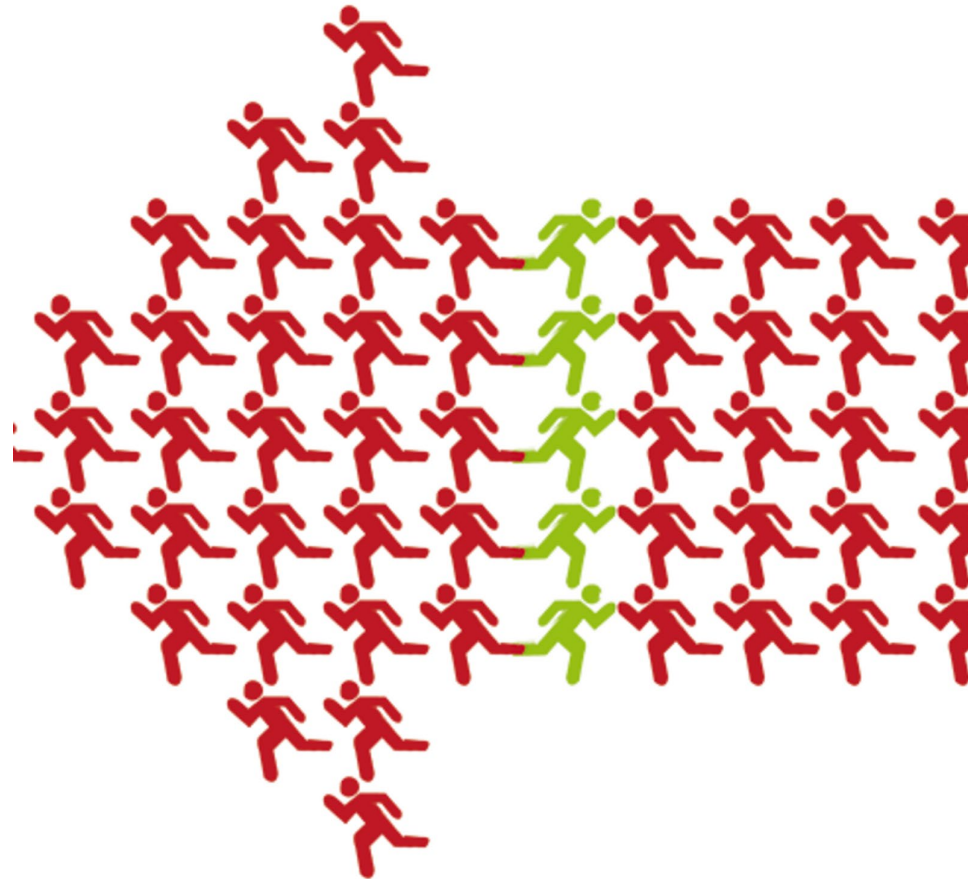


Fig. 2. The most frequently achieved phase of the conflict.

- **Most often they enter the second phase**
- **Respondents 7 - (7.50%) get into the third phase, into the so-called polarizations**

4 Results and discussion

- ✓ We can say that most respondents work in a mildly conflicted environment and conflicts affect their work performance.
- ✓ Respondents most often came into conflict with colleagues at the same level and mainly due to the ambiguity of their own responsibilities and competencies.



4 RESULTS

- ✓ The most marked answer to which the respondents most often get into the conflict was the second phase - the opening of the conflict.
- ✓ Furthermore, we wanted to learn about the respondents' awareness of an alternative way of resolving conflicts in the work environment.
- ✓ Therefore, we asked which alternative and authoritative ways of resolving conflicts in practice. It was clear from the results that the respondents are more inclined to alternative ways of resolving conflicts.
- ✓ The most common cause of conflict in specific departments was a lack or, on the other hand, an excess of information, which caused tensions between employees.



4 RESULTS

- ✓ The largest percentage ended the conflict through joint communication, negotiations and efforts by both sides to make concessions. From the summary results, we saw the effort of respondents to increase their current level of ability to effectively resolve conflicts, for example, by improving communication, prudence, argumentation, empathy, etc.
- ✓ We could also notice the relatively more frequent occurrence of conflicts in the work environment and the associated loss of time and money caused by ineffective resolution of the conflict.
- ✓ Finally, we wanted to find out if the respondents would be interested in attending a course in the field of conflict resolution, which also focuses on alternative ways of resolving conflicts. An overwhelming majority of respondents expressed their agreement.



4 RESULTS

Other suggestions and recommendations:

- ✓ Engage more constructively in constructive dialogue,
- ✓ complete joint team buildings,
- ✓ not to rely on conflicts to resolve themselves, but on the contrary to start them tackle effectively,
- ✓ clearly define the responsibilities and competencies of individual employees,
- ✓ learn more about alternative ways of resolving conflicts and try abandoning authoritarian ways,
- ✓ provide employees with sufficient necessary information and not burden them redundant information,
- ✓ proper time management of employees,
- ✓ improve argumentation, be open and have a positive attitude towards others people
- ✓ not being subject to emotions and resolving conflicts with reason,
- ✓ regular training in the field of effective conflict resolution in the workplace, and thus reduce the negative impacts and consequences of conflicts.



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THANK YOU FOR YOUR ATTENTION!



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