INDEPENDENT COLLEGE DUBLIN
MASTER OF ARTS IN DISPUTE RESOLUTION
MASTER´S PROGRAM IN DISPUTE RESOLUTION

CAN NEGOTIATION APPROACHES BE USED AS A TOOL IN PREVENTING
COMMERCIAL DISPUTES IN DUBLIN?

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TABLE OF CONTENTS

LIST OF TABLES AND FIGURES

Acknowledgements

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Abstract

This material analyses the behaviours and consequences during a negotiation process and its outcomes by adopting negotiation techniques and conflict prevention in Ireland's commercial field for the dissertation of the Masters' graduation program in Dispute Resolution of Independent Colleges in Dublin City. It starts with a description and perception of the negotiation as a whole and how the corporate culture applies this tool daily. This research aims to analyse if negotiation approaches can prevent disputes, and it was addressed to workers who perform management and supervision functions in their respective departments in organisations in Dublin city. The secundary research was based on the literature review of previous studies that had negotiation as the focus of its variants on many different applications that resulted in the ideas and theories present on this material. The methodology used was as follows: Interpretivism philosophy; inductive approach; mono-method survey addressed to a group of professionals as the primary research that provided qualitative data for the field of the study; cross-sectional time horizon combined to non-probability sampling. The research developed a model of how interactions in the commercial environment can be interconnected between the workforces and between business partners, with negotiation as a pillar in the resolution and prevention of conflicts and disputes. The secondary objectives were: To analyse how negotiation approaches can be applied to a commercial dispute; To explore how often negotiation approaches are used in conflicts in the commercial field; To assess how inclined is the workforce on using negotiation approaches to deal with conflict. The results show that the country has qualified professionals that indirectly apply negotiation techniques in their daily routines to deal with conflicting situations. However, the lack of information regarding best practices combined with the recurring processes in their respective functions leaves an open and encouraging path for the development of best practices that will contribute to the prevention of future disputes in the irish commercial market.

Chapter 1: Introduction

1.1 Overview

In a very competitive world it is expected that disputes arise from an uncountable variety of reasons, especially when it involves business and relationships. A business can be described as an organization involved in commercial, professional or industrial activities. With the aim of making profits and generate value to the services or products offered through the business. As a consequence if a company is in business for a long time it will be inevitably encounter some sort of business conflict/dispute at some point. Anytime people cannot achieve their goals without the cooperation of others, they are negotiating. By this definition, negotiation is a ubiquitous social activity influenced by a wide variety of fields, including mathematics, management, organizational behavior, social psychology, cognitive psychology, economics, communication studies, sociology, and political science.

A dispute between businesses or an internal dispute usually happens when there is a breach of a defined deal or transaction that can include: Breach of contract (lack of delivery or service); Competition disputes; commercial or professional negligence; partnership disputes; patent and intellectual property disputes. The business community and civic leaders are calling for the more effective use of alternative dispute resolution processes. A greater visibility of these processes and effective techniques will enhance further research and theory development as stated by (Lewicki et al., 1992).

Disputes and conflicts can also arise from internal issues on the daily basis of the organizations procedures, such as different goals, lack of training, promotions, values, personalities and others. As a result action needs to be taken in order to preserve the interests of the parties. Further we can consider that the large number of companies in Dublin and the expectation that the Irish capital continue to develop and attract more investors to start business in the city, the research may provide an analyse of how negotiation approaches can play a role on developing the

interpersonal relations not only between employees but also among partners business.

1.2 Statement of the Problem

In a globalized economy, professionals looking for better jobs are expected to move around seeking opportunities. They come from different countries and cultures, and in this context, Ireland is a country open to receiving citizens from all over the world. Many companies see this as an opportunity to their business. Dublin is one of the most multicultural in Europe, which encourages more professionals to come to the country. As the Irish economy has undergone significant changes since the early 1990s, this has dramatically affected Dublin's functional role both domestically and internationally. High rates of economic growth have led to many refer to Ireland as the "tiger economy of Europe, the Celtic Tiger, and the Emerald Tiger"(Breathnach, 2000, p. 479).

As a result if we want to understand the dynamics that involves the rise of a conflict it is necessary to access the whole sphere of the problem. Once different ideas, values and cultures are put together it is very likely that divergences will occur at some point. Consequently, based on interactions and recurring transactions, it is understood that confrontations often occur as parties looking for ways to deal with the situation and to resolve the dispute. With this in mind, it is proposed that an integration of recurring situation be evaluated in terms of interactivity, enabling negotiation to play a fundamental role in this situation with the objective of preventing new occurrences. It is proposed that corporate culture is deeply linked to negotiations and the appropriate application of information processes can play an important role in preventing conflicts in the commercial environment when individual value is perceived as a necessary part of the success of the collectivism through negotiation processes. As described by (Lewicki et al., 1992, p. 220), there is still need for negotiation to be more accessible and discussed in the organizations once this practice is still restricted to leaders.

The research point the value of the individualism linking every single person in the organization to the power to perform their own dispute resolution through negotiation techniques once they know better than anyone the challenges and difficulties of their duties as well the use of good communication to improve the processes. The corporate culture value implies the delegation of situations to managers and supervisors, placing hierarchy above practical resolutions, limiting the individual negotiating power of the workforce. The research describes why it is important to encourage individualism in terms of information sharing in negotiation and to motivate the workforce to identify the situations where the power of negotiation can be applied reaching a high-quality negotiated outcomes not only for his / her role but also for the organization as a context (Mohr and Spekman, 1994, p. 138).

1.3 Research Question

In line with the research question, the following general objective was proposed:

The general objective of this work was to understand if negotiation approaches can be used as a tool in preventing commercial disputes in Dublin.

1.4 Purpose of the Research

The purpose of this qualitative research was to identify if negotiation approaches can play a role in preventing commercial disputes in Dublin and detailed recommendations on how to apply such technique if suitable to the desires of the organization.

The research returned answers from professionals working in Dublin that play managing roles in their respective organizations. Moreover, the data collection was gathered through online surveys.

1.5 Aims and Objectives

The research aimed to answer the question "Can Negotiation Approaches be used as a tool in

preventing commercial disputes in Dublin". Followed by the secondary objectives:

Objective 1 - To analyze how negotiation approaches can be applied in a commercial dispute;

Objective 2 - To explore how often negotiation approaches are used in conflicts in the commercial field;

Objective 3 - To access how inclined is the workforce on using negotiation approaches to deal with conflict.

1.6 Methodology and Structure

It was used the interpretivism philosophy on the research; the survey strategy was adopted to collect data from the sampling population; mono-method was used to collect qualitative data; based on a cross-sectional and finally used non-probability sampling.

The research is compound by seven chapters: The first one, Chapter 1 contains the Overview; the Statement of the Problem; Research Question; the Purpose of the Research; Aims and objectives; Methodology and Structure; Assumptions and Limitations and the Significance of the Study.

Chapter 2 (Literature Review) contains the secondary research and the theory regarding the study.

Chapter 3 (Methodology) contains the Research Design and Methodology; Research Problem, Aims and Objectives; Data Sample and Data Collection; and the Contribution of the Study.

Chapter 4 (Presentation of Data) presents the data collected through the surveys.

Chapter 5 (Analysis of the Data) contains the analysis of all the information collected from the surveys.

Chapter 6 (Discussion) aims to bring together the theoretical background with the findings from the survey.

And finally the Chapter 7 (Conclusions and Recommendations) contains the conclusions of the investigation and the recommendations for the object of the study.

1.7 Limitations of the Research

This study is based on the theory that professionals working in Dublin may be unaware of using negotiation approaches while performing their daily routines, leading to less effective results for these practices. Additionally, the study uses an online survey to collect data from these professionals expecting valid and true answers based on the experience of these professionals. Consequently, the researcher expects that these responses represent and reflect the current situation, referring to the negotiation approaches being used in organizations in Dublin. Moreover, the fact that the research uses a non-probability design limits the total number of professionals working in Dublin exposed to this tool.

Therefore, there is no other research in the same terms that this study proposes to investigate. Consequently relies on the literature on similar topics and on the willingness of professionals working in Dublin to respond to the online survey.

1.8 Significance of the Study

The choice for a study of this nature stems from the importance of discussing and investigating aspects linked to the application of negotiation approaches in companies in Dublin. It was observed that there is a great mix of professionals from different cultures and countries working in Dublin. Also, many companies based in the Irish capital that develop business interactions show an opportunity to observe the impact of negotiation approaches in these recurrent processes that need inquiry and understanding.

The study was also justified by trying to signal the importance of the negotiation subject with the prevention of recurring conflicts. These could contribute to understanding, minimising, and resolving the relationship problems between these professionals and improve business relationships. Thus, the conception of studies on the relationship between conflict and prevention

as a complex object refers to the need for understanding and discussion, constituting itself as an exciting field of research.

Another point that justified this study was the growth and expansion of alternative dispute resolutions practices being implemented and adopted in Ireland. It is understood that improving the dissemination and application of this tool would depend not only on the actions of the professionals themselves but also on the organisation's support. It is necessary to raise awareness, seriousness, commitment and dedication from all parties (Roche, 2016, pp. 65, 66).

Chapter 2: Literature Review

This chapter aims to give theoretical support to the research, presenting data on the relationship between negotiation and dispute resolution in the world scenario so that we can trace a correlation with the practices applied in Dublin, Ireland. In addition, it exposes and discusses the position of several authors on the applicability of negotiation approaches in different situations and also conceptions of the orientation and roles of this technique. It also presents suggestions for overcoming problems related to the theory and practice of the theses supported by the authors.

2.1 Introduction

Many have been studied when it comes to negotiation, from its application or the impact on the parties involved or the results and implications during the process. Once negotiation is present in almost every aspect of our lives, it is common to associate negotiation with the business field due to the idea of either lose or win, as the consequence studies have been carried out in order to better understand how negotiation techniques can be used in many different situations and applications. This approach has suffered several theoretical developments over the years regarding empirical findings. "There has been a transition in the research on negotiation; different paradigms of thought have moulded it, for example, game theory and behavioural decision theory influenced research in the 1980s. In the 1990s, negotiation research was heavily influenced by social psychology. After the turn of the century, negotiation research became more cognitively oriented. Researchers have been examining the dance of negotiation from new angles with each generation of research" (Thompson et al., 2010, p. 492).

2.2 Negotiation approaches applied to solving disputes.

2.2.1 Definition of Negotiation

There are many definitions of what negotiation is, in most of those it seems that the final outcome of being assertive on persuading the other party on paying certain amount of money or agreeing with terms proposed or achieving whatever the negotiation involves can be described as the meaning of negotiation. There are different approaches regarding a specific situation when it can be more appropriate depending on what is being negotiated. The hard approach and the soft approach are examples of recognizable types of negotiation styles, due to the rooted idea of negotiation involving one part winning and the other loosing.

Negotiation happens everywhere, is part of our lives and we negotiate almost about everything, it also includes negotiations with ourselves. It does not matter the nature of your business or your profession, you encounter conflict and you negotiate. What bring us to the point that to be successful during a negotiation process it is necessary to use of a correct communication method (Zohar, 2015, p. 541).

Considering that human interactions are part of the daily life of every person, this shows us that negotiation will be present in these interactions. Such interactions will influence behaviours and emotions between these people, as mutual exchange, whether they are positive or not. These interactions shape our perception, and consequently, we take actions to deal with other people, and other people will also create concepts about ourselves, and an approach from these people will also be created.

According to (Budjac Corvette et al., 2007), in day-to-day interactions, whether they are professionals in the workplace or personal life, we are continually seeking to affect and impact the behaviour and attitudes of other people, be it recognition, approval or even affection. In other situations, we seek to stimulate the actions of others or obtain the right to take specific actions, earn money or tangible value. In these interactions with our customers, employees, suppliers,

superiors, business partners, we make use of knowledge and information to get what we want. As a consequence, we negotiate because negotiation is a process of influencing other people to get what we want. The vast majority of people does not perceive the frequency with which we negotiate. A negotiation, when done well, does not involve intimidation or traps, but ethics and effectiveness, which makes it fair. Effective negotiation is based on knowledge, information and timing (Moore, 2014, p. 27).

Such an application can win any negotiation when it has personal power. There are no losers in an ethical and practical negotiation, and both sides can be considered winners, especially when we talk about business. In the commercial field, it is essential to have a good agreement for both sides so that the business partnership lasts. However, negotiation is not always conducted formally and is not limited to commercial transactions or that involve only tangible and intangible goods. The idea of negotiation involving buying and selling or power-over tactics, shouting louder or bullying better does not define negotiation. However, this type of approach is noticed in certain cases where a hard negotiation approach is used by the negotiator, depending on the topic or object under negotiation. Negotiation needs to be seen as a way of interaction between the objectives and the process of reaching those objectives through agreements, and it is related to interpersonal skill. It is not mainly related to any profession or field of activity. Such skills will be essential for personal interactions, organizational management, business and leadership that can be developed through training and experience. Negotiation may seem difficult for certain people, while others believe in the need for someone to point out the rules for this to be practised and effective. Unfortunately, rules that refer to negotiation approaches are just guidelines that can be applied on certain occasions and specific individuals.

Negotiation can be considered a complex practice and involve other spheres of knowledge such as conflict assessment, management and resolution. Such complexity is due to the fact that it involves human beings! Since negotiation is guided by interactions that can involve

psychological and sociological principles. This shows the need to understand these principles better so that the practice of negotiation becomes more accessible and less complex (Budjac Corvette et al., 2007, p. 2).

2.2.2 Negotiation and relationship effects

According to (Thompson et al., 2010), "The existence of friendships also has significant implications for one's negotiation outcomes", in this study the author defends the idea that interpersonal aspects could develop a better integrative agreement for the relationship than strangers could. Although the research refers to a study carried out with couples, we can notice that when there are interactions of different parties in the negotiation process, the probabilities of reaching mutually beneficial agreements are more likely. "This study illustrates that relationships not only influence negotiations, but negotiations can reconstitute and reshape relationships" (Thompson et al., 2010, p. 502).

However, when we analyze the organizational system, this represents a different level of analysis because it deals with the negotiator as part of an organization and not as an isolated individual, belonging to a broader scale in the relationship between power and interpersonal behaviour. This organizational analysis offers an opportunity to observe the negotiator in different relationships within this organization, which influences trust, perceptions and interpersonal expectations and the impacts that organizational forces have on negotiation.

2.3 The relation between negotiation approaches and business relationship maintenance

2.3.1 Styles of negotiation approaches

The hard approach tends to be the most recognizable negotiation style, considering that this style is all about win or lose. For most people, this negotiation style involves only conflict and confrontation, and the main goal is to win at all cost. Different tactics are applied to a hard

negotiation approach, such as intimidation, threats, and others. On the other hand, the soft approach in negotiation is based on avoiding conflict, and it is mainly open to making concessions readily in order to reach an agreement. The seeking for a resolution without confrontation can be perceived in this negotiation style. However, the negotiator using this style must be aware of the other part taking advantages of this style. Although these are the two most recognized styles of negotiation approaches, they have been classified as inefficient as they endanger the relationships between the parties (Cheek, 1982, p. 138).

A negotiator must be aware of their inherent bias and pride regarding their decision-making orientation. Furthermore, the negotiator needs to control the emotions once that these feelings can impact a clear perception and a clear thinking. The power of controlling the emotions during a negotiation process can also increase the potential for solving a problem by adopting positive emotions, which will decrease the levels of tensions during the process.

In "The art of negotiation" (Zohar, 2015), the author states that there are three main types of negotiation styles: competitive, cooperative, and integrative. This study has many valuable theories, and it was used in many ideas during the development of this dissertation.

For the author, these negotiation styles can provide different outcomes and require different degrees of determination, such as aggressiveness and the willingness to take risks when adopting the competitive style. Or the fairness and intentions on building relationships during the negotiation process while looking for a solution when the cooperative style is being used. And finally, the integrative style that can be seen as the focus of this research, due to its characteristics of caring about solving the conflict focusing on attending to both parties interests while applying problem-solving techniques which can improve the negotiation strategy and relationship maintenance (Zohar, 2015, p. 542).

2.3.2 The Principled Approach

The principled approach aims to care about the relationship of the parties involved on a conflict. As the object of this research is to create a link between negotiation tools and conflict prevention, it makes necessary to outline how this approach works and what it has to offer. Firstly this approach can be divided in two stages, preparation and negotiation (action).

In preparation, it is analised the interests (Balcony); power (Batna), and relationship (To listen). For the negotiation stage, actions such as reframing; giving positive no and the "golden bridge" are supported by (Roger and Ury, 1997).

- The interests or Balcony: It involves the recognition of ours interests and to try to identify the others´part interests, to check if there are commonalities by going to the "balcony" to get new perspectives.

- Power or BATNA: refers to develop an strong alternative before engaging in a negotiation process. Try to identify the best alternatives for the matter being discussed.

- Relationship or (To listen): This stage brings the attention to an action that we as human beings use to do not give the real attention. To listen to what people say, to really listen. This can give us a completely new perspective of the situation being negotiated.

- Reframe: It is related to the fact of keeping animosities in a low level by reframing the counterpart to get past challenges which emerge.

- Positive No: This can be a powerful tool when used properly. It is necessary to say no in a clever way to do not block the process, however it is necessary to offer something in return.

- Golden bridge: Known as the action to deal with resistance, it can play a positive outcome by making concession in order to achieve progress.

The book "Getting to Yes" by Fisher and Ury provides the method known as the principled approach to negotiation, which aims to preserve the parties leading them to a last-long agreement without damaging the relationship. The focus in the principled approach is on analysing the situation, options, and the other part behaviour, which will allow a better perspective of the factors involved in that particular negotiation process. The book provides up to dates approaches that enable us to understand the dynamics of interpersonal communication when using negotiation techniques. The main components of negotiation are the parties substantive interests and the relationship between these parties. (Cheek, 1982, p. 137).

When adopting the principled approach, the negotiator must be aware of misinterpreting the counterpart's interests which can mislead him/her during the negotiation. Also, if the negotiator does not possess a strong BATNA (Best alternative to negotiation agreement), it can turn up against his/her expectations, or also making too many concessions in order to keep the good relationship with the other part can contribute to a negative outcome (Thompson and Leonardelli, 2004, p. 115).

The theories present on this study, certainly provides a range of applicability for many different situations that may need negotiation intervention, however it seems that there is a gap between the theories presented and the formation and development of this skills to be properly applied by the negotiator or individuals while dealing with a negotiation process.

2.4 Commercial disputes and its dynamics.

2.4.1 The costs of a commercial dispute.

The link between dispute prevention and business can be noticed when organisations engage in preventive measure to improve their processes. The most experienced business CEOs proudly possesses core skills like responsibility and articulating key business. These professionals are also aware of the standard alternative dispute resolution (ADR) such as mediation and arbitration

procedures. However, these alternatives only deal with the conflict that already happened, not necessarily preventing new ones from occurring. Communication quality can play an important role in this matter by addressing the accurate information regarding the maintanence of the relationships, proving to the one of the key factors to conflict prevention (Mohr and Spekman, 1994, p. 138).

That is why conflict prevention has to be adopted to perceive the symptoms and deal with them before it becomes a conflict. Few organisations and leaders are aware of how to prevent disputes and at the same time enhance relationships through proactive/preventive contractual care. Nowadays, proactive businesses are giving more attention to dispute management in order to customise dispute prevention and resolution systems. Dispute prevention is most important in joint ventures, licensing agreements, technology partnerships, integration agreements and, an enduring relationship, including the relationship with competitors and suppliers. The term "dispute management" has been discussed more often recently. Unfortunately, not much action has been taken to develop it and implement it. It is expected more potential for implementing and recognition of dispute prevention and resolution systems in businesses. It shows that business that wants to invest on sound management dispute prevention system may develop a specific role in their organisation that could address the proper measures to the theme (Masucci and Suresh, 2016).

2.4.2 Arbitration and Litigation

High costs in the litigation process, delays in the court system and damage to the relationships have promoted the growth in Alternative Dispute Resolution methods. These statements can be seen from a very early time when adjudicative dispute resolution was already seen as slow and long delays involved (Bookman, 2019, p. 1135).

ADR is often seen as a way of preserving relationships and avoiding confrontation. The (ADR)

process can be in the form of mediation or arbitration, and it can represent a less expensive option in terms of costs (Yousefi et al., 2010, p. 99).

This author´s study provides insights of the impacts on the costs of disputes going to both litigation and arbitration processes.

Arbitration can be described as a private justice proceeding that usually happens when both parties are not interested in a public court proceeding. In one of the forms of arbitration, for example, "contractual arbitration", the parties agree by contract to solve a possible dispute they may have in the future through a final and binding arbitration process. The process can be largely tailored for each particular dispute. It is "an arrangement for taking and abiding by the judgment of selected persons in some disputed matter" (Carlston, 1952).

The costs in the arbitration process can vary depending on the complexity and detail of the dispute. Furthermore, how much expertise is required from the arbitrator will also impact the costs. Typically, arbitration costs include administrative fees, including filling, hearings, and final fees. The arbitrator's compensation can be as per hour, per day or per hearing. Other extras cost as tickets if the arbitrator has to travel, meals, the hotel will also be included. Arbitration has been frequently related in such a way that although it could be more cost effective it has been seen to be a long an expensive process in some cases (Rubino-Sammartano, 2014, p. 13).

Litigation is a well-known process that refers to actions contested in court and used to solve issues and disputes when one party sues another through a court proceeding with a judge and jury. The type of court that will be used depends on the nature of the dispute and it is based on the jurisdiction of the dispute (Friedman, 1989, p. 18).

The costs of the litigation process can vary depending on the length of the case will take to be solved, which includes attorney fees and going to pre-trails and trials. Basically, the longer it takes to get a verdict, the higher will be the costs. Moreover, damages to the relationships it is also noted during the litigation process. The possibility of preserving any relationship after a

case been taken to court is highly improbable. The fact that a case in a courtroom is open to the public can be another negative point for the organization once it can cause damage to the company´s reputation. The author states, "Individuals and businesses with ongoing relationships avoid litigation, which is inherently disruptive" (Friedman, 1989, p. 24).

The study above shows how the litigation and arbitration process can damage the relationships between the parties involved in the dispute, which corroborate the object of this present research on the attempt to create a link between conflict prevention and preservation of relationships through negotiation approaches to deal with underlining conflicts.

Chapter 3: Research Methodology and Methods

3.1 Introduction

The objective of this chapter is to discuss the methodological paths used for the construction of this work, describing the steps of the investigation, the option to choose qualitative research, the techniques and procedures used, the respondents participating in the empirical investigation, the validation criteria of the survey and the limitations presented in the study.

The research focused on answering the following question: If negotiation approaches can be used as a tool in preventing commercial conflict / disputes in Dublin. Having the following issues as secondary objectives:

Objective 1 - To analyze how negotiation approaches can be applied in a commercial dispute;

Objective 2 - To explore how often negotiation approaches are used in conflicts in the commercial field;

 Objective 3 - To access how inclined is the workforce on using negotiation approaches to deal with conflict.

3.2 Description of Methodology and Research Paradigm.

The present study investigated aspects of the relationship between the use of negotiation approaches and professionals in the commercial field applied in the respective daily lives of these professionals in the companies where they work in the city of Dublin. In this investigation, we sought to verify the participants' perspective in relation to their knowledge and applicability of the negotiation techniques and their effects through the description of their behaviours and experiences. This attempt to understand the meanings and situational characteristics of the relationship between negotiation approaches and professionals working in Dublin, presented by the subjects surveyed, indicated the option for a qualitative research.

Qualitative research has as its primary focus the understanding of aspects of human behaviour, taking care to explain its meanings. The researcher is the leading research instrument, caring for the verification of dimensions and categories during the research process. In this work, the research interest was to investigate the interpretation that the respondents participating in the orientation themselves had of the situation under study, describing the characteristics of the phenomena, aiming to understand the meaning of the aspects inherent to the relationship between the use of negotiation approaches and their effects or not on conflict prevention when applied as tools by these professionals in their work routines.

The research onion was used as the base for the development of this study and had its structure as it follows: *Philosophy*: Following the research model 'onion', this research was based on the epistemology focused on interpretivism philosophy, in order to identify the way how to have a better understanding of the practices and dynamics applied to solve disputes that can add a new perspective to the study; *Approaches*: The research made use of an inductive approach by analysing the literature related to the object of the research combined to the data collected premises observed on the primary research; *Strategy:* The strategy adopted was through online surveys. The survey was addressed to a group of professionals that have experience in the field of dealing with commercial disputes. As a result, they were able to identify possible relation to the applicability of negotiation approaches as a valid mechanism to the process; *Choices:* For the point of view of the researcher, the choice of the method selected can provide different data to the research. For this study, it was used the Mono method – which provided qualitative data for the research. It is important to point that depending on the research, different methods can be more suitable for the objectives; *Time horizon*: Due to the time frame, this research used a cross-sectional time horizon. The cross-sectional model is indicated when there is a specific time frame for the research to be delivered. The longitudinal time horizon model is used when a long

timeframe is stipulated for the project, which can take several months or years (Saunders et al., 2009).

3.3 Data Sample and Data Collection Process

Regarding the techniques and procedures used for data collection, in order to materialize the research objectives and to substantiate the concepts used here, bibliographical research and online survey were carried out.

The bibliographic research was developed using scientific articles published in journals worldwide, conference proceedings, internet pages, online books, theses and dissertations that dealt with the subject of negotiation.

The survey was addressed to professionals who perform management or control functions in their areas of activity in commercial companies in the city of Dublin. This type of empirical research instrument was chosen because the questions to be researched are directly related to the perception, experience and opinion of the interviewees about elements of the relationship between negotiation approaches and their application, admitting the possibility of the researcher to interpret each group of responses individually and in a group, making it possible to clarify doubts, both in relation to the questions, as well as the answers, and the possibility of deepening relevant answers on the subject investigated.

Other points observed that reinforced the option for using online surveys were the ease of reaching a broader range of professionals needed for the study and offering more effective speed in obtaining responses from the participants. Another critical point is the layouts available in this type of approach, allowing participants to have more significant interaction and understanding of what is expected of them through the research (Ilieva et al., 2002, p. 363).

Data collection can be costly, and in the vast majority of cases, it ends up consuming much more time than is available from the researcher, which usually involves visits to organizations and

having to have access to files or interviews with staff that may not have time to attend the researcher. Consequently, the most appropriate alternative in these cases is the use of online surveys, which has been used worldwide and proves to be efficient and economical and very effective for short periods of time from the researcher's perspective (Lefever et al., 2007, p. 575). In order to facilitate the process of interpretation, description and analysis of the data, semi-related questions were used. Two questionnaire scripts were elaborated: one to identify the respondent's professional background and the other to acquire answers related to the study's research objective through the respondents' answers. The first questions regarding the professional background were mandatory. Then the respondent professionals could proceed with the subsequent questionnaire, thus giving sufficient information that these respondents were part of the necessary research group to develop valuable data for the research study object. The respondents were then directed to the second questionnaire, thus being able to answer through multiple choice questions and/or scales the answers that most expressed their experiences and opinions about the research object. The strategy used to increase the depth of the research was the emphasis on the experiences of the respondent professionals and the search for the relationship between effectiveness and use of negotiation techniques.

In order to guarantee the suitability of the investigation, it was sought, when conducting the online surveys: to explain the reasons, objectives and purposes of the research in questions for the respondents; cancel or minimize the influence of the researcher with regard to the development and elaboration of the questions that are the object of the research, seeking to obtain only the experiences and perspectives of the respondents of the research; declare the guarantee of the confidentiality of the names of the participants' data and their individual responses; in addition, total responses and results were recorded, using the online research tool Google Doc, with subsequent transcription, which allowed no data from the research to be lost, providing accuracy and reliability to the findings. It also took into consideration the elaboration

of a questionnaire that it was easy to access and to understand so that the respondents would not have difficulty in understanding or completing the questionnaires (Lefever et al., 2007, p. 575).

3.3.1 Data Collection and Analysis.

The sample population of this research are the professionals who play a role in their organizations, such as leaders, managers, and business owners and any professional that acts as responsible for others employees at any position in the hierarchical pyramid in the company based in Ireland. As a result, non-probability sampling was used for the survey in this research by selecting professionals of the related business field (kumar, 2011).

The survey consisted of three primary questions and a following of six multiple-choice questions and one with a five-point scale response. The objective was to conduct the survey between forty to eighty respondents and reach them through the Google Docs surveys tool, and the survey ran from 18-26 March 2021. The respondent was defined as a working professional based in Dublin, from any nationality performing their duties in a position that allows them to have confident decision power making. The respondents were told to do not to rush with their answers to fill in the survey, and fifty-nine professionals responded to the survey.

The data analysis was based on the thematic generation technique that allows the researcher to gather similar information and, consequently, allowing a more in-depth interpretation of the answers provided by the respondents to the online survey. (King, N. 2004).

3.4 Research Problem aim and Objectives

Due to personal and interpersonal interactions, conflicting situations are expected to occur at a given time. When we talk about professional relationships between members of organizations and their representatives, these situations can have even more severe and costly consequences

for both parties, whether for the well-being of the workforce or damage to the relationships between businesses resulting in financial costs and losses of Marketplace. With this in mind, this research aims to find a balance point between the interactions, be they between internal members of the same organization and / or between members of different organizations that interact within their professional functions and that consequently have the decision-making power, generating valuable information regarding the application of negotiation approaches in these interactions and as well generating data of effectiveness or not in relation to the prevention, maintenance or solution of conflicting situations.

To answer the research question and its objectives, the researcher sought to elaborate questions that could generate value due to the experience of these participants who perform their functions in organizations in Dublin. Similarities and differences will be analyzed and will generate data to format the research response. Bearing in mind that the questions were designed to provide a fair comparison and they reflect the routine of these professionals at a given time when performing their duties.

3.5 Contribution of the Study

With the country's economic development, Dublin tends to benefit from the possible arrival of more companies and organizations in the city, bringing with them the need for more skilled labour, job creation and heating for the city's economy. "As it is noticed the profound impacts which the globalisation has made in Dublin, the capital city of the Republic of Ireland. Originally, the economic and administrative hub of a colonial economy, Dublin found its dominant economic role becoming increasingly compromised by the installation of a dispersed branch-plant economy in Ireland in the 1960s and 1970s. More recently, however, Dublin has become increasingly central to the organisational strategies of many American transnational firms operating in Europe. This has resulted in the emergence of a number of niche functions

with a predominantly international orientation"(Breathnach, 2000, p. 478).

Consequently, bearing in mind that Dublin is a multicultural city, it is expected that these cultural differences will at some point contribute to the emergence of conflicts in the professional environment, paving the way for even more in-depth research on this topic of the role of negotiation approaches from its application to the possible effectiveness in reducing the number of conflicts practised by it.

This study aims to provide analyses and recommendations referring to the use of negotiation approaches to the professional who has the power to make use of this technique in his daily functions in the company and that consequently will determine its effectiveness in his/ her professional career in Dublin.

The research results may be helpful not only for these professionals but also for future managers or for already established companies that intend to optimize their processes through the observation of common situations where the negotiation approaches may come to play an important role in the prevention conflicts in Dublin.

The research may also prove to be useful for future studies that have negotiation approaches as the basis of their research and applicability to several other forms of conflicts present in society, from group mediations, Family disputes, and others.

3.6 Limitations of the Study

The following limitations were observed in this study:

The results cannot, and should not, be generalized because of the small number of participants surveyed, as convenience sampling was used. Non-probabilistic techniques do not invalidate the research since probabilistic sampling is technically superior in theory, and in practice, there are some application problems that weaken its superiority. However, the data collected and analysis served to understand the reality of the institutions and the subjects under analysis.

Another limitation was related to the matter researched with these respondents. Due to the breadth of the issues surrounding the relationship between knowledge and practice of negotiation approaches when dealing with conflicting situations, the life history and academic trajectory of the professionals were not investigated, with the research being restricted to the practical aspects of the professional routine of these participants related to the object of the research, that is, the correlation between practice and effect perceived by these professionals when they choose or not negotiation approaches to deal with disputes in their duties performed in Dublin. Additionally, as it is qualitative research, the limitation is assumed that the character of the method used is subjectivity.

Another limitation pointed out is that due to the use of online surveys, participants' gestures and reactions were not recorded or analyzed, which could in another style of approach provide data referring to body language during the responses to the questionnaires. However, such data would only add value, thus not characterizing a weak point in the research or compromising its results.

This chapter described the methodological paths that guided the development of this research. It presented and justified the option for choosing qualitative research by using an online survey carried out through the online research tool Google Docs. In addition, it was discussed the criteria for choosing the participants to whom the surveys were directed and the limitations observed in this study. In order to achieve the objectives and respond to the research problem, the following chapter presents the description and analysis of the results of the empirical research with the professionals who work in their respective organizations in the city of Dublin, Ireland.

Chapter 4 – Presentation of the data

The purpose of this chapter is to present and give a description of the data collected from the online surveys, guided by the chosen methodology, making connections with the theoretical framework presented in Chapter 3 of this study.

4.1 Negotiation approaches to conflict solving

4.1.1 Brief

It is common and expected that people negotiate in their role as employees or owners of organisations. This may be considered professional negotiating since people carry out these negotiations in their professional routines. These negotiations go on at all levels in all companies all of the time. Negotiations are also carried out between organizations for business purposes and professional negotiating that may be defined as business negotiations. Business negotiations most commonly take the form of buyer-seller negotiations. How such negotiations are carried out and the outcomes they yield naturally significantly impact organizations (Agndal, 2007, p. 2).

According to the statement above, we can observe that there is an exciting relationship between the parts object of this research and how they tend to interact even though there is perhaps no perception of the use of a form of dispute resolution in the performance of a daily activity on the part of the employee; manager; supervisor.

Such a statement corroborates the validity of the need to study this phenomenon of negotiation in daily activities within an organization. Consequently, the data presented below will provide a clearer idea of the representation of the theory defended above.

4.2 Approach and methods applied on the online survey

As explained in Chapter 3, it was decided to conduct an online survey using questionnaires to gather the data of this research. All the participants were contacted beforehand through e-mail and Whatsapp with the information regarding the reasons of the survey. The researcher provided a presentation and an explanation of the research objectives and purposes for the interest of academic work related to a master's dissertation program being pursued by the researcher.

The following message was sent to the participants, in order to provide credibility and encourage the potential respondents: "This survey is part of academic work, and it will be used as a valuable object of study for dissertation purposes only, and it aims to provide data of how often people tend to use negotiation approaches on their daily basis to prevent disputes in the commercial field. All the responses are entirely confidential, and no personal information will be disclosed. In case you have doubts in relation to this research, the researcher can be contacted at klaytoncsp@gmail.com. Research carried out by Clayton Da Silva, a master student at independent colleges Dublin".

4.2.1 Survey report

The online survey was developed under the following title:

"Negotiation approaches and their relation to conflict prevention"

Prepared by: Clayton Da Silva, masters student at Independent Colleges Dublin

Prepared for: Meet the research objectives related to the master's program pursued by the researcher

Submitted: From 15th to 26th March 2021 to a total of 80 potential respondents. Having a return rate of (73,75%) respondents from a total of 59.

Item	Description
Document Title	Negotiation approaches and their relation to conflict prevention
File Name	Google Docs
Disposition	Private content
Author(s)	Clayton Da Silva
Document Description	Online survey

Table 1 Document status

Version 1	Date	Changed By	Description
Online survey	17/04/2021	Researcher	Data analysis
Online survey	23/04/2021	Researcher	Data Analysis

Table 2 Document revision history

4.2.2 Description of the objectives

The objective of the use of this qualitative method during this research was to investigate if Negotiation Approaches can be used as a tool in preventing commercial disputes in Dublin. Through the theoretical basis and other studies that preceded this research and combining it with the data obtained from the survey's respondents.

The sub-questions and objectives of this study included:

Objective 1 - To analyze how negotiation approaches can be applied in a commercial dispute;

Objective 2 - To explore how often negotiation approaches are used in conflicts in the commercial field;

Objective 3 - To access how inclined is the workforce on using negotiation approaches to deal with conflict.

4.3 Structure and Participants

Seeking a better engagement for the survey, the questionnaire was divided into two sessions. The first session aimed to identify the respondents solely to understand which branch of activity the company is inserted in and how it could be used for the research object.

Invitations sent	Number of respondents	Total %
80	59	73.75

Table 3 Range of the survey

Male respondents	Female respondents	Others	Total
19	40	0	59
32,20 %	67,80 %	0 %	100 %

Table 4 Genre of respondents

Segment of respondents	Number of respondents	Total %
Technology	6	10,17
Education	4	6,78
Marketing	3	5,08
Hospitality	19	32,20
Accountability	3	5,08
Industry	3	5,08
Services	10	16,95
Financial	2	3,39
Transport	3	5,08
Health Care	6	10,17
	59	100,00

Table 5 Participants of the research per segment

4.4 Data Collected

The second part of the questionnaire was designed to lead the participants in a way that they could contribute with their professional experience regarding the daily situations where the use of negotiation techniques could have been used /were used or is being used by this participant to deal with conflicts. As it follow:

- **Question number 1**

Do you consider using negotiation techniques as a form of dealing with conflict/disputes in your professional routine? Number of responses: 59 responses.		
Number of answers	Yes / No / Not familiar	%
48	yes	(81,4)
5	no	(8,5)
6	not familiar	(10,2)

Table 6 Question one of the survey

For the question number 1, (81,4%) or forty eight of the respondents do consider using negotiation approaches to deal with conflict during their duties. While (8,5%) or five of the respondents answered that they do not consider using negotiation during a conflict, and (10,2%) or six of the respondents answered that they are not familiar with negotiation approaches to conflict solving.

- **Question number 2**

How often do you use negotiation techniques to solve conflicts in your workplace? Number of responses: 59 responses.		
Number of answers	Always/often/sometimes/rarely/never	%
25	Sometimes	(42,4)
11	Often	(18,6)
10	Always	(16,9)
9	Rarely	(15,3)
4	Never	(6,8)

Table 7 Question two of the survey

Question number two shows that (42.4%) or twenty five participants tend to use negotiation approaches at least at some point during their work. For (18.6%) or eleven people, negotiation techniques are often used. Being (16.9%) or ten respondents Always considering negotiation. Respondents that rarely use negotiation is a rate of (15.3%) or nine people. Moreover, with a rate of (6.8%) or four people saying they never use negotiation to deal with conflict in their workplace.

- **Question number 3**

Are negotiation techniques your first option in dealing with conflict prevention? Number of responses: 59 responses.		
Number of answers	First option/ one of the options / not an option	%
38	One of the options	(64,4)
15	First Option	(25,4)
6	Not an option	(10,2)

Table 8 Question three of the survey

(64.4%) of the responses or thirty eight people said they have negotiation as one of their option in dealing with conflict. (25.4%) or fifteen of the respondents consider negotiation approaches as their first option to deal with conflict prevention and (10,2%) or six people do not consider negotiation as an option on dealing with conflict prevention.

- **Question number 4**

How satisfied are you when adopting negotiation approaches to solve conflicts? Number of responses: 59 responses.		
Number of answers	1 / 2 / 3 / 4 / 5	%
2	1	(3,4)
19	3	(32,2)
28	4	(47,5)
10	5	(16,9)

Table 9 Question four of the survey

Regarding the satisfaction of the results by applying negotiation techniques, in a scale from 1 to 5, (3,4%) or two of the responses pointed to number 1 as the lowest satisfied. (32,2%) or nineteen responses pointed to number 3 on the scale. (47,5%) or twenty eight of the responses chose number 4 on the scale, while (16,9%), ten of the responses pointed to number 5 on the scale as their satisfaction with the results by using negotiation on their actions.

- **Question number 5**

When adopting negotiation approaches what is your main goal? Number of responses: 59 responses.		
Number of answers	Solve issue / bargain/ preserve relationship	%
26	Solve the issue	(41,1)
26	Preserve the relationship	(41,1)
7	Obtain a bargain	(11,9)

Table 10 Question five of the survey

The responses shown that (44,1%) or twenty six responses consider the preservation of the relationships when adopting negotiation approaches. The same amount of responses of (44,1%) says that their main concern is to solve the issue by adopting negotiation techniques. While (11.9%) or seven of the responses adopts negotiation approaches in order to obtain a bargain while coping with the conflict.

- **Question number 6**

Do you believe negotiation approaches can prevent disputes/conflicts when applied to recurring situations? Number of responses: 59 responses.		
Number of answers	Yes / no / Other method	%
52	Yes	(88,1)
7	Other method	(11,9)

Table 11Question six of the survey

Fos this question a rate of (88,1%) or fifty two responses believe that negotiation approaches can prevent recurring situations in the daily professional routine, and a percentage of (11,9%) or seven respondents would opt for a different method to deal with conflict prevention.

- **Question number 7**

Would you recommend negotiation techniques as a form of dealing with conflicts to your (team, partner, supervisor, employees, coworkers...) Number of responses: 59 responses.		
Number of answers	Yes / no / Maybe	%
48	yes	(81,4)
11	Maybe	(18,6)

Table 12 Question seven of the survey

Forty eight of the responses (81,4%), do consider recommending negotiation approaches to their team as a option to deal and prevent conflicts in the workplace. And a rate of (18,6%) eleven of the responses would maybe recommend negotiation to their teams.

Chapter 5 - Data Analysis and Findings

5.1 Analysis of Research

Every time we listen to the radio or watch our favourite TV program or read a daily newspaper, it is very likely to encounter the term 'research'. These terms of 'research' are all around us. A debate about the findings of a recent poll of people's opinions inevitably includes a discussion of 'research' due to the ways that such data were gathered. We often see Politicians justifying their policies decisions based on 'research'. Newspapers are constantly reporting the findings of market research companies' surveys. Documentary programmes tell us about 'research findings', to catch our attention to the advertisers that may highlight the 'results of research with the intuition to encourage you to buy a particular product or brand (Saunders et al., 2009, p. 4).

On the other hand, these data show us that many different discourses are dealing with the same subject when it comes to research and its real meaning today. Surveys involve more than just gathering some information or reading a few books or articles about it, or interviewing random people about questions on a given topic. Collecting data is part of the research process, as long as it is done systematically in a transparent approach that meets the objectives of that particular research. Otherwise, it will not be considered as research. It is also noticed in many ads and reports facts such as collecting data and presenting from various sources, whether online, interviews, telephone calls, or even random interviews with people on the streets. However, the processes of analysis and interpretation of these collected data are not identified. The gathering of the collected data is part of the process, and it is essential to emphasize this point. Nevertheless, when there is no interpretation of the data collected through the approaches, such a process cannot be considered a valid research. Finally, when we refer to the term research, this term tends to provide credibility to the object of such research, whether it be a product or service offer or a study. Additionally, when there are no such interpretations and analyzes, these "researches" lose their value and credibility.

5.2 Description of the Analysis

The techniques used to analyze the data were selected based on the fact that what method of research was described to be used in chapter 3. For this research, where the qualitative data information was selected because of the various elements of the professional workers based in Dublin who were the target of the research, the specific information needed to be provided through the answers applied in order to obtain the findings of the study. Therefore, in this regard, an inductive approach was applied in this study. Moreover, the use of thematic analysis to access the qualitative data provided by the survey was adequate to produce flexible and broad themes(Caudle, 2004, p. 422).

Due to the fact that thematic analysis is very subjective, even more attention is needed on the part of the researcher to have a fair analysis that would give more clarity reflects of the content information provided by the survey's participants. Additionally, close attention was given to the data to ensure that the correct information was being accessed and not miss out on hiding valuable data. Consequently, to find out the linkage between the study factors to assure that there is a relation between them (Caudle, 2004).

5.2.1 Research Question

The research aimed to answer the following question: Can negotiation approaches be used as a tool in preventing commercial disputes in Dublin.

Followed by the secondary objectives questions: Objective 1 – To analyze how negotiation approaches can be applied in a commercial dispute; Objective 2 – To explore how often negotiation approaches are used in conflicts in the commercial field; Objective 3 – To access how inclined is the workforce on using negotiation approaches to deal with conflict.

5.3 Methodology applied

This study had its results raised through an online survey aimed at professionals working in

Dublin, Ireland, of any nationality or branch of activity of the companies or organizations they represent. The survey was designed and structured to collect data from professionals who preferably perform management or control functions that allow them to make decisions related to them or to subordinates (to observe the use or not of negotiation approaches). It is essential to remember that such a position is not directly and strictly linked to CEOs or Business owners, which does not exclude them from research, on the contrary, they are valuable parts of the production of data. However, employees allocated further down in the hierarchical pyramid can also exercise controllership and management functions for a specific department or sector in the organization where this employee performs their duties. In addition, the research also looked for professionals who interact with members of other organizations as part of their duties featuring a business to business or business relationship. This would allow observance of the negotiation approaches to those interactions and provide data to help answer the research question.

Regarding the approaches to analyse the data, the qualitative data analysis procedures assisted on this stage, allowing the development of a theory from the data collected. This included inductive approaches, and the process to construct charts and tables, and a range from the simple categorisation of responses to processes for identifying relationships between categories (Saunders et al., 2009, p. 470).

5.4 Findings and Results

5.4.1 Participants of the survey

The survey obtained a good percentage in relation to the number of invitations sent compared to the number of responses obtained. It was generated a return rate of (73.75%).

Invitatios Sent	Number of Responses	Total %
80	59	(73,75)

Table 13 Analysis 1

Such an average of responses proved that the decision to use an online survey was, in fact, the best option to reach the desired audience in a short period of time and positively return an adequate number of responses.

It is known that online tools contribute to the aspect of having a greater reach and for their agility and flexibility in returning data for research. In addition to having a lower or even zero cost for the researcher, this method also provides a faster and more optimized return for the effects of the research.

Having reached this number of 59 samples from a population of 80 possible participants with a percentage of (73.75%) the interpretation of these numbers shows a target audience engaged with the research object.

The results referring to the survey participants also showed an important data from the point of view of the research object. Where (67.80%) or forty of the participants were women and nineteen (32.20%), being men:

Respondents of the survey		
Men	19	(32,20)
Women	40	(67,80%)

Table 14 Analysis 2

These data show that women are performing management functions in their respective companies and organizations, and at some point in their activities, they came into contact with negotiation approaches (within the respective answers provided when completing the online

survey). The researcher does not intend to generalize such data. It is only pointed out that due to the greater number of respondents to the online survey being women, a greater number of women will impact the subsequent data returned by the survey.

First Section of the questionarie .1
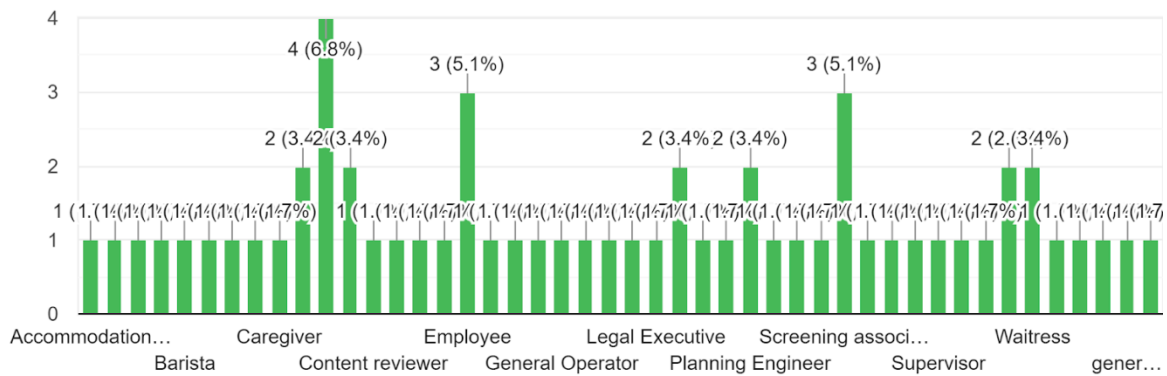

What's your role in the company?
59 responses

The graph above refers to the role online survey respondents play in their respective organizations. It is possible to observe that the branches of the practice of these professionals differ in the vast majority, which allows a comprehensive observation of the professional experiences that these respondents have, and that can thus provide a wide variety of data due to the different branches of activity.

Experiences vary between supervisor, planning engineers and general operators and many others. Bearing in mind that, as discussed before, these individuals can perform management functions even if they do not occupy a high hierarchical position within the organization. The contribution of these respondents can be considered since the object of study aims to access the use of negotiation approaches in performing the functions of these participants.

First Section of the questionarie .

The following table shows the performance of the online survey divided into groups, as follows:

Segment of respondents	Number of respondents	Total %
Technology	6	10,17
Education	4	6,78
Marketing	3	5,08
Hospitality	19	32,20
Accountability	3	5,08
Industry	3	5,08
Services	10	16,95
Financial	2	3,39
Transport	3	5,08
Health Care	6	10,17
	59	100,00

Table 15 Analysis 3

It is possible to observe that the professionals who attended the survey are allocated to companies in different segments in Dublin, which contributes to an observation of the data provided by these responses. Since companies belonging to unique segments of activity, this can provide a piece of unique and valuable information that will contribute to the objective of the research.

As the researcher, I analyse the participation of professionals from such different areas as a valuable information. This shows that negotiation approaches are present in the most varied spheres, from the area of health and education services to technology and finance fields.

5.5 Analysis of the Data

For the second section of the questionnaire the approach used it was also the thematic analysis method, combining the inductive approach to analyse the data colleted from the answers and illustraded using charts and tables as it can be checked through the following discussion of the results.

Question number 1. The first question "Do you consider using negotiation techniques as a form

of dealing with conflict/disputes in your professional routine?" Had as objective to understand if the participant has knowledge on the studied topic, have some familiarity with the topic, and, consequently, if this individual used negotiation approaches with or without a deeper knowledge of this tool known as negotiation. And the results are as it follow:

Do you consider using negotiation techniques as a form of dealing with conflict/disputes in your professional routine?
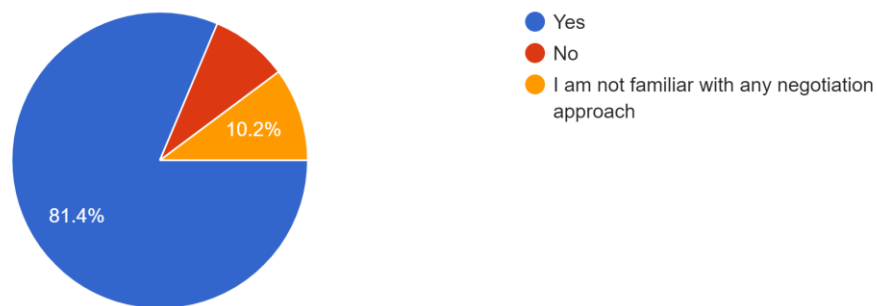59 responses

Figure 2 Forms response chart

The results show that (81.4%) of the participants who answered this question consider the use of negotiation approaches in their daily professional lives, which represents a large margin of professionals and consequently organizations working in Dublin experiencing the negotiation approaches in their business process. The result also shows that (8.5%) of the participants do not consider the use of negotiation approaches and that (10.2%) of the participants are not familiar with the different negotiation approaches. These figures show us that regardless of the position occupied by the professional or the active segment of the company, the use or not of negotiation approaches can occur in these situations with or without the understanding and awareness that these professionals are making use of these negotiation techniques.

Question number 2. For this question "How often do you use negotiation techniques to solve conflicts in your workplace?" This question focused on checking if there is awareness of the professional about being using and adopting negotiation approaches to solve the conflicts that may occur during these professional duties. With these data, it is possible to understand and draw correlations between the knowledge about negotiation techniques and applicability in recurring situations in the workplace.
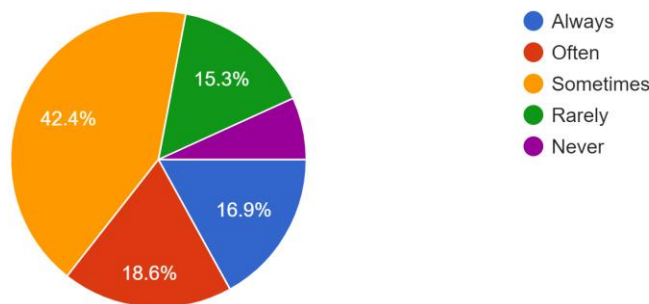

Figure 3 Forms response chart

For this question (42.4%) of respondents said that they make use of negotiation techniques in certain situations or at some point when performing their duties, which characterizes a high percentage of professionals who see potential when using these techniques. The survey also shows that (18.6%) of the participants have negotiation approaches as a tool often used to deal with conflicts. (16.9%) of respondents said they always use negotiation techniques to resolve disputes and conflicts that emerge in their professional routine. Followed by (15.3%) who said they rarely use such techniques in their routine. Furthermore, (6.8%) said they never use negotiation approaches when dealing with conflicting situations.

Question number 3. On this question, "Are negotiation techniques your first option in dealing with conflict prevention? The aim was to assess if the participants have negotiation approaches as a tool when they need to face conflicting situations and, if so, how well positioned are these negotiation approaches for these professionals when opting to use them.

Are negotiation techniques your first option in dealing with conflict prevention?
59 responses

- It is my first option
- It is one of my options
- I do not consider using negotiation techniques as option to conflit prevention
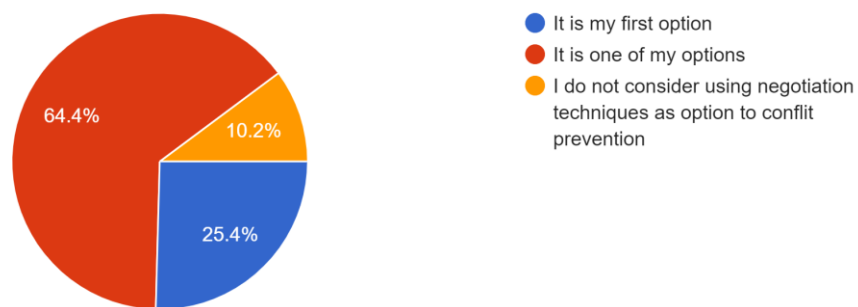
64.4%   10.2%   25.4%

Figure 4 Forms response chart

The analysis shows that (64.4%) of the survey participants consider using negotiation techniques as one of their options when there is a need to deal with conflicting situations. This shows that these individuals believe they can count on negotiation approaches to prevent, deal with and even resolve conflicts in the case they choose to make use of this technique for the conflicting situation that this professional is in. For (25.4%), negotiation approaches are considered the first options when adopting measures to deal with a conflicting situation. For these individuals, such approaches are useful and consequently are considered by them as the first option.

For (10.2%) of the respondents, the use of negotiation approaches is not considered when it is necessary to deal with conflict prevention.

Question number 4. "How satisfied are you when adopting negotiation approaches to solve conflicts?" This question was developed to assess the degree of satisfaction with the negotiation approaches that professionals working in Dublin witness when adopting such approaches in their

respective companies. This would return valuable information about the advantages and disadvantages of making use of negotiation techniques in the commercial field as well as in terms of interpersonal relationships.

How satisfied are you when adopting negotiation approaches to solve conflicts?
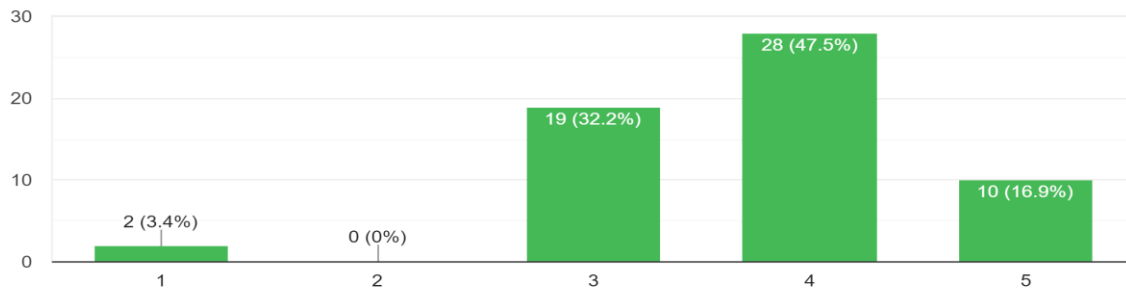59 responses

.

Figure 5 Forms response chart

The responses show that (47.5%) of the respondents had their expectations met, on a scale of 1 to 5, with 5 being the highest satisfaction score, they gave (grade 4) when they adopted negotiation approaches to their conflicts and consequently for the results produced. For (32.2%) of the participants, satisfaction was moderate (grade 3), which shows that these negotiation techniques were helpful in produce positive results, although the expectation has not been fully achieved. (16.9%) of the respondents gave the highest score (grade 5) in relation to the satisfaction of the results generated when they applied negotiation approaches in their routines, returned positive results, and met the expectations of these professionals who work in Dublin. Moreover, the last (3.4%) of the interviewees gave the lowest grade (grade 1) on a scale of 1 to 5, representing that these respondents had a negative satisfaction when choosing to use negotiation approaches.

Question number 5. The following question "When adopting negotiation approaches what is your main goal?" Aims to understand if the professionals using these approaches fully use the technique to produce relevant results or if there is still a need for trainings in regard of developing such knowledge to spread the theoretical benefits of negotiation approaches to the commercial field and many others that may be beneficiated as well—Especially for the objective of this research.

When adopting negotiation approaches what is your main goal?
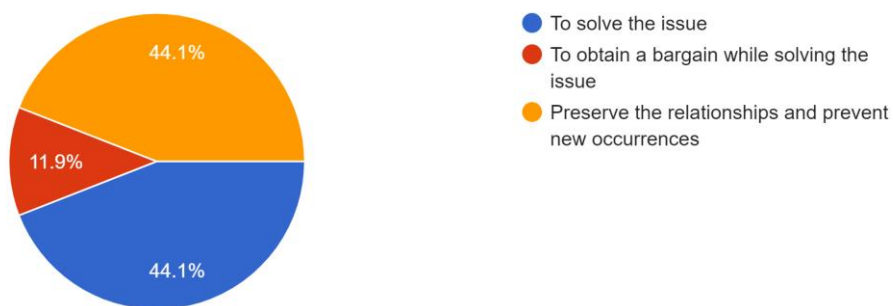59 responses

- To solve the issue
- To obtain a bargain while solving the issue
- Preserve the relationships and prevent new occurrences

44.1%
11.9%
44.1%

Figure 6 Forms response chart

For this section, there is an identical return for two research alternatives. The first refers to the fact that (44.1%) of the survey respondents answered that the desire to resolve the conflicting situation they face is the only motivation they have when choosing to adopt negotiation approaches. This information can be interpreted as the negotiation / result relationship. Also known as a winner / loser, since the basis of the negotiation is still seen as one party beating the other. With this it is understood that the desire to resolve a conflict through negotiation approaches is valuable information in the process of this study.

The other portion that also represents (44.1%) answered that they choose negotiation techniques with the intuition of preserving interpersonal and/or commercial relations. Considering that for these respondents, negotiation approaches can perform functions that enable the solution of conflicting situations and consequently preserve such relationships between these parties when

these approaches are applied effectively.

Finally, (11.9%) of the interviewees said they opted for negotiation techniques to obtain bargains during the process of resolving the conflicting situation. This represents a tendency on the part of these professionals to have their needs met in exchange for an action that this professional can offer or guarantee in exchange during the use of negotiation techniques.

Question number 6. "Do you believe negotiation approaches can prevent disputes/conflicts when applied to recurring situations?" This question is considered to be one of the central to the purposes of the research object. We can have a dimension of the opinion of the research respondents regarding this possibility of negotiation approaches to be able to play prevention roles based on the actual experience of these individuals who contributed to the research.

Do you believe negotiation approaches can prevent disputes/conflicts when applied to recurring situations?
59 responses

- Yes
- No
- I´d rather use a different method

88.1%

11.9%
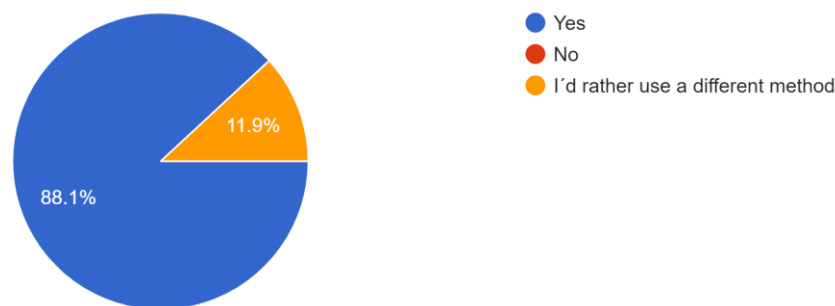
Figure 7 Forms response chart

The data show us that (88.1%) of the research participants believe that negotiation approaches can play a role in preventing conflicts and disputes when applied in recurring situations. What do these numbers show us? It is possible to understand that for these respondents, when a given situation that generates conflicts between the parties is analyzed considering the frequency with which it occurs, it makes possible the action and consequently the prevention of such situations

when making use of the negotiation techniques. These techniques will deal with analyses of the conflict and help to understand the causes of this problem, thus generating a practical application of the negotiation approach.

For (11.9%) of the participants, the use of another tool to deal with recurring problems would be the best option. These options include internal procedures of the organizations themselves, developed by them throughout their activities. However, such practices tend to deal with the conflicting situation and do not necessarily address the reason for the conflict.

Question number 7. The last question of the questionnaire "Would you recommend negotiation techniques as a form of dealing with conflicts to your (team, partner, supervisor, employees, coworkers...)." This question has the objective to measure the relation between the users of such approaches and their wiliness on recommending these approaches to their team, employees, employers. This information may give an idea of how the professionals consider the negotiation approaches results to the point to recommend them to others.

Would you recommend negotiation techniques as a form of dealing with conflicts to your (team, partner, supervisor, employees, coworkers...)

59 responses

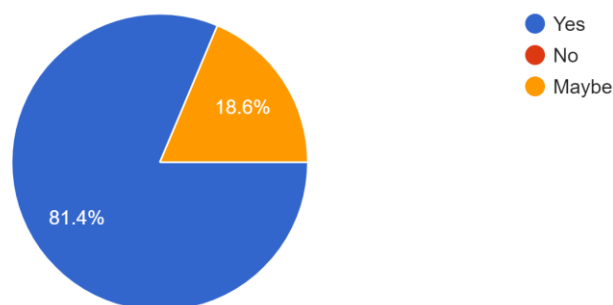- Yes
- No
- Maybe

81.4%

18.6%

Figure 8 Forms response chart

The answers to this question show that (81.4%) of the participants would recommend

negotiation approaches as a way to deal with conflicts for other professionals. This number represents the high rate of professionals working in Dublin who make use of negotiation techniques to address conflicts present in their routines and having as a consequence, achieved satisfactory results considering that this high number of professionals would feel comfortable recommending this tool to professional colleagues.

A portion of (18.6%) of the participants said that they might recommend negotiation approaches to other professionals. Representing a significant part of the sample of the population that has knowledge about negotiation techniques and experienced at some point unsatisfactory results when applying such techniques in their activities resulting in uncertainty when indicating or not negotiating approaches to other professionals.

Chapter 6 – Discussion

6.1 Overview

The purpose of this qualitative research was to identify if negotiation approaches can be used as a tool in preventing commercial disputes in Dublin. This chapter includes the discussion of the findings related to the literature on negotiation and its applicability, background and development through the years. Furthermore, what the implications for professionals adopting this tool on the corporative market in Dublin. The underlying motivation theories and workplace policies are also discussed. An analysis of the study´s limitations, future research directions, and a summary concludes the chapter.

The discussion in this chapter provides further insight into the research questions:

1 – To analyze how negotiation approaches can be applied in a commercial dispute;

2 – To explore how often negotiation approaches are used in conflicts in the commercial field;

3 – To access how inclined is the workforce on using negotiation approaches to deal with conflict.

The theory for what motivates the application of negotiation approaches during a conflicting situation seems to be intrinsic and is not always noted the use of such techniques by the professionals and can be comprised of three themes: (a) interest in solving the issue is the constant as individual needs and priorities their needs, (b) direct manager the issue while influencing and considering the preservation of the relationships is critical, (c) performance-based on setting things and getting his/her necessities attended while bargaining the conflicting situation.

Some of these factors are related directly to the individual, while others are related indirectly to the organizations interests, while others are a result of the successful interaction between these two aspects. When all of these factors come together, the negotiation approaches seems to apply

a positive impact on the interpersonal processes.

6.2 Interpretation of the Findings

Even though the answers to the questions may vary based on the career specialities, path, and experiences of each respondent, the positive signs have been present throughout the data collection process, indicating that negotiation approaches are often used in conflict situations.

6.2.1 Questionnaire

(A) Based on information from the survey participants, a large number of respondents were female, which shows that the job market and consequently management and control positions are being filled by women in several areas. In addition, these numbers provide valuable information in relation to the objective of the study since it is possible to observe women's experiences when adopting negotiation approaches in their professional activities. Women are known to have more emotional but assertive decision-making. In a second series of studies, it is suggested that women negotiate differently from men, and that negotiation can therefore be interpreted as either a feminine or a masculine activity (Thompson et al., 2010, p. 495).

(B) Another important point regarding the research participants shows that different positions occupied by these sample of the population could be observed. The purpose of the online survey was to access professionals who perform management and control functions in their respective organizations, thus enabling the observation of negotiation approaches in the daily lives of these professionals when dealing with subordinates and, consequently, providing information on the results of these negotiations.

The study also aimed to reach professionals who perform functions where the interaction with other companies and organizations was part of this professional's rat. The result of this analysis would be to understand how conflict prevention could be achieved by applying negotiation

approaches techniques to these business relationships interactions, since maintaining good relationships with business partners, suppliers, and customers is crucial for the company's survival.

The results observed by the number of different positions held by these research participants show that there are a large number of companies and professionals that use negotiation approaches in their respective companies in Dublin (Breathnach, 2000).

1 – To analyze how negotiation approaches can be applied in a commercial dispute

(A)The vast majority of responses from the online survey (81.4%) returned positive results regarding considering the use of negotiation approaches to deal with disputes and conflicts during their professional activities. This is due to the fact that of negotiation being present in all aspects of our lives, especially when we talk about the work environment and professional relationships. Although a small percentage (10.2%) of the responses from the online survey shows that some of these professionals consider that they are unfamiliar with negotiation approaches, it seems to be a question of the interpretation of these techniques by these professionals. For example, a professional who acts as responsible for people to clean a particular mall or store, and it occur that one of his subordinates does not show up for work on a specific day, will force this professional to find another employee to perform that function. Consequently, this professional will use negotiation techniques at some point to convince the employee to perform a function that is not his. In addition, this will force him/her to make conceptions, and a situation of negotiation will take place. In this model, we can understand that even if there is no intention or perception of using negotiation approaches techniques, these professionals are using these techniques during their activities (Budjac Corvette et al., 2007, p. 2).

(B) When it comes to interpersonal interactions and business relationships, it is essential to keep

in mind that there needs to be harmony between these parties in order to keep operations and processes working for both sides. There may be a dependency link between the activities that these companies carry out in a relationship between companies, whether they are dependent on suppliers or by delivering an intellectual service, among several other models. The research sought to access these dynamics that may occur between companies through the online survey and data collected from the respondents. Professionals who are required to perform functions where interactions with other professionals from a partner company are necessary tend to enter into negotiations while they seek for having the company´s necessities met. These interactions can lead to conflicts since the time frame requested by company A may not be possible met by company B.

These occurrences frequently occur in the corporate world, where high dedication on the part of the professionals involved is necessary to find a solution that pleases both parties. For (44.1%) of respondents of the online survey, the only objective of these professionals when adopting these approaches is to resolve the conflict. As a result, these professionals superficially use negotiation approaches, giving up the utilities that such approaches can offer. This is due to a range of factors ranging from the lack of time for these professionals to deal with a conflicting situation or even to the gap between theory and practice when discussing negotiation approaches (Reyes, 2015, p. 3).

This reflection makes us consider that a greater understanding of these approaches is necessary. For (11.9%) of the respondents, obtaining a bargain by adopting negotiation techniques is what motivates them. This statement can be understood when analysing the corporate environment, which tends to be very competitive, forcing employees to have their needs met in exchange for executing orders or requests. Thus generating a dispute resolution based on exchanges of interests, which unfortunately deals only with the symptoms after they are already present, will not caring about the prevention of future conflicts. Further, the other (44.1%) of the data

collected say they adopt negotiation approaches as a form to resolve the conflict and preserve relations. When correlated to the need to maintain relationships in the commercial field, this information shows that these professionals are aware when adopting negotiation approaches to deal with conflict situations and, consequently, maintain these commercial relationships for the well-being of the businesses of both companies.

In order to prevent conflicts through the practices of negotiation approaches, this study analyses the possibilities of these professionals to make use of negotiation approaches, evaluating the day-to-day of these interactions and identifying how these approaches can be applied in recurring situations, thus avoiding conflicting situations (Thompson and Leonardelli, 2004, p. 114).

2 – To explore how often negotiation approaches are used in conflicts in the commercial field

(C) The information collected during the survey shows that there is a wide range of interpretations regarding the frequency of using negotiation approaches and their applications in conflicting situations in the corporate world. The vast majority of respondents (42.4%) said they made use of negotiation techniques in some situations. Representing that these respondents are aware that they are making use of such techniques when dealing with conflicts at work. The lowest percentage (6.8%) when answering that they never make use of negotiation techniques, show us that despite being a small amount of the sample population, these data show valuable information for the research objectives since these professionals is fully aware of not using negotiation approaches by choice. Considering that these professionals may have seen negative results when they used negotiation techniques in past situations in their professional routines that did not return a desirable result and that consequently make them choose not to use such techniques.

On the other hand, a rate of (16,9%) of the respondents said they often use negotiation

approaches in their daily professional routines. This shows that the outcomes of their past experience were positive for these professionals and helped them achieve their goals while using negotiation techniques. This data can provide a reflection on the awareness of those professional on considering the use of such approaches from a different perspective, where the applicability could take place on projecting past situation on the present actions that could result in dealing with underlining conflict causes.

(D) The degree of satisfaction shown by respondents to the online survey who use negotiation approaches shows that (47.5%) of the data collected considers the results obtained when using such techniques to be satisfactory. On the other hand, for (3.4%) of professionals who have already used negotiation approaches, the level of satisfaction falls to a result considered unsatisfactory.

This information shows us that despite the use of these techniques by these professionals, it is still necessary to fill this gap between the theories offered by these approaches and the training of these professionals to use these techniques effectively, which could considerably increase the use and consequently the evaluation of this tool.

3 – To access how inclined is the workforce on using negotiation approaches to deal with conflict.

(E) The survey returned data referring to a percentage of (64.4%) of the answers that consider negotiation approaches as one of the alternatives that professionals can choose when facing in a conflicting situation that requires intervention.

These figures can show us that it is necessary to take into account the fact that there are internal procedures in organizations to deal with problems and conflicts that can occur during the

processes. This limits the professional who in many cases tends to delegate such a conflict or dispute to another sector or someone higher in the company hierarchy.

This study sought to reach the sample of the population that perform functions where these professionals have the power to make decisions, but in the corporate world, depending on the problematic situation, the intervention of another sector or some fact that limits the actions of this professional may be necessary. Consequently, this figure revealed by the survey may be directly related to the need to follow internal company procedures to deal with determining situations. In addition, the fact that there is no greater approach to the subject of the negotiation approaches also impacts the number of participants considering such approaches as the first option or not. Undoubtedly, with the incentive and greater investment on the part of the organization to motivate the use of negotiation approaches as a form to deal with conflicts among its employees these numbers would tend to be even higher (Rybacki)

(F) The study's objective in understanding the relationship between negotiation approaches and conflict prevention is directly linked to the workforce's experiences that are exposed to situations that generate divergence of ideas and consequently contribute to the emergence of conflicts. For (88.1%) of the participants in the online survey, it is possible to prevent conflicts when applying negotiation approaches in recurring cases. This number is because the research was addressed to a sample of the population inserted in the company's routine and that consequently has knowledge of the situations that occur during the processes.

It is important to note that the professional who experiences a daily routine in his / her assigned sector has a deeper view of the causes that may contribute to the emergence of conflicts in that sector. Consequently, when there is the power of decision-making on the part of this professional, there is a link between negotiation approaches that can be applied to these

recurrences to prevent them from recurring. However, there is a need for greater exposure of these techniques for these professionals and greater motivation on the part of companies towards these professionals to practice their own dispute resolution. (Tremblay, 2016, p. 72).

(G) The willingness of the research participants in recommending the use of negotiation approaches reached a value of (81.4%), which shows that these professionals believe that there is an added value to this practice, considering their professional experiences and observed results.

6.3 Summarise of the discussions

The results of this study would align with the literature regarding the importance of flexible application of the approaches studied. (Funken, 2001, p. 3) suggested that as a result of extensive discussion by writers from various fields, the benefits of principled negotiations can be summarized as follows:

Principled negotiation produces better results because it deals with the underlying needs and interests of parties, increasing the likelihood that agreements will be followed. In addition, it allows all parties to explore more creative options to solve their problems, reducing the odds of a stalemate or surrendering anything of value at the negotiation table.

The method helps the parties to develop a better relationship by addressing emotional and interpersonal dimensions of conflict and considering future relations. There are legitimate criteria that can be used to evaluate and accept settlement options without appearing to be overly complacent or compromising (Funken, 2001, p. 3).

The findings regarding business negotiations by applying negotiation approaches includes negotiation context; negotiating parties; negotiation process, and negotiation outcomes.

Regarding negotiation context, it was considered negotiation setting, various aspects of time, the negotiation issue(s), and the cultural context of the negotiation for that individual making use of

such approach.   Among the negotiating parties, the organisation is the most important (such as organisational climate and the team), the individual negotiator (e.g. experience and skills, motives and aims, personality, negotiation style, and negotiation training or the lack of training). Also, the relationship between the parties negotiating. It is also necessary to consider the past experience of this relation, understanding each other's necessities, power relations and status).

Analysis of the negotiation process included stages of the process, preparations for negotiations, making offers, negotiation tactics and strategy, behaviours, and communication. Finally, negotiation outcomes based on the previous experience of the professionals observed.

The results of this study suggested that the vast majority of professionals working in the commercial field in Dublin's city are aware of the advantages of adopting negotiation approaches in their day to day routine. It was also observed that using negotiation techniques needs to be widely discussed to encourage these professionals about the use of them in their conflicting situations even though it was observed that these workers' willingness to make use of negotiation approaches is often considered. As for the indication of the use of negotiation approaches in future situations, it was also identified that there is an intention to adopt them on the part of the respondents as well as their indication to subordinates and other staff. Hopefully, the commercial market will soon start to recognise the growth of negotiation techniques as a valuable tool that is available to improve processes and business relationships.

Chapter 7 – Conclusion

7.1 Overview

The survey returned a rate of fifty nine responses, including men and women in different positions at their respective companies. The concept of analysis category was used, grouping if the percentage of identical responses and different respondents. Groupings of categories were also created according to the specific objectives of the research. As suggestions, it was indicated the incentive to adopt practices that aim to stimulate the use of collective guidance models; creation of seminars between superiors and subordinates to discuss the adoption and application of negotiation approaches as an option to the contingency of conflicts and disputes as well as the use of notions of interpersonal relationships with the objective of verifying

what is expected from these works when applying negotiations as a prevention in the daily routines of these workers.

7.2 Summary of the findings

The study aimed to diagnose, characterize and understand the main aspects of the relationship between negotiation approaches and conflict prevention in recurrent situations in everyday life in commercial organizations in the city of Dublin. The conclusions of this study reaffirmed and validated opinions, reports and positions raised in the theoretical review, made explicit in the responses obtained through surveys, allowing, above all, the identification of interesting categories on the relationship between negotiation techniques and the conflict prevention in Dublin applied by professionals in the commercial field. As a way to answer the research problem, the main aspects of the relation negotiation approaches - conflict prevention relationship are described below.

The objective of the study was to investigate if negotiation approaches can be used as a tool in

preventing commercial disputes in Dublin.

The research concluded that although there is an awareness of the effectiveness of these approaches on the part of the interviewed professionals, there is still a need for greater exposure on the topic and training combined with the theory supported by the literature.

The study was based on a sample of the population that operates in the commercial market in the city of Dublin and that perform management functions in their respective organizations. Notably, the research used non-probability sampling, and consequently, these results cannot be considered definitive and generalized.

The findings of this study are limited to professionals who work in the city of Dublin and who contributed to the online survey expressing their experiences and reflect a small portion of the object studied in this research. The study may serve as a background for future studies related to the topic.

Objective 1: To analyze how negotiation approaches can be applied in a commercial dispute;

The research showed that professionals working in the commercial market in Dublin are aware of the possibilities and advantages related to negotiation approaches. However, for these negotiation mechanisms to be implemented as a routine practice, it is necessary to systematize them in line with the company's interests and the parties involved. Above all, these professionals need to have the power to perform decision-making, allowing negotiation techniques.

However, the corporate environment is recognized as a place where interpersonal interactions occur in a hurry and free time is not an available asset to be used. This can impact the application of negotiation approaches since adopting these techniques, and it is necessary to follow specific parameters to obtain a positive outcome. These parameters involve analysis of

the facts so that adequate preparation can be made, avoiding false perceptions, self-sabotage, recognition of the other party's interests, sense of control, cooperative mindset, interpersonal skills, persuasive power, and preparation of a Strong BATNA.

All of these items are necessary when adopting negotiation approaches and achieving a positive outcome for both parties, thus requiring an improvement in the companies' processes so that these approaches can be applied in commercial disputes in Dublin.

Objective 2: To explore how often negotiation approaches are used in conflicts in the commercial field;

The results of the study show that this objective of the research can have a subjective interpretation. Firstly, it is essential to note that the results returned from the online survey show that there is variation between the participants regarding the frequency that they apply negotiation approaches in their activities.

While a large majority consider it a frequent application in their activities, other professionals show that they use very little or only in specific cases such approaches.

This variation may be related to the fact that these professionals are not aware when using these techniques while dealing with conflicting situations.

This fact occurs because the negotiation is a spontaneous act, where the individual without having the intention to engage in a negotiation process ends up doing it for being an inherent and common situation in the life of the human being.

Objective 3: To access how inclined is the workforce on using negotiation approaches to deal with conflict.

The participants' willingness to adopt negotiation approaches and recommend these techniques to other professionals shows the great acceptance and recognition of the benefits of this tool for

relationship maintenance.

These results may represent an opportunity for the commercial market to adopt measures that can contribute to the development of negotiation practices among the workforce.

This action could bring benefits to the entire category and would benefit in the activities of these professionals when performing their duties, and they could improve the results of companies. It could also reduce costs with resolving disputes processes that end in employees leaving the company and, consequently, in need to replace these employees, cases ending in litigation resulting in losses for all parties involved in this situation.

7.3 Recommendations

The following suggestions were made in order to improve the possible application of negotiation approaches in the future for those organizations:

- As suggestions for maximizing negotiation approaches in the business market, a closer relationship between workforce and companies interests is indicated, the possibility of developing a brainstorm in a democratic way, creating in the workforce self-responsibility and openness to debates, development of periodic checks and the possibility for the professional to develop negotiation practices that adapt to his / her activity routine.

- Accessibility, contact and dialogue between the employees, and when their relationships interact transcend the technical aspects, generating confidence, respect and intellectual autonomy among them.

- Encourage professionals to effectively assume their role, doing critical readings, indicating paths, dialectic and directive relationships, and minimizing conflicts of intellectual isolation of ideals and values.

- The results achieved, combined with the interest shown by respondents to the online

survey, suggest further studies on this topic that use larger samples, which include a more significant margin of the effects of negotiation approaches on the commercial market in Dublin as well that extrapolated to other areas of interest.

- Creation of spaces for training, discussion and reflection of what is expected from a negotiation when applied to the internal environment of the company, allowing the establishment of ideas and suggestions for a better relationship between theory and practice of negotiation approaches.

- Conducting seminars between professional negotiators and workforces, with an open space for questions so that employees have access to this practice and its benefits through the exchange of experiences, seeking to improve the company's internal processes and contribute to the prevention of conflicts.

- Use of notions of interpersonal relationships, combined with notions of recognition of individualities, better conditions would be obtained to adapt procedures and conduct according to the personal and behavioural characteristics of each person, generating a decrease in internal conflicts

The research had the aim to identify if negotiation approaches can be used as a tool in preventing commercial disputes in Dublin. The results show that although there is great acceptance on the part of professionals working in Dublin, there is still a need for greater dissemination and improvement between the theory supported by the literature and the practice applied in the daily lives of these organizations.

7.3.1 Further Research

It is hoped that the present study can bring questions to others, prompting the realization of research that deepens and enriches the understanding of this stimulating theme. In this way, the following thematic suggestions are made for future research, which may continue this study:

- Interviews are indicated with more professionals who have applied negotiation approaches who can give more details of the results and which themes are involved.

- Search for professionals opposed to negotiation approaches that had problems with results and observe how these problems were overcome or circumvented, indicating this theme for future research

- Interview CEOs and business owners seeking to identify the level of satisfaction that these individuals were feeling or feel in the negotiation process and if they support the use of negotiation approaches by their employees.

  Expand the study to related areas, investigating areas that may contribute to the research objective.

Reflection

If I could choose only one word to describe this whole process of writing my dissertation, it would probably be the word "start". It is usual for us as human beings to be afraid or insecure to start something new. We tend to create barriers and excuses to always postpone it for later because of all the responsibility involved in the process, and it ends up paralyzing us. In my case, I can undoubtedly say that this was the most challenging part of this whole process, "to start" to give the first step in actually starting to dedicate myself to something new in my academic career. It was a challenge! Yes, when I stop to think about everything that the result of this work involves, there are no ways to avoid feelings like apprehension and anxiety. However, there is also the feeling of encouragement and pride for having come this far! For having the opportunity to be in a different country, experiencing a different culture daily and learning and pursuing a degree in a renowned institution in a language entirely different from mine! Yes, this is something that motivates me and inspires me to keep going.

Unfortunately, there is still a pandemic in addition to all this pressure in completing such an important task. This whole sad situation involves confinement, lockdowns, the impossibility of socializing with people we like, and proportionally having to spend even more time with people that we live with. We share houses, flats or apartments, and people do not always respect our need for a bit of silence to study since such an essential task demands maximum concentration.

Another critical point for me was the difficulty in getting access to physical materials. I fully understand and agree that the closing of bookstores and libraries is part of the government's plan to stop the pandemic. Luckily, many materials are available on the internet that allows us to continue. However, it would have been of great value to have more research sources. Of course, this whole pandemic situation gave us more free time to dedicate ourselves to the dissertation, and I could not be more grateful at this point, given that I usually work in two places and barely had time to rest. Maintaining a frequency of studies was also quite challenging considering that

when there is no planning, the optimization of time is lost, and I believe I have sinned in this regard most of the time.

Finally, the fact of finishing this process gives me a relief that I have not felt for a long time, and despite the still present uncertainty regarding the results of this dissertation, I can say that I am happy and proud of myself for everything that involved this stage and for everything that it represented in my learning process not only in the academic aspect but also as a positive impact on me to become a better person.

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APENDIX (A) – SURVEY QUESTIONNARIE

Negotiation approaches and their relation to conflict prevention.

This survey is part of academic work and it will be used as a valuable object of study for dissertation purposes only and it aims to provide data of how often people tend to use negotiation approaches on their daily basis to prevent disputes in the commercial field.

All the responses are completely confidential and no personal information will be disclosed.

In case you have doubts in relation to this research, the researcher can be contacted at
klaytoncsp@gmail.com
Research carried out by Clayton Da Silva, master student at independentCollege Dublin.

*Required

First Name. *

Your answer

What's your role in the company? *

Your answer

The name of the company that employees you *

Your answer

Next

Negotiation approaches and their relation to conflict prevention.

*Required

Questionnaire

Do you consider using negotiation techniques as a form of dealing with conflict/disputes in your professional routine? *
Yes
No
I am not familiar with any negotiation approach

How often do you use negotiation techniques to solve conflicts in your workplace? *
Always
Often
Sometimes
Rarely
Never

Are negotiation techniques your first option in dealing with conflict prevention? *
It is my first option
It is one of my options
I do not consider using negotiation techniques as option to conflit prevention

How satisfied are you when adopting negotiation approaches to solve conflicts? *
<div align="center">Unsatisfied</div>

1
2
3
4
5
<div align="center">Very Satisfied</div>

When adopting negotiation approaches what is your main goal? *
To solve the issue
To obtain a bargain while solving the issue
Preserve the relationships and prevent new occurrences

Do you believe negotiation approaches can prevent disputes/conflicts when applied to

recurring situations? *
Yes
No
I´d rather use a different method

Would you recommend negotiation techniques as a form of dealing with conflicts to your

(team, partner, supervisor, employees, coworkers...) *
Yes
No
Maybe