

MANAGERS ROLE AS A CATALYST IN THE RESOLUTION CONFLICT OF BUSINESS ATTITUDES IN MANUFACTURE BUSINESS

(case study "Opoj juice" LLC Herceg Novi, Montenegro)

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Abstract

Managers role as a catalyst in the resolution conflict of business attitudes of manufacture business case study "Opoj juice" LLC Herceg Novi, Montenegro - a study in which it is expected to prove the great importance of the role of group and teams in all organizational processes, especially in today's business systems.

Complex, rapid, dramatic and unpredictable changes are characteristic of modern times in which we live. So you should organize work in teams and organizations through groups enhance the success and speed up business processes. However, despite adequate organization of group and team work and group decision-making leads to certain conflicts that must be solved in a short period, to resume as soon as possible with a successful business.

Key words: manager, human resources, team, group, conflict, exchange of opinions and attitudes, undertaking, Opoj juices.

UVOD

"Opoj juices" – Ltd Herceg Novi is a daughter company of the enterprise „Opoj juices“ LLC Slovenia, which has its daughter companies in many countries of the Europe. Observing the gaps in the manner of providing catering services, i.e. the manner of serving non-alcoholic drinks in hotels that provide all inclusive services, the parent company has decided to found a daughter company on the territory of Montenegro. "Opoj juices" LLC Herceg Novi was founded 29.04.2004. in accordance with the provisions of the Law on Business Companies, as a limited liability company. From its foundation, until today, the company successfully operates in Montenegro, for which it can now be said that it operates and plans its activities on the team work, which consists of a large number of groups that have different characters. Organizing group work in teams means a joint resolution of a complex problem. It is extremely significant for a successful development of any organization, including the economic subject. It points out that there is a very big benefit that economic entities have of this kind of work organization. Linking individuals in groups can also be found in primitive societies, so it is

not a new term. In team work, the goals of the team are set ahead of individual goals. Communication between the individuals is significantly more developed than in classical manner of work organization, which creates a certain amount of trust and honesty. Among other things, this fact also significantly contributes to successful work.

METHODOLOGY OF RESEARCH

Research problem

On the basis of derived theoretical considerations, which are the foundation for empirical testing, it can be determined that work analysis of groups and teams in the company „Opoj juices“ is necessary in order to determine what kind of team and group work functions and what kind of result it provides.

The idea to conduct these studies came from the thinking about good organization of groups and teams, from the part of management, and it can serve as a good model in Serbia, both in the functioning of the company and in the resolution of conflicts, different attitudes and opinions that only contribute to a more successful operation of this international economic entity.

Subject of the research

The research subject in this paper is the work analysis in the company „Opoj juices“, functioning of its groups and teams, analysis of its cost-effectiveness, good and bad sides of its formation. The research was conducted in the company „Opoj juices“. The procedure of survey was conducted electronically.

Research goals

The goal of this paper is to prove the cost-effectiveness of a properly formed team, economic justification of group formation that serve as a catalyst for multiple reflections of its members. Scientific and social goal of the paper would be to perform scientific description of the roles of groups and teams in case of „Opoj juices“, so that those transformations could be used in improving the work of the company itself, its further progress, as well as further research in this field.

Hypotheses in research

In accordance with the problem, subject and goal of the research, as well as the information available, the following zero or basic research hypothesis is formulated:

HO: *It is assumed that the role of a manager in a group and teams is a catalyst in resolving business conflicts, exchange of opinions and attitudes in the operations of economic entities*

Confirmation of the basic hypothesis will be acquired by using the additional hypotheses:

1. „It is assumed that if in the undertaking „Opoj juices“ exists the exchange of different opinions and attitudes (in groups or teams) in work, there will be no positive effect on its operations“.
2. „It is assumed that the respondents at all hierarchy levels (as group or team) in the undertaking „Opoj juices“ are equally important for resolving the attitudes and opinions on business“.
3. „It is assumed that the period for which the respondents at all hierarchy levels (as group or team) in the undertaking „Opoj juices“ make effective decisions on business is short“.

4. „It is assumed that, although the respondents (in groups or teams) would be externally motivated, they would not participate in the processes of resolving the attitudes and opinions in the undertaking „Opoj juices“.

Research manner

Research is conducted in accordance with contemporary achievements of scientific – research work, and with the application of the following methods and techniques of knowledge:

- In theoretical part of the paper:
 - o Content analysis of available domestic and foreign literature (in the paper, the sources from global Internet were used),
 - o Qualitative analysis,
 - o Quantitative analysis,
 - o Descriptive analysis,
 - o Generalization method,
 - o Techniques of analysis and synthesis,
- In empirical part of the paper:
 - o The method of interviewing through questionnaires, for the sake of hypotheses,
 - o Statistical processing of the results obtained by empirical research is realized in accordance with the best accepted mathematical and statistic methods.
 - o Collected data are processed and shown in tables and graphs and through numerical indicators. When analyzing this research, the following indicators were used:
 - o Textbooks,
 - o Internet,
 - o Faculty library,
 - o Public libraries,
 - o Journals,
 - o Publication of scientific papers and
 - o The press.

RESEARCH ORGANIZATION

Realized sample size of 103 respondents is entirely sufficient for the needs of this research. Basic indicators of the sample structure, considering the characteristics of respondents are:

- Chronological age of respondents,
- Respondent's gender,
- Years of employment and
- Educational level of respondent.

During the survey, the respondents had to provide the answers to the following questions, by providing their attitude:

1. Does your company come up with different attitudes and opinions?
2. If it does, how often does it occur?
3. To what extent are You involved in the resolution of opinions and attitudes within your competencies?
4. Are you a member of group or team for deciding on the operations of Your undertaking?
5. How many unfounded opinions and attitudes in a group or team were successfully eliminated?
6. For which period was a group decision on the operations of Your undertaking made?
7. Do the people in Your undertaking follow the trends about modern techniques of decision-making?
8. Would you like to participate more actively in the processes of resolution of the attitudes and opinions if you were externally motivated?
9. Would you like to participate more actively in the resolution of attitudes and opinions if you had more internal motivation?
10. Can you prevent the conflicts?

RESEARCH RESULTS

Business environment of all the organizations is becoming increasingly dynamic, different and full of discontinuities in relation to the past, complex, ambiguous, difficult and dangerous.

In this research, the software Microsoft Excel 2010 was used, as well as the following functions for the analysis of χ^2 test: CHITEST(), CHIINV(), CHIINV(0,05;2), i CHIINV(0,01;2).

For a more complete analysis of the results and conclusions presented, the following plan was introduced:

1. For each claim and determined attitudes from the questionnaire, χ^2 was determined for both thresholds of significance (accuracy) 0,05 (95%) and 0,01(99%).
2. Based on the set additional hypotheses, and for a more detailed determination of accuracy of the basic hypothesis, χ^2

intersections of data obtained were determined.

By the method χ^2 , we will in this paper try to prove the merits of the additional, i.e. work hypotheses, in order to achieve the ultimate goal and confirm the basic hypothesis. We will apply the method χ^2 to the questions from the questionnaire, which are work hypotheses. For the question no. 1, the attitudes of the respondents are investigated, i.e. the result χ^2 on both thresholds of significance, which is shown in the Table 19. of Empirical research.

This question refers to the first additional hypothesis and on the basis of comparison, we obtain the following result:

- CHITEST() is 0,013464586,
- CHIINV() is 8,6154,
- Which means that $\chi^2=8,6154$, it is not statistically significant at the level $\chi^2_{0,05}=5,9915$, but it is significant at the level $\chi^2_{0,01}=9,2103$; and at that level, we accept the hypothesis and
- That on the basis of the hypothesis of equal distribution of responses in both categories of the attitudes 34,6667, which claims that no difference has systemically occurred, but accidentally, the test has rejected the hypothesis at the level of 99%, and that means that differences are so slight that we can refer to them as random.

For the research, the correlation of responses to the question no. 1 from the aspect of the respondent's years of employment is interesting, and based on it, we get the following analysis:

- CHITEST() is 0,008196,
- CHIINV() is 9,6081,
- Which means that $\chi^2=9,6081$, statistically significant at the level $\chi^2_{0,05}=5,9915$ and at the level $\chi^2_{0,01}=9,2103$; and at both levels, we reject the hypothesis and
- That on the basis of hypothesis of unequal distribution of responses in both categories of attitudes, which claims that no difference has systemically occurred, but randomly, the test has rejected the hypothesis at the level of 99%, and that means that the differences are so big that we cannot refer to them as random, but real.

Comparing the results obtained by χ^2 correlation intersection of theoretical frequencies with unequal distributions of responses and with no correlation of theoretical frequencies of responses with equal distribution, we can conclude that the additional hypothesis „It is assumed that if in the undertaking „Opoj juices“ exists the exchange of different opinions and attitudes (in groups or teams) in work, there will be no positive effect on its operations“ can be rejected.

It means that „If in the undertaking „Opoj juices“ exists the exchange of different opinions and attitudes (in groups or teams) in work, that will have a positive effect on its business“.

For the question no. 2, the attitudes of respondents are investigated, i.e. the result χ^2 on both thresholds of significance, as it is shown in the Table 20. of Empirical research. This question refer to the second additional hypothesis and on the basis of comparison, the following result is obtained:

- CHITEST() is 0,005546681,
- CHIINV() is 12,6154,
- Which means that $\chi^2=12,6154$, statistically significant at the level $\chi^2_{0,05}=7,8147$ and at the level $\chi^2_{0,01}=11,3449$; at at both levels we reject the hypothesis, and
- That on the basis on the hypothesis of equal distribution of responses in both categories of attitudes 26,0000, which claims that no difference has systemically occurred, but randomly, the test has rejected the hypothesis at the level of 99%, and that means that differences are so big that we cannot regard them as random, but real.

For this research, the correlation of answers to the question no. 2, from the aspect of educational level of respondents is interesting, on the basis of which, we get the following analysis:

- CHITEST() is 0,083570,
- CHIINV() is 6,6598,
- Which means that $\chi^2=6,6598$, it is not statistically significant at the level $\chi^2_{0,05}=7,8147$ and at the level $\chi^2_{0,01}=11,3449$; and at both levels we accept the hypothesis and

- That on the basis of hypothesis of unequal distribution of responses in both categories of attitudes, which claims that no difference has systemically occurred, but randomly, the test has rejected the hypothesis at the level of 99%, and that means that the differences are so small that we can refer to them as random.

Comparing the results obtained by χ^2 correlation intersection of theoretical frequencies with unequal distributions of responses and with no correlation of theoretical frequencies of responses with equal distribution, we can conclude that the additional hypothesis „It is assumed the respondents at all hierarchy levels (as group or team) in the undertaking „Opoj juices“ are equally important for resolving the attitudes and opinions on business“ can be accepted.

It means that „the respondents at all hierarchy levels (as group or team) in the undertaking „Opoj juices“ are equally important for resolving the attitudes and opinions on business“.

For the question no. 5, the attitudes of respondents are investigated, i.e. the χ^2 on both thresholds of significance, as shown in the Table 23. of Empirical research.

This question refers to the third additional hypothesis and on the basis of comparison, we obtain the following result:

- CHITEST() is 7,44705E-06,
- CHIINV() is 23,6154,
- Which means that $\chi^2=23,6154$ is statistically significant at the level $\chi^2_{0,05}=5,9915$ and at the level $\chi^2_{0,01}=9,2103$; and at both levels we reject the hypothesis, and
- That on the basis of hypothesis of the equal distribution of responses in both categories of attitudes 34,6667, which claims that no difference has systemically occurred, but randomly, the test has rejected the hypothesis at the level of 99%, and that means that differences are so big that we cannot regard them as random, but real.

For this research, a correlation of responses to the question no. 5, from the aspect of respondent's years of employment, is significant, and on the basis of it, we obtain the following analysis:

- CHITEST() is 0,320930,
- CHIINV() is 2,2731,
- Which means that $\chi^2=2,2731$ is not statistically significant at the level $\chi^2_{0,05}=5,9915$ and at the level $\chi^2_{0,01}=9,2103$; and at both levels we accept the hypothesis, and
- That on the basis of hypothesis of unequal distribution of responses in both categories of attitudes, which claims that no difference has systemically occurred, but randomly, the test has rejected the hypothesis at the level of 99%, and that means that the differences are so small that we can refer to them as random.

Comparing the results obtained by χ^2 correlation intersection of theoretical frequencies with unequal distributions of responses and with no correlation of theoretical frequencies of responses with equal distribution, we can conclude that the additional hypothesis „It is assumed that the period for which the respondents at all hierarchy levels (as group or team) in the undertaking „Opoj juices“ make effective decisions on business is short“ can be accepted.

It means that: „the period for which the respondents at all hierarchy levels (as group or team) in the undertaking „Opoj juices“ make effective decisions on business is really short“.

For the question no. 7, the attitudes of respondents are investigated, i.e. the result χ^2 on both thresholds of significance, as shown in the Table 25. of Empirical research.

This question refers to the first additional hypothesis, and on the basis of comparison, the following result was obtained:

- CHITEST() is 6,46228E-06,
- CHIINV() is 20,3462,
- Which means that $\chi^2=20,3462$ is statistically significant at the level $\chi^2_{0,05}=3,8415$, and at the level $\chi^2_{0,01}=6,6349$; and on both levels, we reject the hypothesis, and
- That on the basis of hypothesis of equal distribution of responses in both categories of attitudes 52,0000, which claims that no difference has systemically occurred, but randomly, the test has rejected the hypothesis at the level of 99%, and that means that the differences are so big that we cannot regard them as random, but real.

For this research, a correlation of responses to the question no. 7, from the aspect of the educational level of respondents, is interesting, on the basis of which, we obtain the following analysis:

- CHITEST() is 0,000114,
- CHIINV() is 14,8907,
- Which means that $\chi^2=14,8907$ is statistically significant at the level $\chi^2_{0,05}=3,8415$ and at the level $\chi^2_{0,01}=6,6349$; and at both levels, we reject the hypothesis, and
- That on the basis of hypothesis on unequal distribution of responses in both categories of attitudes that claims that no difference has systemically occurred, but randomly, the test has rejected the hypothesis at the level of 99%, and that means that differences are so big that we cannot regard them as random, but real.

Comparing the results obtained by χ^2 correlation intersection of theoretical frequencies with unequal distributions of responses and with no correlation of theoretical frequencies of responses with equal distribution, we can conclude that the additional hypothesis „It is assumed that, although the respondents (in groups or teams) would be externally motivated, they would not participate in the processes of resolving the attitudes and opinions in the undertaking „Opoj juices“ can be rejected.

It means that: „If the respondents (in groups and teams) were externally motivated, they certainly would more willingly participate in the processes of resolving the attitudes and opinions in the undertaking „Opoj juices“.

CONCLUSIONS

On the basis of research results, and on the basis of the hypothesis set, we can see that if there is an intensive exchange of opinions and attitudes in the work of teams and groups, it will have a positive impact on its business.

The results obtained show that the period for making group decisions is really small, as well as that if the people were externally motivated, they would certainly be more willing to participate in making decisions in case of different attitudes and opinions and business conflicts.

Development and new knowledge in the field of team work show the necessity of forming the groups and teams within companies, as well as the enterprises of the similar type. Due to the lack of legal regulations that would protect the employees, define this field, as well as constant lack of funds provided by the state or local self-government, our companies turn to other types of formation, most frequently in form of the projects.

Scientific justification of this research is unquestionable, because it is about insufficiently investigated, established and verified scientific knowledge about the manner of formation, work and results of the work of groups, teams, as well as the role of manager in resolving different attitudes, opinions and conflicts in case of the undertaking in the case study „Opoj juices“ LLC Herceg Novi. I believe that this problem is not sufficiently current nor investigated, so the cooperation between companies should be encouraged (both between those in the country and between those abroad), and the exchange of information and experiences between the employees should be provided (so that their

advancement and further development would be provided, as well as the performance of work in the best possible way).

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