

## LABOR MOBILITY AND CONFLICT MANAGEMENT IN THE CONTEMPORARY ECONOMY MARKET

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**Abstract.** *From any perspective, inherent conflict is an organizational process and an important part of organizational life. Motivations for conflict associated with human resources are endless. Conflict management has two major meanings: the generic term for all management actions on conflict (prevention/resolution, treatment consequences) and the strategies for control or regulation of conflicts which are lasting and resistant to positive solutions. Labor mobility is a form of movement in relation to the ever-changing needs of these productive factors. Hence, the labor movement is the workforce all the spaces in their profession and industry. The present paper aims to address, from a managerial perspective, the process of managing conflicts within organizations, starting from the analysis of the two dimensions, namely the processes and relationships specific to a public or private institution, and the second dimension, typical causes of conflicts and associated ways to manage them from the perspective of labor mobility. Management processes and relationships established within an organization have a direct reflection of how communication is made within an organization and, consequently, play a decisive role in the organizational conflict management mechanism.*

**Keywords:** conflict management, labor mobility, organization, contemporary economy market.

### Introduction

Regarding globalization, one of the most important aspects of migration flows is gained relevance in the international landscape. In an increasingly difficult society, with business ideas, with goods and services crossing international borders, people are looking for targets refused in their own countries. Migration also entails costs for countries of origin due to the breakdown of family structures or the loss of human capital, but also to beneficiary countries in terms of rising social policy costs and reducing social cohesion. There are many situations when emigration becomes a

widespread and intensive phenomenon, thus fueling a vicious circle that promotes a regressive dynamic of abandoning productive activities in migrant communities.

In this context, a theoretical approach to the processes and managing relationships within an organization in general, as well as the particularities identified in the public institutions in Romania is achieved. Starting from these peculiarities, the elements specific to the intra-institutional communication process are identified, which has direct repercussions on the causes of the conflicts that arise within the public institutions.

The phenomenon of migration is often associated with painful experiences: people risk your life in a sea crossing with fragile boats, fraudulent border crossings using empirical methods (hidden in car-bound chassis, airplane fuselages, and truckloads). The European Union, which has substantially abolished migratory restrictions among members, is increasingly experiencing migration waves.

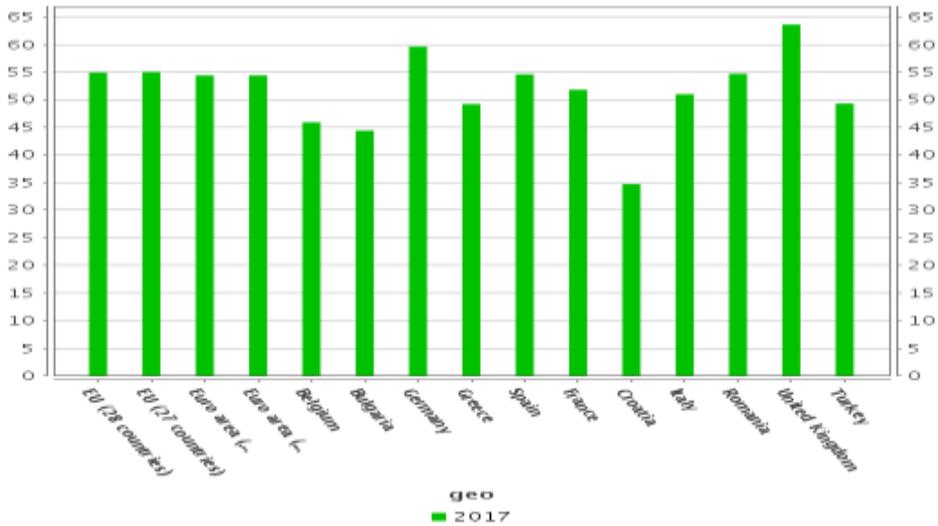
Labor mobility refers to the ease with which workers are able to move around in an economy and between different economies. It is an important factor in the study of the economy as it analyzes how labor, one of the most important factors of production, affects growth and development. International labor mobility has emerged as a major global problem and occupies an extremely important place on international, regional and national policy agendas. The phenomenon of labor migration is evolving rapidly (Riso, Secher & Andersen, 2014). This phenomenon, which can respond to labor market needs and changes, stimulates innovation and development, as well as the transfer and improvement of skills. However, migration is still very often associated with unacceptable workplace abuses. The conflict phenomenon is highlighted by the high social and economic costs of migration, inequality, and discrimination in the workplace in the destination countries, as well as difficulties in the integration process (Bercovitch, 1983).

### **The actual situation of labor mobility**

The Maastricht Treaty introduced for the first time the term European citizen and the freedom of movement of people. In addition, labor mobility plays an important role in meeting the EU objectives, both internally and globally. EU Cohesion Policy invests in employment and long-term growth in Europe. It supports the European 2020 Strategy, which aims to have 75% of people aged 20-64 years in employment by 2020.

Labor mobility in the European Union has been increasing in recent years (Figure 1), but it is still not enough in the face of diverging labor market developments.

Despite the economic crisis, more and more the EU citizens have been living in another EU Member State since 2009 and the number of the EU-28 movers further grew in 2016. In 2016, there were roughly 12 million EU and EFTA (European Free Trade Association -Switzerland, Iceland, Liechtenstein, and Norway) movers in total. The number of movers was 5% more than 2015, which is a similar increase to the one in previous years. The population of movers is made up of 11.8 million EU-28 citizens and 170,000 EFTA citizens of working age (20-64) who were resident in an EU-28 country other than their country of citizenship (Fries-Tersch et al., 2017).



**Figure 1. Employment rate by educational attainment level in the EU (Eurostat)**

Labor mobility refers to the ease with which workers are able to move within an economy and between different countries. It is an important factor in the study of the economy as it analyzes how the labor force, one of the major factors of production, affects economic growth (Morokvasic-Muller, 2002). We meet two main types of labor mobility, see Table 1.

**Table 1. Types of labor mobility**

<b>Geographic mobility</b>	<b>Occupational mobility</b>
➤ Increase in labor supply. As more workers enter the economy, the general labor supply increases. An increase in labor supply accompanied by a static job demand can reduce wage rates.	➤ Increase in labor supply in certain industries. Smaller restrictions mean more time for the workers to enter another industry, which may mean that the job demand is easier to meet.
➤ Increase in unemployment. Unless employers require more than one worker, an increase in labor supply could lead to a hindrance to work.	➤ Smaller wage rates. If it is easier for workers to enter a particular industry, the labor supply will increase for a particular demand, which leads to a lowering of the wage rate until the balance is reached.
➤ Increases in productivity. Not all workers admitted to the job offer will be unqualified. An influx of workers can increase productivity if it brings specialist skills to the workplace and can push existing employees who are less productive.	➤ Allow emerging industries to grow. If an economy is heading for new industries, employees need to be available to lead the industry. A lack of employees means that overall productivity can be negatively affected because there are not enough employees to provide the service or to work with the machines used to make the product.

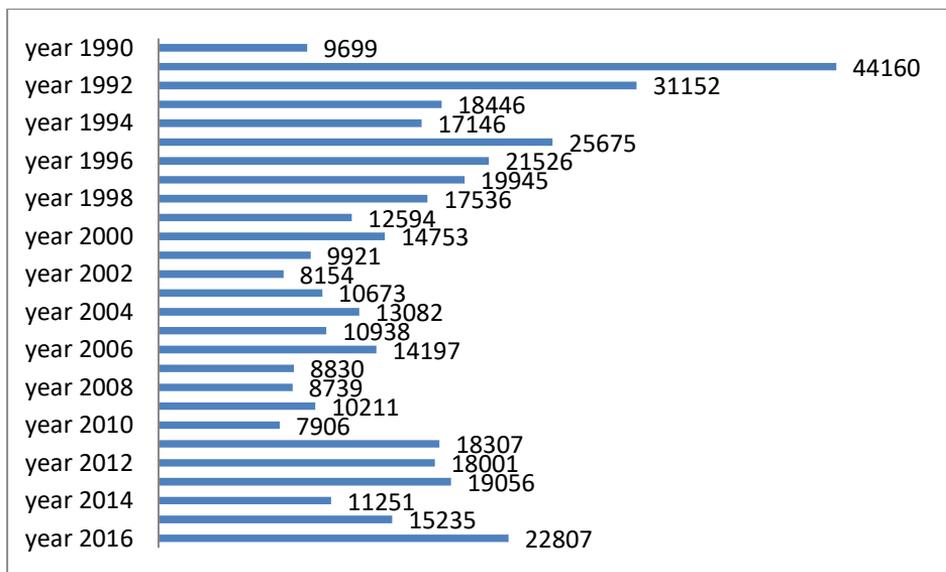
It is considered that greater labor mobility, both between jobs (occupational mobility) and between countries (geographical mobility), contributes to social and economic progress, to a higher level of employment and sustainable, balanced development. This mobility makes it easier and more efficient to adapt to the European economy, employment and labor to changing conditions and it represents a stimulant for change

in a globally competitive economy. A higher rate of mobility between the Member States will also encourage closer political integration within the EU (European Job Mobility Portal).

Mobility at work can be seen as the ability of people to go to another region or to another country to work. Labor mobility makes it possible to find more favorable working conditions as well as increasing professional experience.

### The mobility of labor force in Romania

The totalitarian Romanian regime before 1989 considerably limited the travel possibilities of Romanian citizens. Thus, once with the fall of the communist regime, Romania recorded an exceptional emigration wave (Figure 2), in 1990 almost 100,000 Romanians have emigrated (Vasilcu & Sechet, 2011, p.215).



**Figure 2. Number of Romanians who immigrated definitively to other countries between 1990-2016 (<http://statistici.insse.ro>)**

We note that after the great upswing in 1990, in the following years, the number of migratory people considerably diminished; however, Romania continues to be a country of emigration so in 2016 the balance of international migration was negative; the number of permanent and temporary emigrants being 67.067 persons higher than the number of immigrants (www.insse.ro).

Immigrants are people who settle in Romania. Immigration is the action by which a person renounces his or her domicile from the territory of another state and establishes his domicile in Romania. Based on the statistical information, we can see that in recent years most people who immigrate to Romania are from Moldova so in 2016 the number represented 64% of the total number of foreign emigrants settled in Romania.

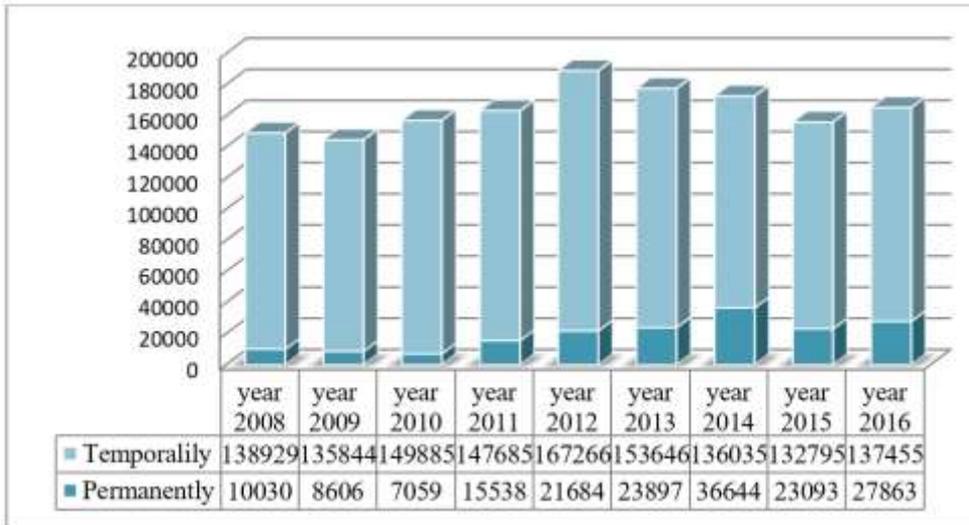


Figure 3. Number of people who immigrated to Romania between 2008 and 2016 (<http://statistici.inse.ro>)

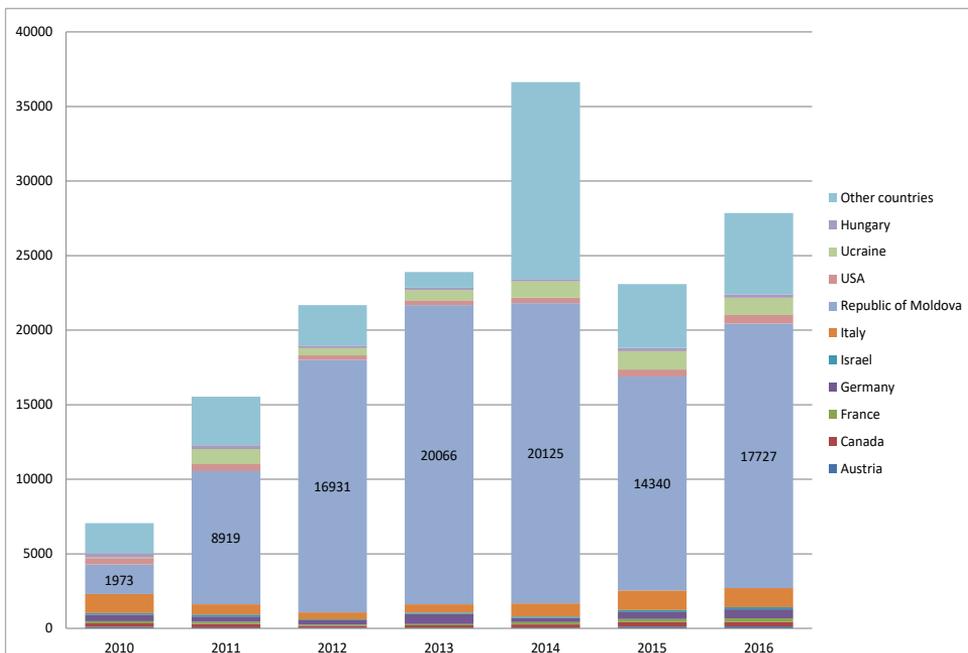


Figure 4. Number of immigrants from the country of origin who immigrated to Romania between 2010-2016 (<http://statistici.inse.ro>)

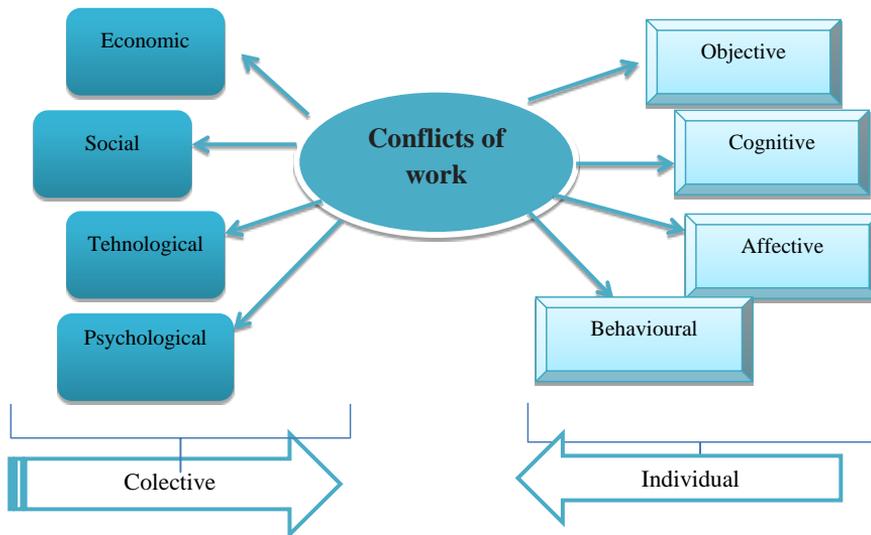
### Conflicts of work

Conflicts of work may arise as a result of a simple disagreement. Labor conflicts can occur between employees and the company, or just between two or more employees of the same company. If these conflicts are not given a solution, there is almost always a latent or declared tension between the protagonists that has negative effects on the company's internal climate. Labor conflicts often arise due to the negligence or passivity

of the actors. In an organization conflicts mostly occur because of gaps that arise between the formal structures of the organization (status, position, function) and informal structures describing the relationship between the actors (information exchange, work rhythm, competitiveness).

Conflicts of work are of several categories; Figure 5 presents their typology.

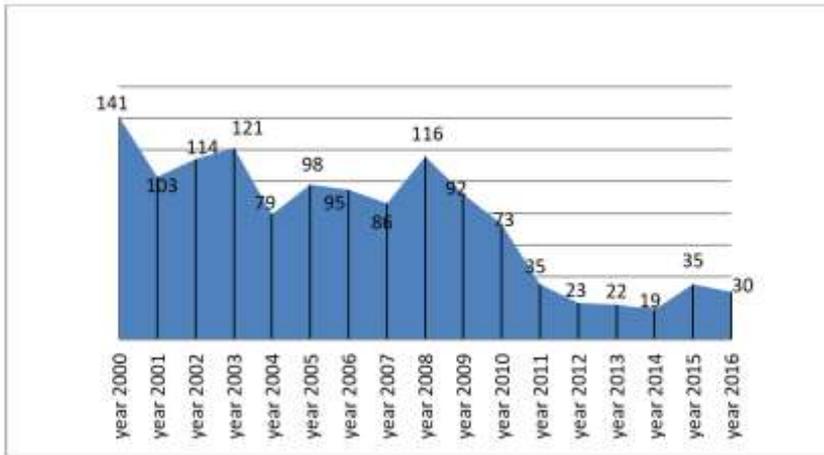
Conflict of work can be defined as the result of behavioral confrontations, motivations, needs, interests, opinions or values of individuals. As we can observe, labor conflicts can be collective, that is, it brings together more individuals gathered in a collective system or individual, which signals an individual struggle of an individual with one or more individuals within the same organization or even the entire organization.



**Figure 5. Typology of labor conflicts**

At national level, labor conflicts are governed by the Labor Code and the Law 168/1999, these being the main legal regulations dealing with issues related to labor conflicts and how to resolve them. According to these regulations, labor conflicts are defined as conflicts between the employees and the companies in which they work, which concern professional, economic or social interests. According to the information publicly declared at the national level (Figure 6), we notice that the number of labor conflicts is decreasing in the last years, thus in 2016, the number of labor conflicts decreased by about 80% compared to 2000.

Not finding a solution to labor conflicts can lead to confusion or refusal to cooperate, in the case when some problems appear, lack of deadlines or delays, increased stress among employees, reduction of creative collaboration and teamwork, interruption of the workflow (Belghiti-Mahut, 2003; Burloiu, 2004; Chiciudean & David, 2011; Iacob & Ccismaru, 2009; Lefter & Manolescu, 1995). Not solving work conflicts on time can have more negative effects, such as loss of time and energy, delays, unproductiveness, inefficiency, anger, sabotage, personal abuse.



**Figure 6. Number of conflicts of work recorded nationwide between 2000-2016**  
([www.insse.ro](http://www.insse.ro))

### Solving labor conflicts through labor mobility

Perhaps we have asked ourselves what the connection between labor conflicts and labor mobility is, as a viable answer we think we can solve or at least ameliorate the conflictual situation by posting/delegating or even moving one of the individuals involved in the conflict into another section, area or even another company. Vocational mobility can have many benefits for the employee; it can be a promotion, advancement, better working conditions, a more relaxing work environment. But at the same time, it can also have some disadvantages, such as time spent with getting used to the new job, additional expenses with moving, transport, and drop in professional performance. Conflicts are not always destructive, however, when a conflict gets bigger, managers need to understand and look for solutions to solve them (Afzalur Rahim, 2001, 2002). There must always be a rational program or process to resolve conflicts. Such a process must include a planned action response from the manager or organization.

### Conclusions

Labor mobility is primarily intended to improve the lives of workers around the world. In this research I have shown that labor mobility has both positive effects, especially on the development of host countries, as well as negative effects on countries of origin, it is mainly about the impact of development, the loss of human capital, the deepening of demographic problems on a long term. Labor mobility has gained a bigger impact especially after Romania's accession to the European Union, immediately after the restrictions on the labor market had been abolished. Labor mobility must be seen as an opportunity that employees have to change their workplace. When we talk about labor mobility across borders, we encounter the so-called migration phenomenon of labor. This phenomenon has grown quite a lot in our country especially after 1990 and still remains at quite high rates. Thus, based on the public information presented by the National Institute of Statistics, we note that our country is still a country of migration, the number of people leaving the country especially for work in European countries, is increasing. Labor mobility is stimulated by destination countries, so more and more

Romanian specialists go abroad for higher salaries, better living, and better working conditions.

Addressing labor conflicts and the phenomenon of labor mobility can be achieved through a close link of dependence between these two existing issues within the national organizations. Thus, in this research we propose, as a key to solving labor conflicts, the labor mobility, of course, based on managerial programs and laborious strategies as well as involving the authorities by promoting national investment projects in human resource development.

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- \*\*\* National Institute of Statistics, available online at [www.insse.ro](http://www.insse.ro).