

# Research on Cross-organizational Behavioral conflict of International Multimodal Transport

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**ABSTRACT.** *Based on the new changes of international multimodal transport organizations, this paper analyzes the positive and negative effects of the six attitudes of international multimodal transport organizations. And, some suggestions and new ideas are put forward.*

**KEYWORDS:** *conflict behavior, virtual organization , multimodal transport*

## 1. Introduction

In China, multimodal transport has become a national strategy.the business of international multimodal transport develop rapidly . he development momentum of container railway-water transport and air-land transport, has put forward new requirements for the organization of container operators. It forms a virtual enterprise with supply chain management. There have been new changes in the number and scope of the actual transactions and clients in the international multimodal transport business. The extensive development of multimodal transport involves more and more multi-channel and multi-domain business, such as highway, railway, shipping, aviation and so on, so the backbone of multi-domain business works together according to modularization. The phenomenon of group decision-making in piecewise planning will be greatly increased. Many enterprises form a virtual organization, so group decision-making brings about the behavior conflict of multiple modules in the virtual organization. The behavior quality of multiple modules of group decision making is different, which leads to the harmful or ambiguous nature of behavior mutual cognition. Risk-taking behavior, fluke behavior, impatient behavior, dependency behavior, hindrance behavior and disregard behavior are released in the behavior activities of the internal modules of the virtual enterprise.

## 2. Analysis of conflict behavior within Virtual Organization of Multimodal Transport

The cross-industry and cross-domain business development of international

multimodal transportation has made more and more use of the group decision strategy of foreign talents. Resulting in the interaction of group behavior, the invisible original shortcomings are shown. At this time, the study of behavior conflict with multiple attitudes is particularly important. The following is an analysis of harmful conflict behavior in virtual enterprise business.

### ***2.1 Analysis of risk preference behavior***

In the business activities of international multimodal transport, multi-stage and multi-link business activities are often in a changeable environment. This will cause many potential or changeable information blind areas in the business link. Now, the principle of caution or prudent attitude is basically necessary. However, because of group work and long decision-making, proactive work behavior have priority to display self-talent. In this atmosphere of striving for superiority, some people will bet on confidence and risk preference because of subjective or objective neglect of risk, and the psychological basis of blind confidence will appear. Ignoring the risk component may not be the mainstream, but since risk psychology often takes a “first place”, the significance of ignoring risk is greatly enhanced.

Neglect of risk sometimes results in liability for breach of contract. There are economic or reputational damage. Even if this behavior succeeds, it stimulates and motivates other people in group decision-making, and even causes multiple adventurous colleagues in the group to compete for the first place. This will enlarge the risk, cause the real or potential harm to the virtual enterprise of international multimodal transport, and then produce the discontent and blame among the multi-decision-making subjects in the group, which will affect the harmony of the group decision-making.

### ***2.2 Analysis of fluke behavior***

Some risk-takers ignore the prescient risk. The neglect of the risk and threat after discovery of information asymmetry blind area is the embodiment of fluke psychology. This kind of fluke psychology appears in group decision-making, which will basically cause negative interference and influence to other decision-making members, especially when other members point out or do not point out the phenomenon of fluke psychology, they will face the problem of affecting group cohesion. If we do not point out that the problems of fluke psychology will affect the stability and reliability of future work, pointing out will often lead to the comparison of internal members, so that when we observe and judge each other, we will focus on the shortcomings and reduce the focus on the advantages. It will lead to the dynamic change of group behavior to the unfavorable direction.

### ***2.3 Analysis of impatient behavior***

In terms of the efficiency of multimodal transport cooperation, “fast” can be a

common factor in job assessment or embodiment, fast can be measured as an absolute factor, and fast is also a relative factor, that is, it can be compared with each other. Therefore, group decision-making or work will lead to the formation of acceleration in the embodiment of fast indicators. Rational thinking time is compressed, perceptual cognition plays a greater role in amplification, intuition and so on. This impatience will not only infect each other, but also play a bad role in work. Making mistakes in a busy way can do harm to real-life work and affect morale in the team. Fool's haste is no speed.

#### ***2.4 Analysis of dependency behavior***

After the stage running-in of the operation team, the role of the antecedent behaviors is shown in the work. Then some members show the behavior, they encounter setbacks and failures, or the pressure of other members of the team. As a result, some members' behavior becomes to avoid more mistakes and accusations. Dependence may be temporary, or long-term. Team members feel the imbalance of enthusiasm and initiative. Some individual strong members establish authority. It is concluded that the role of dependent behavior has different functions and expectations. Whether the comprehensive effect is good or bad, it is uncertain. Specific situation should be analyzed concretely.

#### ***2.5 Analysis of obstructing behavior.***

The operation and management team of international container transportation business has complex personnel, diversified sources, uneven level and professional knowledge. Under the above-mentioned various behaviors, contradictions and interests disputes will basically emerge. Partly the communication is not timely. This hostile behavior is harmful to team work. The overall effect of hostile behavior is a negative that effect on the overall performance of team members. Mild and controllable hostile behavior can create a relational gap between employees, which can prevent collusion or other moral behavior between employees in reality, which is positive significance. Collusion between employees is the information blind spot of senior managers of business team, and it is one of the important reasons for the failure of management. Invisible hostile behavior can be used to supervise employees. Maintain a certain sense of strangeness among employees may be necessary. This sense of strangeness is necessary for employees whose quality is not high.

The explicit hostile behavior of employees will basically harm the long-term work of the team; result in the decline of the willingness and utility of cooperation between the internal and external personnel of the team. More importantly, the vitality of the enterprise team comes from innovation and collaboration. Explicit hostile behavior basically stifles team innovation. Because innovation is risky, hostile behavior will magnify the risk of innovation, which result in a decline in the willingness to innovate. The atmosphere of innovation is becoming more and more boring, and the efficiency of cooperation is also declining.

### **2.6 Disregard behavior**

In the face of the competition of the external supply chain, some individuals and business modules in the virtual enterprise focus on their own interests and development, and take wait-and-see behavior for the overall interests of the multimodal transport virtual enterprise. As an active node in the supply chain, which makes the virtual enterprise lack flexibility? It also makes multimodal transportation lose the opportunity in the market opportunity, the customer demand response, and the emergency event handling.

### **3. Suggestions and countermeasures.**

Because the management team of international multimodal virtual enterprise adopts the modularization method, it is necessary to set up friendly interface in the modular design and management process of the virtual organization, because of the modularization of human activities and behavior activities within the organization, and it is necessary to set up a friendly interface in the modular design and management process of the virtual organization. And strengthen measurement and monitoring. The effect of modularization behavior activity is set as the regulating factor of management process. In order to improve the work efficiency and performance of virtual enterprise, it is also beneficial to the long-term development of innovation activities and supply chain to constantly adjust the behavior activities of the organization in the team work in order to improve the work efficiency and performance of the virtual enterprise. Modular ideas and methods can also be used to control the conflict of behavioral activities. In the process of modularization of multimodal transportation business, we should not only pay attention to physical module and ability module, but also pay more attention to knowledge module, behavior module and psychological module. The method of system design is used to realize the smooth realization of multi-level modularization.

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