

How Entrepreneurs Negotiate and the Impact of Negotiation and Conflict Management on the Business

Maiti S* and Choi JH

Department of Civil Engineering, Dong-A University, Busan, Korea

Abstract

Despite of remarkable improvement on conflict management through the implementation of various approaches across the world, conflicts issues on business are still significant in term of a consistent high number of work-related conflicts in the business sector according to recent statistics from the industries.

Study Objectives: Conflicts are inevitable part of an organisation. The way an organisation determines the root cause of the conflicts and manages them is more important. This study aims to investigate the implementation of conflict management strategies to minimise conflicts in the construction industry.

Methodology/Approach: A mixed research methodology was adopted including focus group interview, questionnaire survey to obtain data from 50 professionals. Qualitative research design adopted for this research. The focus group interview has identified that conflict management has been regarded as highly essential for organization due to the fact the conflict is inevitable and organization.

Findings: The conflicts are inevitable part of an organization but what is important is how the organization determines the root cause of the conflicts and manages them effectively. The study investigates the negotiation behavior of the entrepreneurs with focusing on how negotiation and conflicts influence the business.

Recommendations: This study recommend that managers must resolve conflict in order to work in effective way. For this they must develop strategies to resolve conflict in proper way.

Practical Implication: The findings of the paper can contribute to the body of by providing the conceptual approach for conflict management in construction industries to inform future practice and research at a strategic and tactical level.

Keywords: Conflict management; Business; Negotiation; Impact; Analysis

Introduction

The concept of conflict management has been observed in the business world for a long time and the managers are working to reduce the impact of conflicts on the overall project or the business. The conflicts in the team arise with the presence of two or more individuals working in an organization. The research is aimed to identify the impact of conflicts on the overall business within the entrepreneurship. Several researchers have explored the impact of conflict management on the businesses that may damage the reputation of the organization as a whole [1]. The study in hand has observed the impact of negotiation and conflict management on the business with respect to the overall organizational performance and the business profitability. It is necessary for the managers to carry out the conflict management and to have the good negotiation skills that may reduce the chances of conflicts and resolve the emerging issues in the real time.

The following study has mainly highlighted the aspects of conflicts in the construction industry that may cause a disturbance in the overall project. Moreover, it has provided with the relationship between conflict management strategies that could secure and improve the organizational performance. Additionally, the study has emphasized on developing the strategies that can resolve the conflicts in the business. The study of Kerzner [2] as highlighted some of the various ways in terms of interactive and non-interactive conflict management strategies that can assist the managers to resolve the conflict management issues and resolve the issues within the team members of any project in the business.

Conceptual background

Conflict among the employees is very common and develops the

complex issues within the business and its operations [3]. Provided with the arguments that the conflicts between the employees can be increased at a higher level if they are not resolved within the current time. The study of Caputo et al. [4] has provided with the significance of the issues and conflicts in the employees in the organization that requires effective techniques and procedures for the resolution of these issues. Additionally, Nicholas and Steyn [5] have argued that the conflicts have a high negative impact on the employees in terms of their satisfaction and organizational performance. It is essential for the management to resolve the issues and develop effective techniques for the higher job satisfaction of the employees that can increase the organizational performance as a whole according to the study of Bryson [6].

Research problem

The significance of conflicts within the organization has been observed for a very long time that is creating hurdles and has been imposing negative results on the organizational performance. Frequent agitation by workers for enhanced working conditions and several other interests have resulted in a decline in performance. According to

*Corresponding author: Maiti S, Department of Civil Engineering, Dong-A University, Busan, Korea, Tel: 919873966289; E-mail: saikat.napier@gmail.com

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the study of Caputo et al. [4] negotiating is associated with the culture, which affects the directions in which the person behaves during negotiations. Therefore, it is necessary to comprehend the culture of the entrepreneurs for understanding their negotiation and conflict management strategies. Thus, this study is set to provide empirical evidence and contribute by enhancing the quality of evidence for a positive relationship between the impact of negotiation and conflict management skills of entrepreneurs on business performance.

Aim of the study

The aim of the current research is to assess the impact of negotiation and conflict management on the business including the following objectives.

- To analyse the major causes of conflicts in the industry.
- To investigate the ways of negotiation by managers in the businesses.
- To analyse the impact of negotiation and conflict management on business.
- To identify the most appropriate conflict management strategies in the industry.

Research questions

The researches questions of the study have been mentioned below that are aimed to be answered in the following study.

- What are the major causes of conflicts in the industry?
- What are the ways of negotiation by managers in the businesses?
- What is the impact of negotiation and conflict management on business?
- What are the appropriate conflict management strategies in the industry?

Rationale of study

The following study has been designed to identify the negotiation behavior of the managers that can assist in resolving the conflicts and issues in the business. The study has focused on the comparison of the small and medium-sized organization for gaining the importance of conflict management. Moreover, the study has focused on developing the strategies that can reduce the impact of conflict management on the overall organizational performance [7]. The study has been formulated to assist the managers in developing the effective negotiation skills for the conflict resolution. Likewise, it is aimed to identify the major causes of conflicts within the business that could gain higher organizational performance.

Significance of study

The study is highly significant for investigating the major causes and reasons for the conflicts among the team of an organization that may create a hurdle for the overall organizational performance. The strategies that have been identified in the following study for conflict management has a huge impact towards the creation of better environment and overall organizational performance [8]. The study is highly essential for the managers to develop higher negotiation skills for the effective practice of conflict management. The collection and analysis of the primary data collected from the entrepreneurs have added value to the overall study and has provided with their views and remarks regarding the dependent and independent variables of the following study Broome [9].

Literature Review

Conflict management

Conflicts begin when differences between the opinions and views start leading towards arguments and quarrels between different people with different state of mind. There can be multiple reasons and sources for conflicts in a workplace which includes alterations of views, different beliefs, different ideas, communication gap, dissatisfaction with the conditions of the work, dissatisfaction with the environment of the workplace, excessive load of work, lack of appreciations, unfair treatment with the employees, misunderstanding among employees, differences between personalities etc. cultural gap may also serves as a reason for conflict [4]. There can be many reasons, but the conflict can be on anything ranging from small to big incident.

The main reason conflict leads to arguments and then to quarrels is that conflict is often hidden and it is not expressed freely in the environment. Hiding conflict is damaging as the issues if not addressed or discussed, it may escalate the conflict. Gossiping, backbiting is some of the factors from which the conflict may increase. According to Masuda and Kostopoulos [10] conflict can be prevented by taking prompt actions to the conflicting issues and by addressing the issues first place.

Conflicts can be managed and avoided by taking necessary steps. Such practice of identifying and handling the issues sensibly, rationally, efficiently and fairly is called conflict management. It is understandable that issues will take place if different minds are working together and in a business or working environment conflicts are a natural part. People who understand the issues and judge them neutrally and know how to resolve them are needed in an organization. There are basically five styles presented by Caputo et al. [4] to avoid and manage conflict which is: accommodating, avoiding, collaborating, competing, and compromising.

In accommodating strategy, a manager needs to cooperate with the team to a higher degree. This may result in going against manager's own beliefs and views but this style is effective if cooperation and effective solution are presented. In avoiding one must simply avoid the main issue for the conflict. In this strategy manager or the employee who is having a conflict just suppose that issues will resolve on their own. This strategy might be effective if the employees want space but it can also be defective as the issue can escalate if not discussed. Collaborative strategy refers to integrate ideas and use them effectively to resolve an issue. The aim is to find an optimal solution for the issue. Competing strategy is a win-lose situation in which one party loses and other wins. This can be effective in emergency situations. In compromising either side have to let go of the issue and put aside their differences. This can be effective if both the sides have an equally important issue but collaborating is still the efficient way.

Negotiation

Negotiation is a technique through which people settle their differences [11]. Negotiations are an essential part of the organization. In this process arguments and disputes are avoided by compromising and mutual agreement. In any conflict or disagreement, the employee or the individual wants the best possible outcome for the issue or for the company or organization they represent. Since the aim is to reach a constructive outcome, individuals must negotiate and may reach a mutual agreement that leads to a certain outcome which can be beneficial for the company. It involves a sensible discussion on which both the parties accept the results [12]. In this method both the

parties try to persuade each other to accept their solutions and come on the same page to find an optimal solution on which everyone agrees. The method of negotiation involves various stages which include: preparations, clarification of goals, discussion, negotiate to achieve a win-win result, agreement on a mutual decision and implementation. It is the responsibility of the higher management to resolve issues of employees working in the lower levels. Resolving issues by negotiation proves helpful as negotiation is a win-win proposal and employees often wants to put their demands and claims forward. By negotiating among the employees, management also fulfills their requirements and also satisfies the employees.

Importance of negotiation and conflict management for business

Conflict can be in any workplace or organization as it the part of the working environment. Conflict arises when there are employees with different state of minds are working together and this happens in every organization. Conflicts are good in a way as when an individual is having a conflict with someone or with something; it means that individual contains an opinion of his/her own which is a good thing but it can escalate and result in a bad situation if not discussed or addressed properly. The practice of conflict management is necessarily required in all organizations as conflicts can happen anywhere in any situation even on small things like borrowing a pen and not returning it afterwards. Companies need managers who can understand the situations and acts accordingly. Resolving issues is not an easy task, the person resolving the issue have a neutral mind and must not be biased. Understanding the issue sensibly and communicating it effectively is the key to solve a conflict [9]. Negotiations can be made to avoid or to solve a conflict as negotiations include mutual agreement on which both the parties will agree and proceeds towards a productive outcome. Negotiation can prove effective if both the parties listen to the situation with open minds and act to resolve the issue and not try to prove themselves right. Conflict management and negotiations go hand in hand as both the techniques try to solve an issue among employees. Conflicts can arise at any level and it needs to be resolved as to avoid any quarrel. Managers need to resolve issues by negotiation.

Impact of negotiation and conflict management on the business

Conflict can have a very bad impact on the organization, especially on its productivity as by having conflicts, employees may feel disturbed and might not work effectively. Managers need to be trained in resolving the conflict as it is important for the productivity. Conflict management can have a positive impact on the organization as it increases the productivity by resolving issues of the employees. When issues are resolved, it strengthens the relationship between the employees and the organization grant [13]. As employees may feel confident and it also increases their job performance [14] and they develop a state of trust in the organization that the organization is paying attention to their issues and problems. Negotiation serves as another factor to resolve issues and affect the employees positively and indirectly having an impact on the productivity. Negotiations are often made on a higher level like finalizing business deals and coming to a mutual decision to have a win-win situation. But negotiations can be made on the lower level as well when discussing the contradicting views and beliefs of the employees. Negotiation and conflict management are two important factors of the organization which can satisfy the employees and management and can have a win-win situation. Any organization which has conflict management issue needs to work on their management as those issues

will prove damaging concerning the development of the company. Employees feel satisfied when their issues are being addressed and they feel as a part of the organization and this result in the increment in the confidence level and this increases their efficiency and effectiveness. Hence, negotiation and conflict management is very much needed especially when the workforce is diverse relating to different social and ethical backgrounds. It is the need in today's time of globalization that companies have to have diverse workforce but it brings various conflicts regarding their backgrounds. Therefore, the management of the company should be considerable and sensible enough to cater all those issues (Figure 1).

Methodology

Introduction

The research methodology is an important part of the study that highlights the method that has been used in the following study in hand. The succeeding section of the study has highlighted the research design, philosophy, and approach of the study. Moreover, the section has also identified the tools of analysis for following study. The focus group interview has identified that conflict management has been regarded as highly essential for organization due to the fact the conflict is inevitable and organization.

Research philosophy

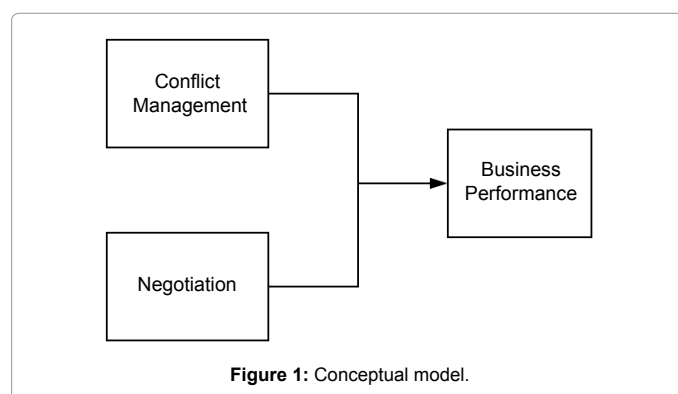
The research philosophy represents the philosophical framework of the following study according to Veal [15]. Since the study has been designed on the basis of the mixed methodology to identify the impact of impact of negotiation and conflict management on the business the most suitable philosophy to be used is pragmatism.

Research approach

The research approach refers to the flow of investigation of the study according to Giacomantonio et al. [16]. Hence, the study has been formulated to investigate the impact of conflict management and has developed the hypothesis of the study; the researcher has used the deductive approach for carrying out the following study.

Research design

The research design refers to the data extraction method that has been used in the study. The following study has been designed to collect the responses from the respondents through survey questionnaire whereas, the study has also been carried out using the secondary sources of literature and other major sources for gaining the qualitative data. Hence, the following study has used the mixed methods that have included the aspects of both qualitative and quantitative data.



Data collection method

The data collection method refers to the medium of collecting data that has been used in the following study [17]. The qualitative data collection methodology is applied. In this data will be collected from focus groups whereas the study has also gained the secondary data for the analysis and meeting the study objectives to assess the impact of negotiation and conflict management on the business.

Sample size and target population

For present study the population selected is employees who are working in construction companies. The sample size taken is 50 respondents and the data has been collected from them through questionnaire.

Research instruments

The research instrument that has been used in the following study is correlation and regression using SPSS tool to determine the nature of the relationship and gauge the impact of negotiation and conflict management on business performance. The analysis has been performed through the SPSS software for getting the most significant results of the following study. Moreover, the analysis of qualitative data has been done through the process of thematic analysis. If SPSS was used in other studies it would have been reliable in generating precise results.

Limitation of study

The researcher has faced limitation to get the access to the managers in the industry and to persuade them to take part in the research process by giving their valuable responses. Moreover, the biggest limitations were that of the cost and time of the study that has been allocated for the study.

Ethical consideration

The study that has been carried out is ensured to be unique and includes the most appropriate information that has been collected from the primary and secondary sources. Moreover, the data collected from the respondents have not been violated and has been used for the purpose of research only.

Data Analysis

This section includes the analysis of the data collected through survey questionnaire and focus group interview. For this purpose, the survey interview has been analysed by dividing into themes whereas survey questionnaire has been analysed by conducting regression and correlation analysis.

Results from focus groups

The researcher has carried out interviews with employees representing different professionals. The researcher has not disclosed the identity of the respondents to maintain anonymity. Thematic analysis has been used by the researcher for analyzing the responses that has been received from the professionals.

Conflict management strategy and its impact on business performance

One of the respondents answered,

"In my opinion conflict management is essential because we cannot deny the fact that each organization has certain members with a

difference of opinion. This requires effective conflict management at all organizational levels"

The focus group interview has identified that conflict management has been regarded as highly essential for the organization due to the fact the conflict is inevitable and organizations must have a mechanism through which conflicts can be de-escalated. The literature has also supported this notion. The organizations must have an effective management process for pertaining conflicts due to the fact that conflicts cannot be avoided and lack of conflict management might hinder business performance [18]. Therefore, the findings of the research have been justified by the existed literature.

One of the respondents said,

"Business performance is directly linked with conflict management because of the fact that if the interest of conflicting parties is being addressed; they will tend to provide high standard performance in the organization" The findings of the focus group interview have also determined that the organizations are highly required to have an ability to understand the concerns of the parties. It can also impact the overall business performance as if the conflicting parties are employees of the organization, the management must have to ensure that their concerns are being equally addressed. It has been supported by the literature as well. It has been identified that conflict management is highly significant as the employees and other organizational members often have a difference of opinions which can lead towards conflict; therefore, the conflict management is essential to fairly consider the concerns and managing them by a channel of communication, dialogue, and discourse [19]. Therefore, the findings of the research have been justified by the literature found.

Negotiation and stakeholders' interest and impact on business performance

One of the participants from the focus group stated,

"Negotiation is the major factor which is associated with influencing other people to do what we want them to do with effective dialogue. It is, in my opinion, is essential for the organization to demonstrate that the final decision will be in their best interest" [11]

The negotiation is the art of influencing the stakeholder of the dialogue by stating their best interest in any decision making process. It is also significant for making the stakeholders understand their best interest while keeping organizations' own strategic objectives intact [13]. In this way, the management is responsible for stating that the stakeholders' interest or the interest of the conflicting parties in a manner that leads towards higher performance. The primary findings from the focus group interview have also provided the notion that if stakeholders' interest is being mentioned by the management; they will tend to perform better and in the best interest of the organization.

One of the respondents said,

"The business performance is highly dependent upon how we manage to negotiate with not only our internal stakeholders but also our external stakeholders. Like our customers, our suppliers or even other external parties and while engaged in that dialogue we have to consider their interests and it can then ultimately impact the outcomes of our action and business performance"

The focus group findings have identified that the performance of the organization is dependent upon effective negotiation with both the internal and external stakeholders of the organization. It has been due

to the fact that the businesses are in constant dialogue with not only its internal stakeholders but also external stakeholders which requires an efficient and persuasive way of dealing at times of decision making or when the conflict arises. It has been supported by the previous research conducted. It has been identified that organizations must have to have an ability to negotiate with all the external and internal stakeholders in order to make sure that they perform in the best interest of the organization [20]. Therefore, the findings of the research have been justified by the literature findings.

Persuasive strategy and integrative negotiation

One of the respondents said,

“Persuasion is like an art in the negotiation process as it is associated with how you induce a person to do what has been desired. In simple words, you can make the other party act in a manner which can ultimately lead towards higher business performance and profit”

The findings of the focus group interview have identified that persuasion strategy of negotiation is linked with influencing the actions of other people and aligning those actions with the organizational strategic objectives. The previously conducted studies also supported this notion. The management is responsible for persuading the actions of the employees for achieving its strategic objectives so that higher revenue could be obtained through their actions [21]. Therefore, the findings of the research have been justified by the literature findings.

One of the respondents stated,

“I believe that integrative negotiation is essential than the non-integrative negotiation as it allows us to consider how we can think systematically for the purpose of fair judgment which can ultimately lead towards higher trust amongst organizational members inclining them to perform better and in the best interest of the organization”[22].

The main findings of the focus group have revealed that entrepreneurs have been inclined more towards the integrative strategy of negotiation because of the fact that it helps to incorporate trust in the organization and its actions. If employees believe that organization can negotiate the final decisions with the inclusion of fairness and understanding, they would tend to have high-level trust in the organization and its decision-making process. The research has also professed that integrative potential is associated with making both parties agree with fifty-fifty compromises that can further allow the individuals to indulge themselves in various multiple tasks in order to remain creative and analytical and be able to manage interpersonal conflicts effectively. Therefore, the primary findings of the research have all provided the same notion that persuasive and integrative negotiation strategies are essential for the organization to gain profit and achieve higher business performance.

Quantitative analysis

The researcher has carried out survey among the employees who are part of the companies. The survey has been carried out among 50 survey participants. The survey questionnaire comprises of two parts as in demographic details and questions linked with the research topic.

Correlation analysis

Correlation analysis is described as the method or the statistical technique for determining the association between two variables. Different statistical techniques are used to identify how one variable is associated with another one. It has also been identified in the previously conducted study that it was found that correlation analysis is commonly

used by researchers while validating their study through statistical tests [23]. The following study has used correlation analysis in order to determine the impact of conflict management and negotiations on business performance. The previous sections of the study have focused on understanding the concept of conflict management and negotiations and they influence the overall performance of the business.

The table below shows the results of correlation analysis carried out through SPSS. The number of entrepreneurs used for obtaining results was 50. The table above shows sample size (N), Pearson Correlation and significance value. The Pearson correlation shows the association between two variables which should be above 60% to validate it as highly significant. The table above shows that correlation of conflict management with business performance is 72.4% and correlation of negotiations with business performance is 98.7% which indicates that the association is highly significant and performance of the business is influenced by conflict management and negotiation activities. It can be validated from the other study conducted where similar results were obtained [9].

The Table 1 shows significance value which should ideally be less than 0.05 so that it can be evaluated that there is strong significance between the variables. The table of correlation analysis above shows that the significance value is 0.000 which shows that there is strong significance between conflict management and negotiation with business performance. The findings of the study validate the results of the study conducted by other researches. It has been indicated that it is necessary for enhancing the performance of the firm to ensure that conflicts are resolved and negotiation is constantly done [24].

Regression analysis

The Table 2 model summary and Table 3 ANOVA show results

		Conflict Management	Negotiation	Business
Conflict Management	Person correlation	1	0.707**	0.724**
	Sig.(2-tailed)		0.000	0.000
	N	50	50	50
Negotiation	Person correlation	0.707**	1	0.987**
	Sig.(2-tailed)	0.000		0.000
	N	50	50	50
Business performance	Person correlation	0.724**	987**	1
	Sig.(2-tailed)	0.000	0.000	
	N	50	50	50

**Correlation is significant at the level 0.01(2-tailed).

Table 1: Correlation analysis.

Model	R	R square	Adjusted R square	Std. error of the estimate
1	0.987 ^a	0.975	0.974	0.15565

a. Predictors: Constant, negotiation, conflict management.

Table 2: Model summary.

Model	Sum of square	df	Mean square	F	Sig.
Regression	44.173	2	22.086	911.614	0.000 ^b
Residual	1.139	47	0.024		
Total	45.311	49			

a. Dependent variable: business performance.

b. Predictors: (constant), negotiation, conflict management.

Table 3: ANOVA model.

obtained by regression analysis. It is defined as the relationship between independent and dependent variable. The first table above shows model summary which indicates that it is fit for carrying out the tests and the variables are accepted. R shows the value of 98.7% indicating interrelation between conflict management, negotiation, and business performance. The R-square is 97.5% which indicates how independent variables of the study can predict the dependent variable that is a business performance in this case. The adjusted R-square value shows the variance observed in the model which is 97.4% in this case. The last value shown in the table above of ANOVA is sig-value which shows that there is a significant relationship between the dependent and independent variable which is conflict management, negotiation, and business performance.

The Table 4 shown above is also an important indicator of regression analysis. The table of coefficients above indicates significance value of 0.000 which is less than 0.005 hence; it reveals that there is a strong and significant relationship between conflict management, negotiation, and business performance. On the basis of the existing studies and the results obtain of this research; it was evident that conflict management and negotiation helps in enhancing the overall productivity as well as the performance of firms because if the interest of individuals is not secured and conflicts are not managed internally, so the organisation has to suffer. Furthermore, the results of correlation and regression analysis show that since there is the strong and significant impact of negotiation and conflict management on business performance, therefore, firms should design a system where internal conflicts of a firm are handled efficiently (Figure 2).

The last question in negotiation section was the approach towards negotiation in a situation involving conflict. The question was intended towards determining the importance of negotiation in any situations

that involved conflicts in the organization. These responses were intended towards highlighting the approach of the employees towards negotiation in a situation involving conflicts. 44% of the employees highlighted that negotiation ensures that conflicts is resolved and the construction project goals are achieved successfully. 40% of the employees indicated that negotiation helps in getting people aligned towards a single goal and vision. It helps in aligning the employees with the organizational goals. 16% of the employees indicated that negotiation helps in restricting the impact of the conflicts on the organization and employees. The result shown in Figure 3.

Discussion

Conflict management is highly significant for the entrepreneurs to identify the main causes of the conflict and managing it sensibly, efficiently and fairly so that higher business performance could be achieved. It is due to the fact that the entrepreneurs are responsible for achieving higher organizational performance whereas their effective decision-making process can be hindered if the conflicts within and outside the organization are escalated. Therefore, the findings of the research paper have identified that entrepreneurs are inclined towards considering effective negotiation and conflict management strategies such as persuasion and integrative negotiation. The primary findings of this research article have also professed that Entrepreneurs negotiate by considering the interest of the stakeholders in order to influence them to take decision and perform in the best interest of the organization. Therefore, the triangulation of both quantitative and qualitative findings has inclined to achieve the main aim and objectives of the research article.

The conflict in any organization is inevitable; the main causes of the conflict are difference of opinions, ideas, knowledge and

Model	Unstandardized coefficient		Standardized coefficient	t	Sig.
	B	Std. errors	beta		
Constant	-0.171	0.048		-3.594	0.001
Conflict management	0.066	0.042	0.052	1.597	0.121
Negotiation	0.910	0.031	0.950	29.044	0.000

a. Dependant variable: business performance.

Table 4: Table of Coefficient^a.

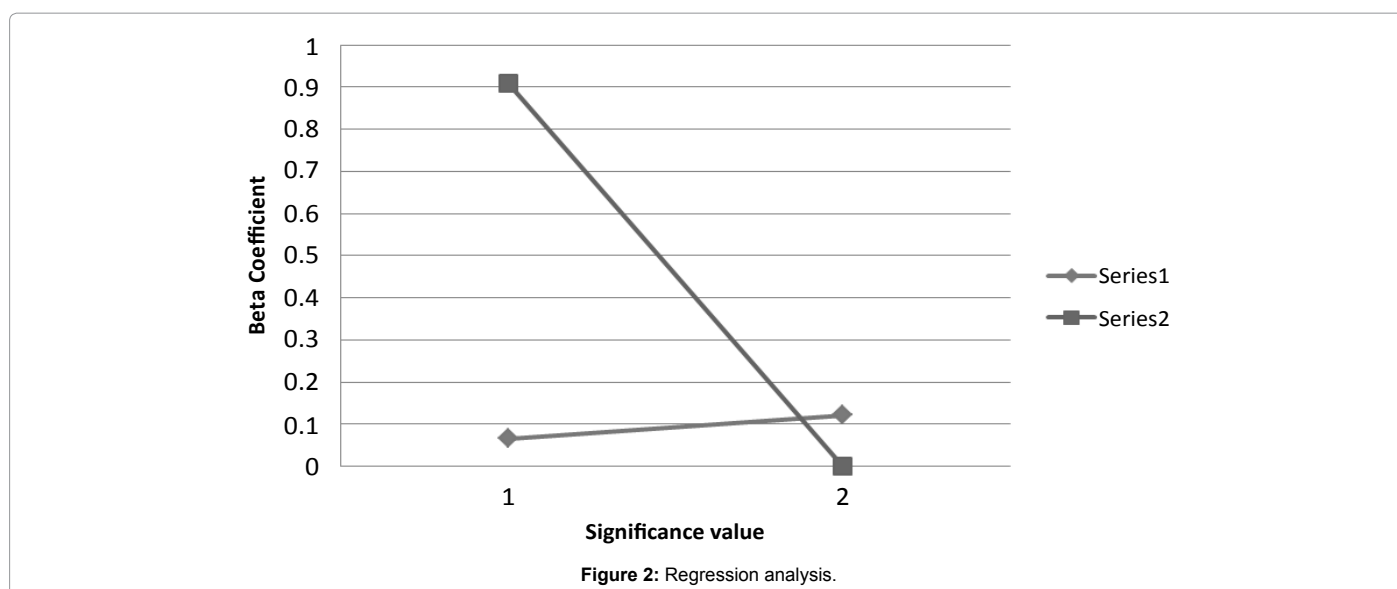


Figure 2: Regression analysis.

Approach towards negotiation in a situation involving conflicts

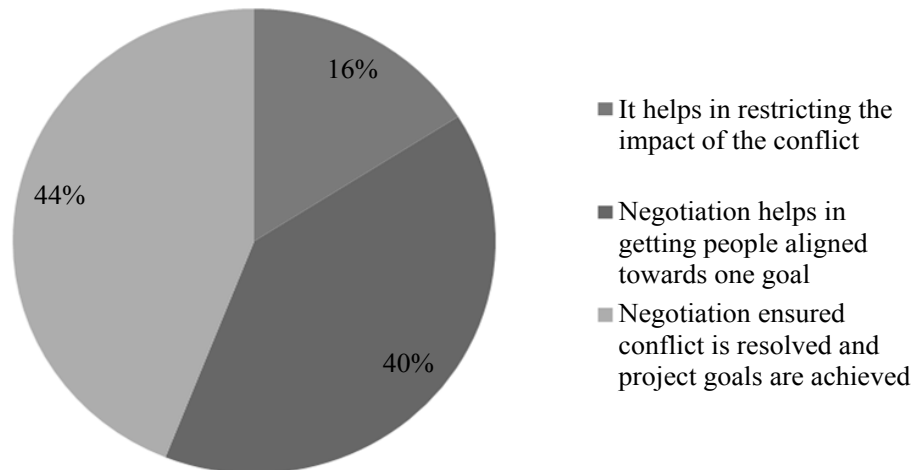


Figure 3: Approach towards negotiations structure.

decision making approach. Therefore, for entrepreneurs working in construction industry, it is highly important to consider negotiation as the main way of managing conflict. The findings of this research article have also revealed that entrepreneurs consider the win-win solution for any pertaining conflict in the organization. The issue can be addressed by negotiating with the parties and reaching the decision that includes the benefit of all parties to the conflict. The primary findings of the research article have also opined that negotiation is highly essential for the organization to consider because it can impact the overall business performance by helping the entrepreneurs in the construction industry to build better relationships within and outside their organization.

From the study it is found that many employees thought that conflict management is essential for organization as it helps in identifying issues and problems faced by employees. It is evaluated that lack of conflict hinders organization efficiency. Moreover, through correlation it is stated that there is strong significance between conflict management and business performance. Thus, it is essential to have conflict to enhance performance of firm. Furthermore, by analyzing data it can be stated that many employees said that if conflicts are addressed high performance standards are maintained. This is supported by regression statistics as it shows R square 98.7% indicate strong relation between productivity and conflict.

Alongside it, most of employees said that organization should negotiate in favor of them. This is because it influences their behavior in positive way. Employees said that business performance is impacted while negotiating with internal as well external stakeholders. In addition to it, in quantitative analysis it is identified that almost every employee said that there is little impact on their performance due to conflict but it helps in solving problems and issues. Moreover, it enables in developing strong relationship with managers and colleagues.

Empirical research- Conflict Management Methods of Managers: An Empirical Study of the Turkish Tourism Industry: By Muharrem Tuna and Faith Turkmen 2014.

In study conducted it is evaluated that manager solve conflicts mostly by compromising and integration method. In this integration

method is effective one. It is because it avoids negative behavior. Also, characteristics of managers highly influence selection of proper method. Moreover, from research it is concluded that female managers are likely to solve conflicts in effective way. It is because they possess high traits and power. The experience of manager also plays a vital role in dealing with conflict. By comparing the results with present study, it can be evaluated that solving conflict helps in enhancing performance. Furthermore, selection of method by manager is depends on their experience, traits, etc [25].

Conclusion

Based on the accumulated findings of the following study, it has been observed that there are two major variables of the following study that are negotiation skills and the conflict management of the businesses. The study has been divided into different sections to achieve the aim of the study. The aims and objectives of the following study been achieved through the collection of primary data from the respondents that have been followed by the statistical analysis of the data. The data analysis and interpretation have gained the results of the following study and has provided with the concluding remarks that the managers in the construction industry need to have good negotiation skills that can allow them to have the effective conflict resolution in the businesses. Moreover, it has resulted that the conflict management is one of the essential parts of the organisation that needs to be managed by the managers to ensure the higher organisational performance and productivity.

Recommendations

Based on the findings of the study through the primary and secondary data, it has been analysed that the variables have a strong positive relationship between the variables and the managers shall use the strategies of conflict management to ensure the good organisational performance and the successful completion of the projects. Moreover, it has been recommended that the use of effective negotiation skills shall be there in the managers to ensure that there are minimum conflicts between the employees of the business that could affect the organisational productivity.

Future Implication

The following study has been carried out using the responses of 50 entrepreneurs in the construction industry. Moreover, it is based on the analysis of the data using the regression and correlation analysis. The future studies may be carried out using a higher number of sample sizes and can also use some other industry or can also perform the case study method using any particular case for carrying out the analysis of the negotiation and conflict management to gain effective results.

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