



**UKLJUČENOST ZAPOSLENIH U
DONOŠENJE ODLUKA U KRIZNIM
VREMENIMA KAO KLJUČ ZA EFIKASNU
ORGANIZACIJU RADA KOMPANIJE**



The aim of the survey

This research aims to gather information from employees in the trade and services sector about their participation in the decision-making process during the Covid-19 virus pandemic from its inception to the present day.

Research information

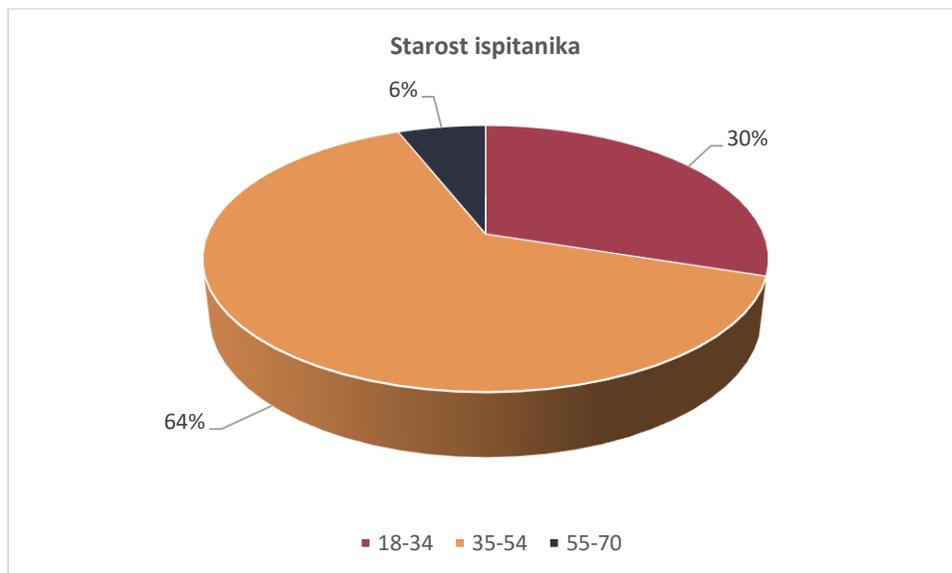
The questionnaire has 17 questions. 50 respondents participated in the survey and successfully answered the questions.

The questionnaire was posted on the online platform <http://employeedecisionmaking.com/anketa-me?fbclid=IwAR1DQTRl2CEbLouHZ4x37G1Owgb1hAHzSS4owokJaIPQVxxKNppnZRv9QLo>

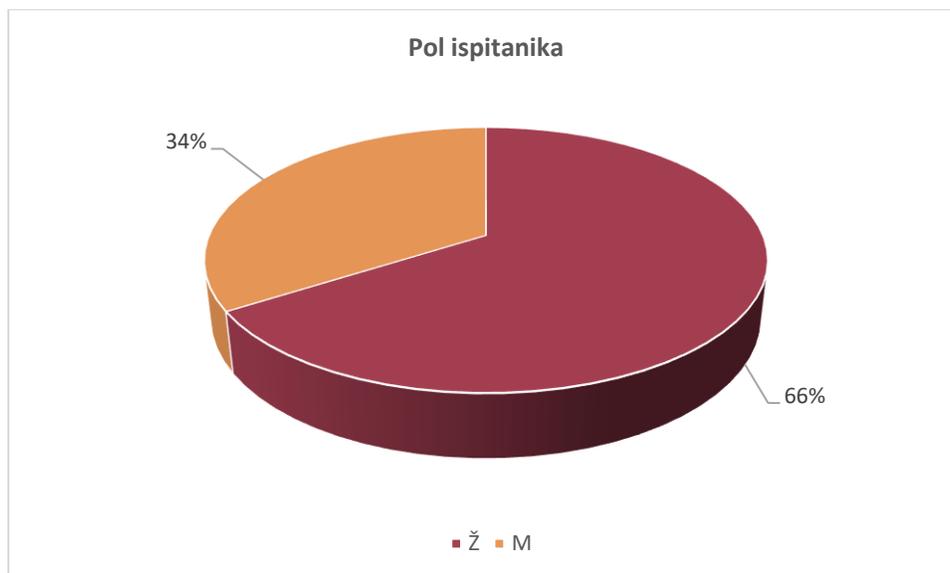
The information obtained is anonymous and will be treated confidentially only for the purpose of the project.



The largest percentage of respondents belongs to the age group of 35-54, 64% of the total number of respondents. This data shows that the persons who filled in the questionnaire, with good and enviable work experience, are in the years that represent the most fruitful age for work and business.



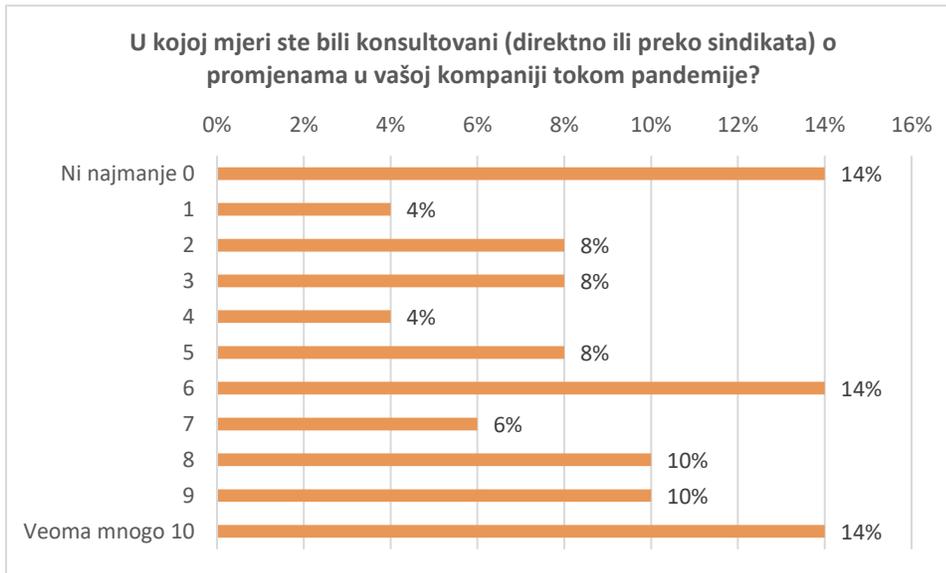
1 in 3 respondents belongs to the youngest age group between 18 and 34 years of age, while only 6% of respondents are in the oldest age group between 55 and 70 years.



When it comes to the gender of the respondents, females dominate, so we have a situation where 2 out of 3 respondents are members of the female population.



According to the respondents, and when it comes to the process of introducing and implementing changes within companies, a significant number of them said that they were relatively much involved in the process, through consulting activities.

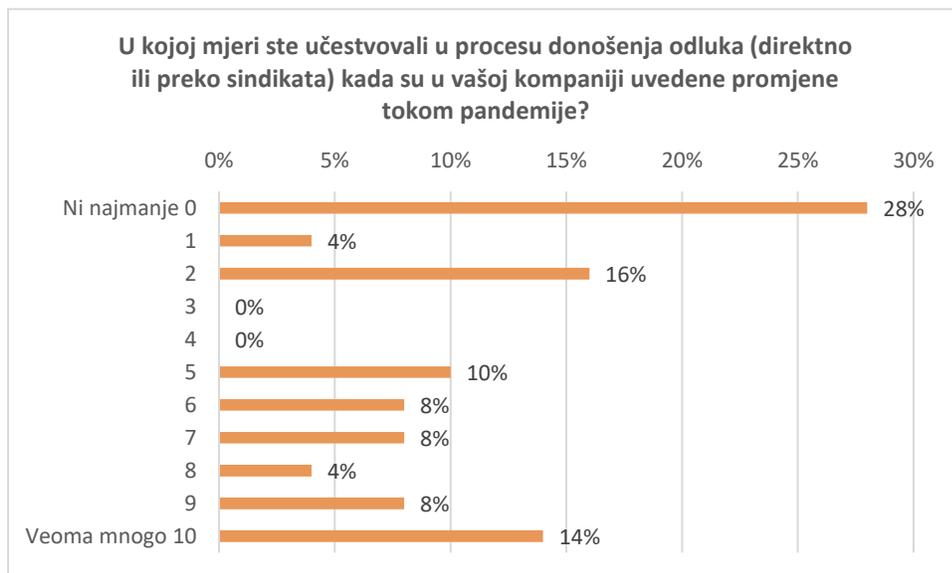


Thus, on a scale from 0 - at least to 10 - very many, 54% gave a score above 5. This answer supports the fact that respondents are relatively satisfied with the way they are involved in the processes of implementing

change in their companies.

According to the answers, the respondents were significantly informed about the mentioned processes of change, directly or through a trade union organization.

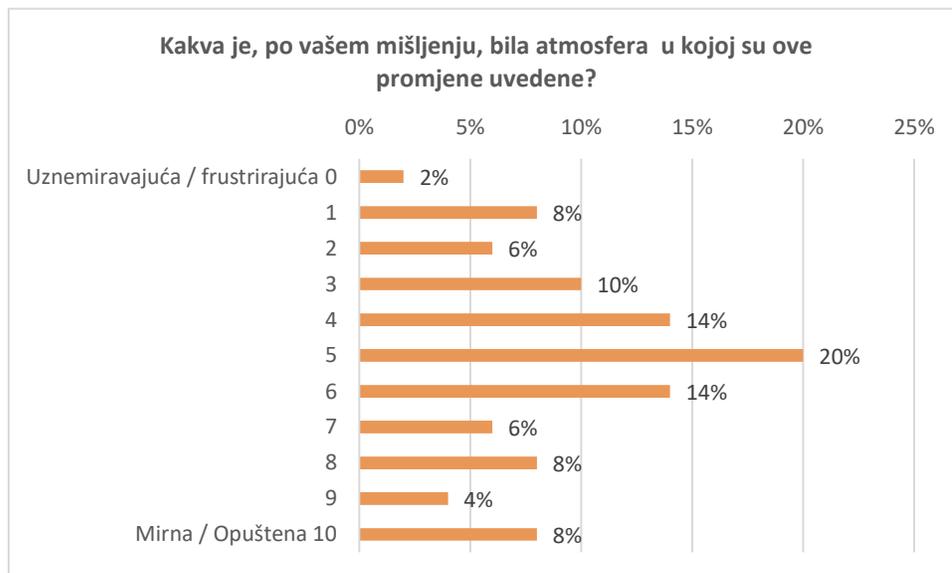
Exactly 80% of respondents rated this process with a score of 5 or higher, which confirms the previous conclusion that employees in companies are satisfied with the way they were consulted, but also informed when it comes to the process of implementing changes and their communication during pandemic COVID19.



The decision-making process on introducing changes in the company does not have such a positive experience, with slightly less than half of the respondents (48%) leaving room for dilemma. Namely, all 48% of respondents rated

this process with a score from 0 to 3, which is a really worrying result. However, a small majority of respondents rated this process with a score of 5 or higher, with 14% of them saying they were very satisfied with their participation in the decision-making process when introducing changes during the pandemic.

According to the respondents, the atmosphere during the introduction of changes in the business of companies during the pandemic can be classified as relatively satisfactory, ie quite relaxed, so we have a situation where 20% of them rated the atmosphere as 5.



Only 2% of respondents gave the lowest grade, while 8% were very satisfied.



The process of implementing changes in companies was carried out in accordance with the interests of respondents, and according to the answers received, more than 70% of them rated this process with a score of 5 or more, which can be considered a relatively satisfactory result.

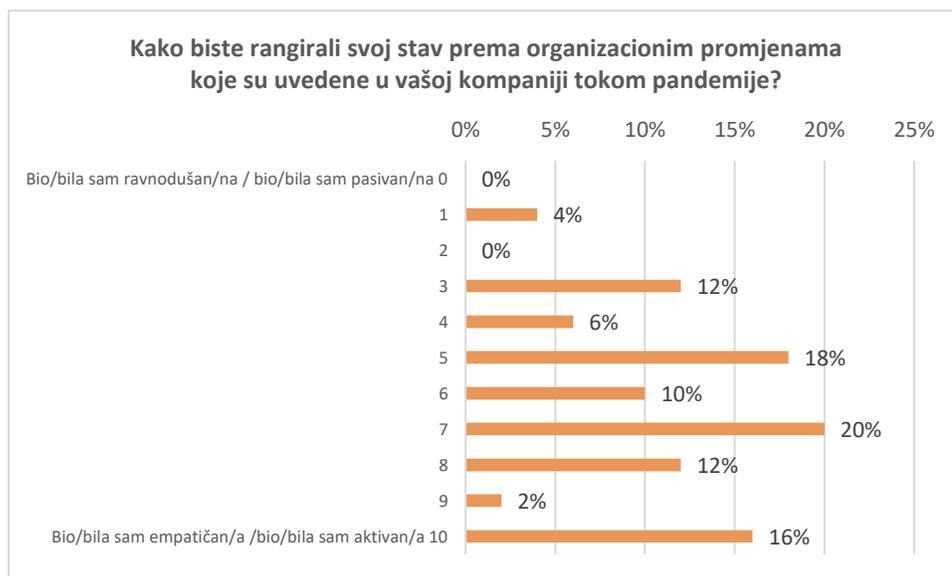


Of this number, every fifth respondent assessed the process as an activity that was in line with his interests.

Only 10% of respondents rated this process as rather poor, giving it scores ranging from

0 to 2, which unequivocally confirms that such activities were in a relatively satisfactory way in line with the interests of members of organizations.

The impact of the changes implemented in the companies during the pandemic had more than a significant impact on the respondents, who assessed this process as empathetic, assessing it as very empathetic, during



which they were active. Thus, we have a situation that close to 70% of respondents gave this process a grade of 5 or more, of which every third respondent rated this process with the highest grades between 8 and 10. Only 4% of respondents gave this process a low grade of 2, which

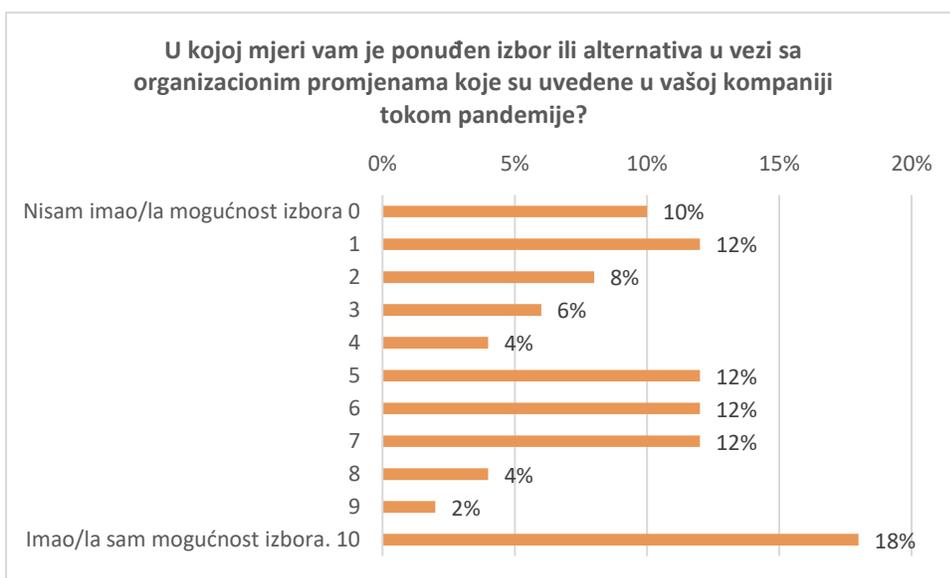


refers to indifference and inactivity during the implementation of changes in the company, while every fifth respondent gave this process a score between 0 and 5, which again speaks to the importance and impact that the changes had on respondents.

The legal procedure and rights that require members of the organization to have the right to information and consultation with the company in times of crisis such as a pandemic, was respected in most cases, and according to respondents, 2 out of 3 respondents were aware of their rights to information and consultation.



On the other hand, 1/3 of the respondents answered negatively to this question, indicating that they were not aware of the rights to information and consultation.

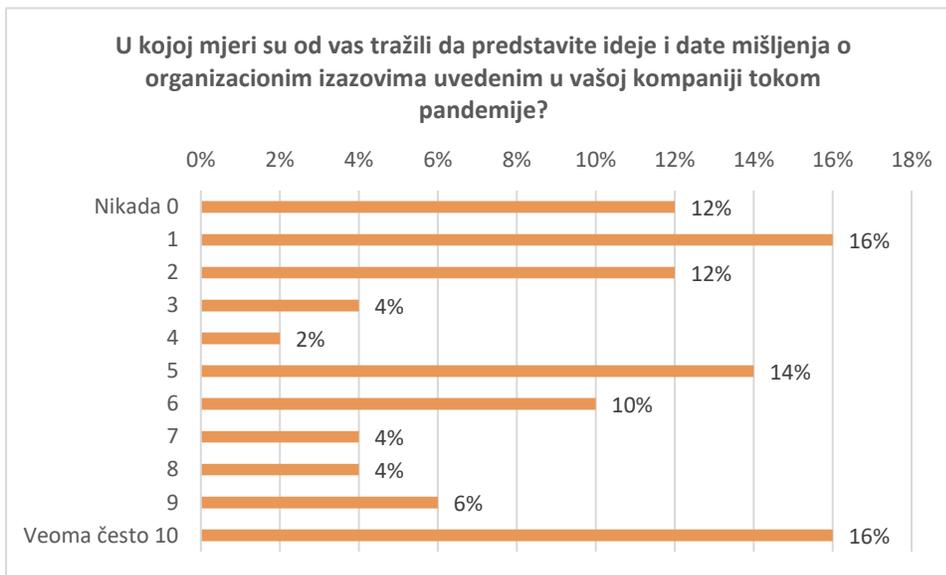


When introducing changes in the organization, space is created for the creation of certain choices or alternatives, which can be offered to members of the organization. According to the answers of the respondents, this



possibility was relatively common during the pandemic, so we have a situation that 60% of respondents rated this possibility with a score of 5 or more, and even 20% with a score of 9 and 10.

It is worrying, however, that this process received the lowest scores from 1/3 of respondents, from 0 to 3, which leaves the possibility of non-fulfillment of obligations based on the creation of options or alternatives related to organizational change in the organization.



The process of introducing changes is often accompanied by appropriate challenges, which require the involvement of members of the organization.

According to the results of the questionnaire, this

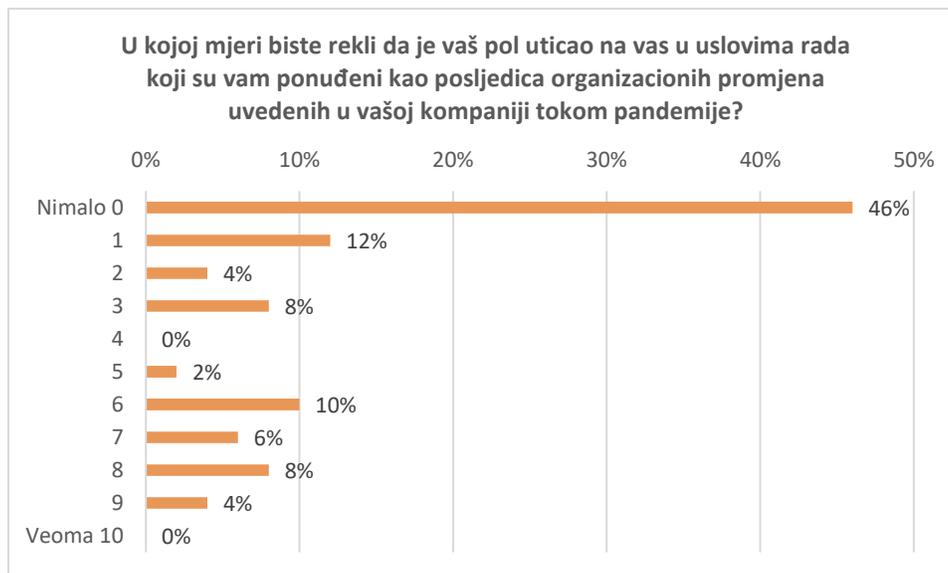
process received a divided opinion, with a slight preference given to the process that involved the involvement of employees in giving ideas or opinions on certain organizational challenges. Thus, we have a situation where more than half of the respondents (54%) had the opportunity to express their ideas or opinions when it comes to organizational challenges in the company.

On the other hand, 40% of respondents answered that they were almost never asked to offer their idea or opinion in this process. The conclusion is that despite the relatively large number of those who rated this process between 5 and 10, there is a significant number of members of the organization who are not adequately involved in the process of organizational change in their companies.

The assessment of the respondents looks encouraging, according to whose attitudes we can unequivocally conclude that their gender did not affect the working conditions offered as a result of organizational changes introduced in your company during the pandemic, as many as 70% of respondents have such an attitude.



Only 4% of respondents are of the opinion that their gender has affected the working conditions offered as a result of organizational changes introduced in the company during the pandemic

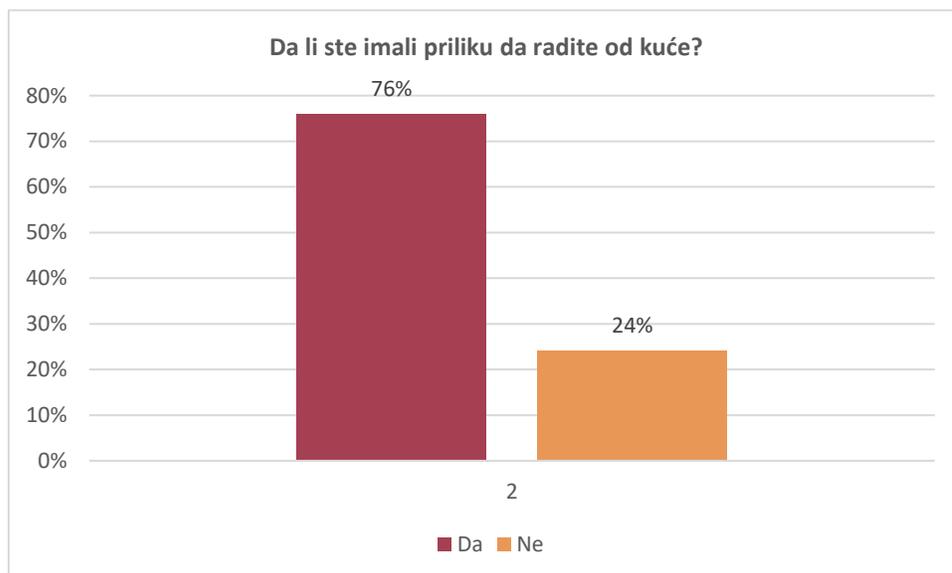


With the arrival of the COVID19 pandemic, all companies and organizations were forced to introduce new measures and ways of doing business, and as one of the most common is certainly "work from home".

The results of the research show that more than $\frac{3}{4}$ respondents had the opportunity to do their business activities from home.

Less than $\frac{1}{4}$ respondents did not have the opportunity to work

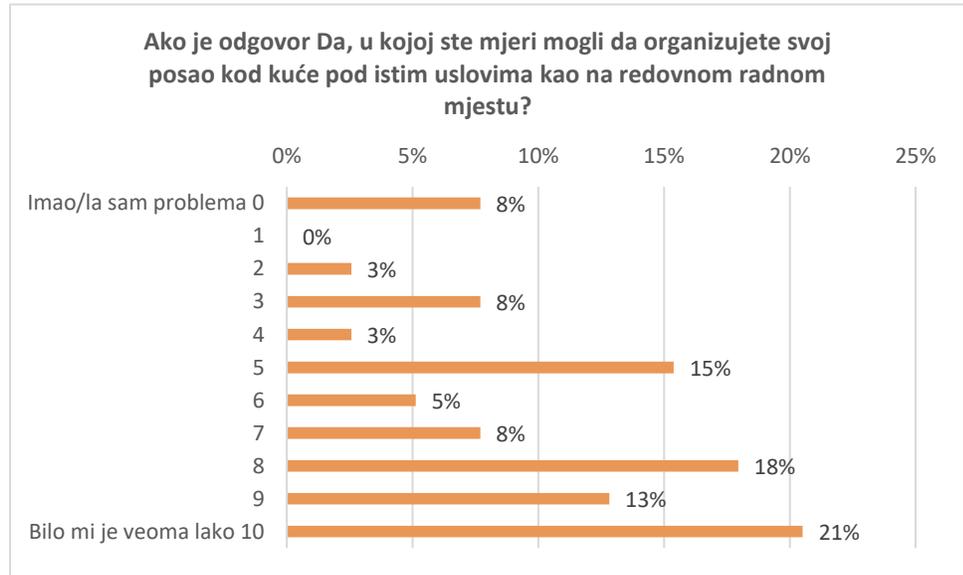
from home, which is very likely to be related to the nature of work, ie the activity to which these companies belong.





We can say with certainty that the outbreak of the COVID19 pandemic in a way showed a significant level of flexibility of the surveyed companies, which is reflected in the high percentage of companies that provided the ability to work from home.

Of the respondents who had the opportunity to do their job "from home", most of them had no problems with the organization, so we have that close to 80% of them assessed this process as



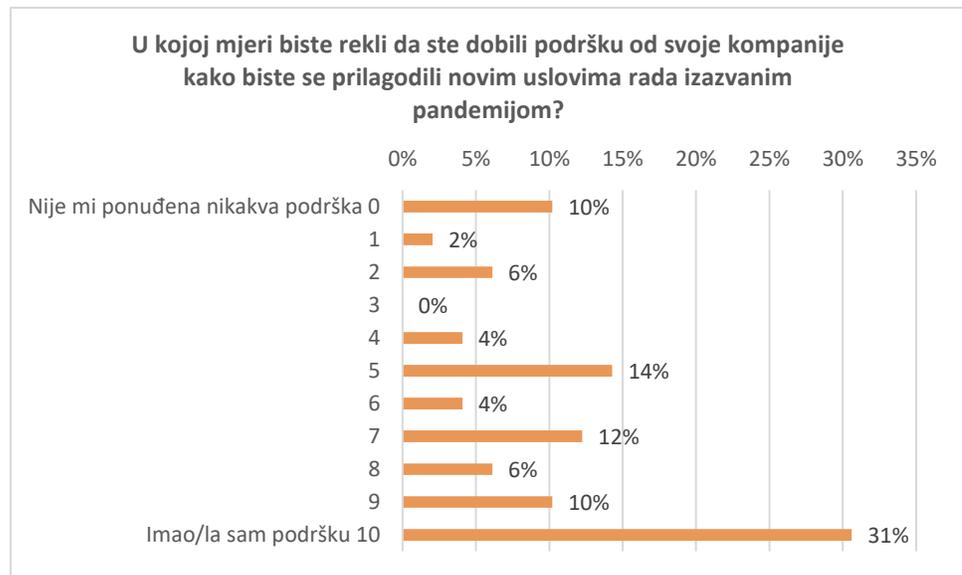
relatively easy for the organization, with as many as 52% the highest grade is from 9 to 10, when it comes to the degree of ease of adapting to new working conditions.

Only 8% of respondents indicated the existence of problems in relation

to the new working conditions, rating them with the lowest score of 0, while 21% of them rated these working conditions with a score between 0 and 4.

More than 75% of the respondents rated the support in organizing work in the new conditions as positive, which indicates the degree of ease with which employees got used to the new business conditions.

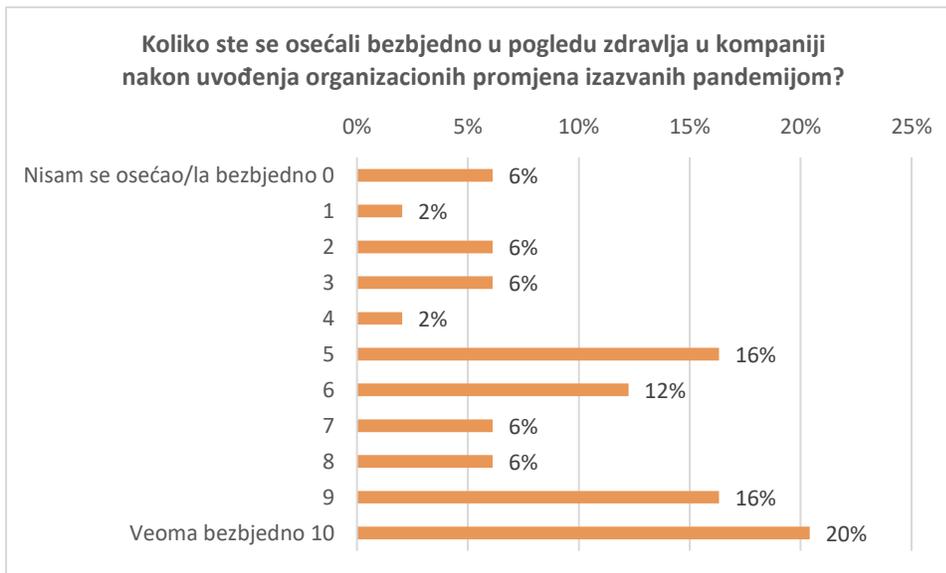
Slightly more than 1/5 of the





respondents (21%) did not have the open support of their company in the process of getting used to the new business conditions, but they got used to that environment on their own.

The COVID19 pandemic is first and foremost a global health challenge that has undoubtedly changed the ways of life and business of all people in the world. This event has brought with it numerous challenges that people struggle with and learn to live with, and the issue of security is certainly one of the primary ones.



According to the results of the research, more than $\frac{3}{4}$ respondents rated their position on health in the new business conditions as relatively safe, giving ratings from 5 to 10, of which 20% rated the business conditions on health as Very Safe.

Slightly more than $\frac{1}{5}$ of the respondents rated working conditions as unsafe, when it comes to health after the introduction of innovations in organizations, giving them a rating ranging from 0 to 4.

In the case of new developments and the emergence of a "new" crisis similar to the existing pandemic, respondents are of the primary opinion that it is important that the company first of all provide adequate information, which is the position of every other respondent.

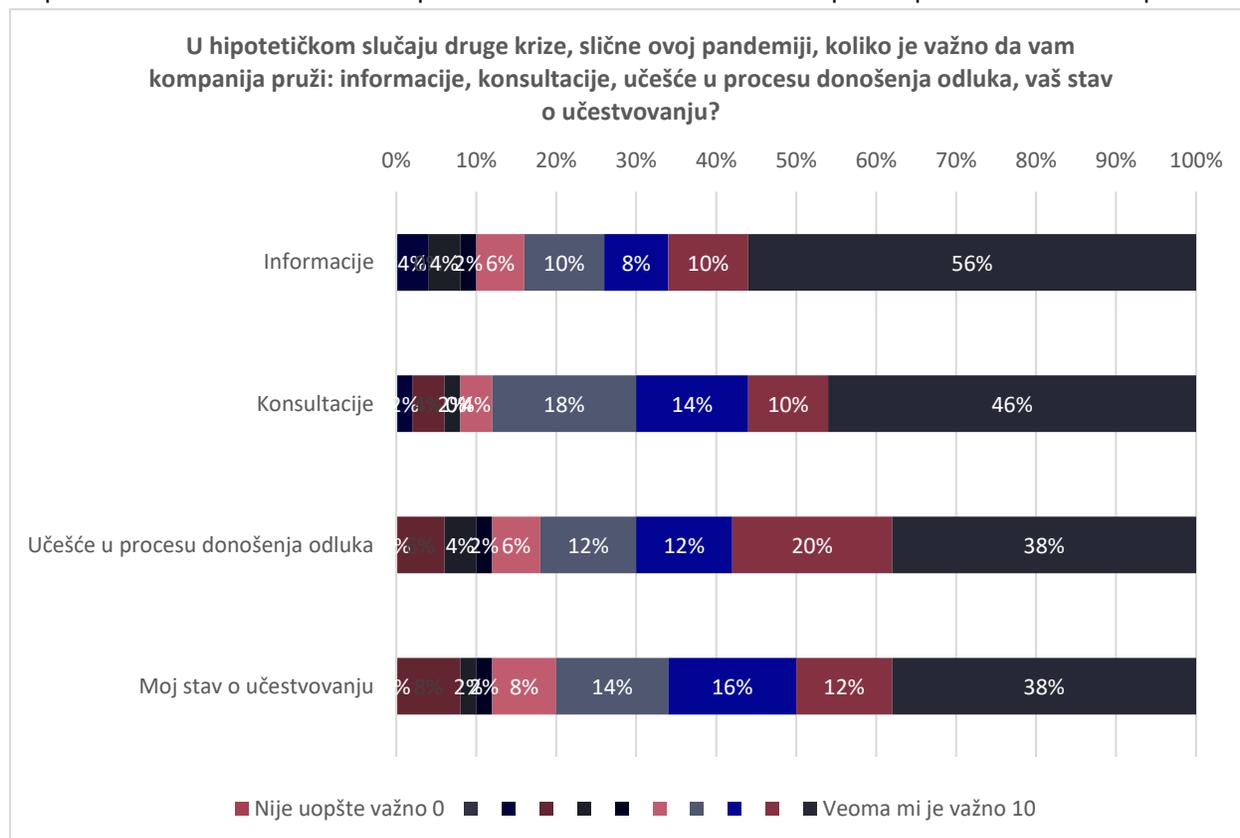
When it comes to consulting activities, slightly more than 45% of respondents believe that this is an important and necessary activity in order to implement the process of introducing innovations and changes in business organization adequately and efficiently.

Participation in decision-making and respect for individual attitudes / opinions of individuals are activities that need to be implemented in more than $\frac{1}{3}$ of respondents, in case a new crisis,



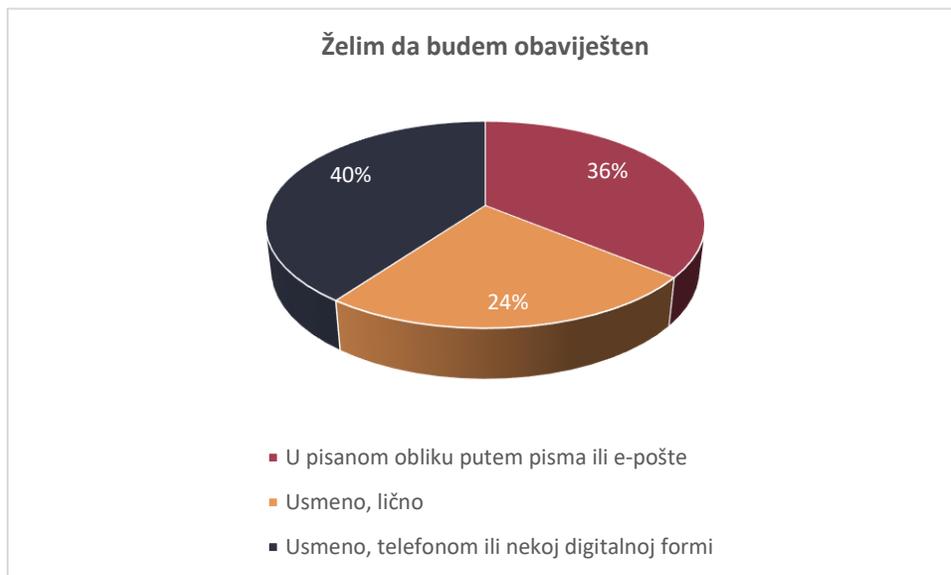
similar to this, initiates processes of change in the organization of work and business within organizations / companies.

The views of the respondents in this part of the research point to the importance of communication, more precisely information, as well as adequate organization in the decision-making process. Namely, it was once again shown that the information process is a two-way activity, whose benefits are manifold, and that it should be organized in an adequate and valid way, taking into account the needs of both parties. These are certainly processes whose proper implementation results in positive outcomes for all participants in this process.





In the case of another crisis similar to the COVID19 pandemic, respondents are of the primary opinion that the information mechanism should be targeted at oral, telephone or some other digital form of communication, which is the view of 40% of respondents. 1/3 of the respondents are of the opinion that this mechanism should be in written form, while slightly less than 1/4 respondents prefer oral, ie. personal communication.



The consultation mechanism, 60% of respondents believe that it should be realized in person, through meetings at the company's premises. On the other hand, 14% of respondents would like these meetings and the consultation process to take place in another "safer" place, while smatra they believe that the best model for consultation is meetings with digital and audio tools.





In general, respondents suggested that in the event of a second pandemic crisis, some of the following mechanisms could and should be implemented in the future regarding information and consultation related organizational changes in companies

