"Negotiation, as an alternative to help conflict resolution in a remote work environment with employees who work from home".

Applied in Dublin

Cintia Mariela Rene Avalos Zamudio

51713543

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ABSTRAC

This research considers the question:

How can the negotiation tool help resolve workplace disputes between employees working remotely from home in Dublin?

The research is essential because Negotiation is a robust framework for helping resolve conflicts. The model can be used quickly, cost-effectively, and confidentially to resolve disputes. This can be done voluntarily.

Way, while allowing the relationship between the parties to be collaborative to reach the mutual goal.

After reviewing the literature, which included international-based studies and Negotiation experiences, several detailed semi-structured interviews were conducted with working professionals remotely from home in Dublin. The purpose was to obtain views on dispute resolution, mainly incorporating the Negotiation and experiences in conflict resolution in their workplace. The research findings broadly mirror the literature review.

However, the information cited from the Negotiation was not generally perceived as unfavourable in this jurisdiction. The research concludes that there are clear benefits for remote workers, using Negotiation within the scope of the research limitations. There are various strategies to implement the Negotiation based on the parties' interests.

Our research question is answered based on our respondents' experiences and confirmed perceptions and highlights the benefits that stand out in conflict resolution, demonstrating the empowerment that it provides to employees in making decisions in their work environment.

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CHAPTER 1 INTRODUCTION

1.1 Introduction

"Negotiation, as an alternative to help conflict resolution in a remote work environment
with employees who work from home".

I chose this subject after reading an article where Ireland has alarming statistics regarding an unhealthy workplace environment, including harassment and bullying. The report was 2014 published in the Journal i.e.

According to a story in the Journal, the article was called "Irish Workplaces Among Worst in Europe for Bullying," which mentioned that, unfortunately, Ireland is the 7th worst country in Europe for workplace bullying, with a whopping 6% of employees reporting having experienced it. (Hennessy, 2017)

However, while this information is necessary for defining where I wanted to focus my research on labour conflict, I tried to make it more current. We all know that workplace harassment is sensitive, so I tried to avoid delving too deeply into that topic and instead focus on relevant solutions today.

It is essential to mention that everything changed in the work environment two years ago. After the pandemic in 2020, the work style changed. Today, after the pandemic, labour relations changed through a computer.

Now we use Zoom for everything, and there are more opportunities for jobs where people work remotely. We have two years with this new model or a new lifestyle. So I wanted to focus my objective on investigating and evaluating the current situation with work environments in companies with employees who work remotely. And analyse what labour problems they are having and how they solve them. At RTE, he disseminated the findings of a study carried out among Irish employees. They sought to know generalities regarding the situation with Covid 19 during the previous two years. The survey, however, produced an unexpected result. Covid 19, as we all know, has brought revolutionary changes in the way of life of all human beings, with the workplace being the most affected. According to research, one in ten employees in Ireland has experienced harassment, and the problem is unlikely to go away with remote work.

It is alarming that almost one in ten employees have reported harassment in Ireland. The Irish government has announced details of a long-awaited plan that would allow employees to seek remote work.

Following this experience in a remote work environment, employers and employees in Ireland have provided information on how the long-awaited possibility of applying for remote work would work. Once passed, the Act will establish a legal framework in Ireland to require remote work arrangements for the first time.

The Department of Enterprise, Trade and Employment has released a draft "generic outline" (the "draft outline") that outlines what the Right to Request Remote Work Bill is expected to include. Under the proposed plan, the Labour Relations Commission will produce a Code of Practice to provide companies with more guidance on addressing remote work requests. Analysing the problems encountered and what the government is thinking of doing so that there are more remote-jobs, I decided to focus on exploring this area, emphasising a proposed solution based on my knowledge acquired in my master's degree.

The proposed system was created through a public consultation process, consulting the company and employee representative organisations, and considering best practices worldwide. Based on my understanding and perspective, I believe that it could help reduce conflicts if companies had a conflict management system within their company and employees had it identified. But this is what this research is for, to reach that affirmation. (LLP), 22)

The proposal is to analyse the labour conflicts that employees who work remotely from home have in Dublin companies, focusing on the alternative conflict resolution: negotiation. For this, a sample was selected to carry out this investigation.

1.2 Justification

Because of the COVID-19 epidemic, many jobs have chosen to continue working from home or have opened the option of working from a computer, being Dublin a city with technology companies and where there is an increasing demand for remote jobs. It has been seen that this work method has been very effective since it allows workers to continue working and therefore receive income. For some workers, remote working conditions have had a positive impact, where there are people who have benefited since their working hours have improved and their times have improved.

Despite forcing people to stay at home, this is how confinement has saved many lives and generated changes that benefit workers' lifestyles. From the above, it can be said that remote work will continue to be a protagonist in companies. However, the difficulties reported by workers should be considered, as there are individuals who have experienced stressful situations due to having to combine their personal lives with their work lives. Because employees work from home, they still have objectives to meet, so the workload does not disappear and conflicts arise.

It should be noted that some companies were not prepared for this situation, and it is for the rest that the employees do not have the necessary resources or tools to do the job properly, including how to cope with the difficulties in this new way of working.

During this new mode of remote work, employees have encountered new challenges. They must understand that working from home can have impacts that generate problems, which, if not handled properly, can lead to severe conflicts. (O'Dea, 2021)

That is why companies must be more present and aware of their employees and give them the necessary tools to support them in any circumstance; this helps generate a good work environment, even when everyone is working from home. To summarise, these challenges highlight the necessity to investigate the influence of this new reality on workers, particularly in terms of dispute resolution. Such studies aim to provide evidence for organisations to design policies or support training to ensure that their employees have better working conditions, pleasant work environments, and, most importantly, tools to ensure that employees are happy and meet the company's objectives, even when working from home: their own homes and limited personal coexistence.

1.3 Research Question

How can the negotiation tool help resolve workplace disputes between employees working remotely from home in Dublin?

1.4 Research Objectives

1. Explore the most common workplace conflicts between employees working remotely from home in Dublin.

2. Find out how these workers have managed conflicts while working remotely from home.

3. Identify the knowledge and application of Conflict Management Systems in resolving conflicts in a remote workplace.

4. Analyse the way workers utilise the negotiation tool for conflict resolution in a remote workplace.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

The current pandemic forced many employees to work from home overnight, changing the traditional methods of people management. Managers must adjust rapidly to notice and increase awareness of virtual disagreements and disputes. Workplace disagreements and disputes may damage the health and well-being of those engaged and substantially influence the organisation. Conflicts and disputes can diminish employee productivity, harm the entire team, and take time and money to settle. Financial ramifications are also present. As a result, it's critical that workplace problems don't go undetected, forgotten, or disregarded, primarily when people work from home. To keep things from spiralling out of control.

Workplace conflicts and disagreements can happen for various reasons, especially while working remotely since the face-to-face connection is not feasible to address minor difficulties immediately. Workload, management styles, personality issues, and a lack of communication online, among other things, may irritate colleagues. However, the most prevalent problem in a remote work environment is communication (McKay, 2020)

The December edition of Indeed's monthly job search survey polled 1,500 Irish job seekers who reported varied reactions to how working life evolved in 2021. The work-from-home phenomena impacted most respondents. Some 63 per cent stated their working relationships were "the same," while 17 per cent claimed they had deteriorated and 20 per cent said they had improved. "According to this analysis, Ireland has witnessed one of the largest increases in remote work. It is a habit that is likely to endure even when the pandemic danger fades," said the report's author. (Slattery, 2022)

The epidemic has altered the way people work indefinitely. Thanks to technological advancements, most employees can now be just as productive at home as they would have been at the workplace before the epidemic. According to a 2020 study of 500 Irish employees conducted by Amárach Research, 76 per cent of respondents stated that increasing flexibility in working from home will be necessary for the future of work, while 10 per cent were unsure and only 9 % disagreed.

Employers will have to confront realities, whether they like it or not, and embrace more permanent hybrid working arrangements for workers who choose to work from home sometimes. (O'Dea, 2021)

2.2 Conflict

A conflict is a battle, a disagreement, or a disagreement that arises when two or more individuals have opposing interests or viewpoints that cannot be developed concurrently. When many persons or groups are engaged, conflict can occur in interpersonal relationships or socilevelsvel. It might take the form of a disagreement, misunderstanding, disagreement, brawl, or even war. However, the term "conflict" should not always relate to violence because it might entail or not involve violence. To resolve a problem, the disputants must come to some agreement or negotiate and, in certain situations, admit that neither of the two goals can be entirely met.

Historically, the conflict is seen as something negative, something that had to be banished, was associated with the term "conflict" with violence, destruction, and irrationality literature,

they tried to explain why the emergence of conflicts and the causal reaction between certain individual traits of the people and the conflicts reaching develop different theses to identify conflicting people is now considered inevitable and has not why been harmful, so this will be set in ways that maximise effects within the area where they arise.

The conflict can follow destructive steps and generate vicious circles that perpetuate relationships. Still competition also brings positive aspects, stimulates the interest and curiosity of persona and social change, and helps establish individual and group identities. Conflict also helps us learn new ways to respond to problems, build relationships better and lasting, and know ourselves and the rest. Conflict resolution, into perception, feeling, and action Dispute arises when one individual believes that their interests, needs, or values are incompatible with those of another. Emotions such as rage, fear, and grief are also involved in the conflict. Conflicts are manifested by the behaviours of the parties, which can range from speech to violence. although they almost always interact, these dimensions can change independently of the others (Mayer, 2000)

To depict the causes of conflict, Mayer utilises a wheel metaphor. The "wheel of conflict" is made up of several proximate causes. The primary reasons for battle—the "hub"—are human desires. On the other hand, basic wants are expressed and must be met through other proximal factors such as history, structure or environment, emotions, values, and communication. Examining the proximal reasons for a dispute should be the first step in comprehending it. Understanding the history and background of the conflict and the parties' feelings, attitudes, and communication habits will expose their underlying needs. Human needs extend from basic survival through substantive, procedural, and psychological issues and identity-based communal requirements such as closeness and autonomy. (Mayer, 2000)

2.3 The Conflict Process in a Workplace

Organisational conflict is when the aims, interests, or values of multiple individuals or organisations are incompatible. Those individuals or groups hinder or thwart one another's attempts to attain their purpose; organisational conflict occurs. The conflict process demonstrates how disagreement is conflict inside the company. (Raines, 2013)

2.3.1 Conflict Process Stages

1. Possible opposition or incompatibility
2. Knowledge and personalisation
3. The intentions
4. Behaviour
5. Outcomes

1) Possible opposition or incompatibility

Communication: The source of communication represents the opposing forces arising from semantic problems, misunderstandings, and the noise of communication channels. One of the incredible illusions is that poor communication creates conflict; if we could only communicate better, our wars would be over; however, poor communication is not the basis of all disputes; communication issues can hinder collaboration and lead to misunderstandings.

Structure: Sizes, degrees of speciality, clarity of jurisdiction, compatibility of members' aims, leadership styles, reward system, and degree of group reliance are all factors to consider. Size and domain are forces that cause conflict. Conflict is more likely when a group grows more extensive, and its activities become more specialised.

Personal factors: include the value systems of each person and the characteristics of the personality. Evidence indicates that certain personality types lead to a possible conflict, and this could be the least studied variable when considering the social conflicts; there are the different value systems; for example, the Differences in values are the best explanation for aspects such as prejudices, disagreements as to personal contribution to the group.

2) Knowledge and personalisation

Stage one circumstances hurt something that one of the parties is interested in, and the second stage updates the likely opposition or incompatibility. When one or more parties are influenced by or aware of the competition, the initial conditions may only lead to conflict. It is not necessary to personalise a perceived conflict.

Example

"A" is aware of a difference of opinion with "B", but "A" does not feel

tension for it and has no consequence in the way in which "A" affects

"B". At the feeling level, people get involved emotionally, and the parties experience anxiety and tension.

Stage two is critical since it is at this phase that most decisions are made. Conflict issues.

Perceived conflict: When one or several parties recognise that conditions provide the occasion for conflict to arise.

Felt conflict: Emotional involvement in a battle that creates anxiety, frustration tension.

3) The intentions:

The objectives Intervene between people's feelings and perceptions and their open behaviour. In the face of a disagreement, these intents reflect the decision to act. Many conflicts arise when one side assigns divergent goals to the other. Furthermore, there are frequently considerable differences between intentions and behaviour.

Behaviour does not always accurately reflect a person's intentions; There are five intentions for handling conflict:

1. Competitor: when a person intends to satisfy their interests regardless of the impact it produces on the other parties to the conflict, the person will be competitive.
2. Avoidant: The desire to withdraw from a conflict or end it
3. Accommodation: The willingness of one of the parties to place the interests of the other above their own.
4. Conciliator: Situation where both parties to the conflict are willing to give in something.
5. Collaborator: Situation where the parties to the conflict wish to satisfy all parties' interests fully.

4) Behaviour

Conflict management: When strategies such as conflict resolution and encouragement are employed to attain the desired level of conflict. Most people think of stage four when they think of conflict situations since that is when the struggle becomes obvious. This stage comprises the conflicting parties' remarks, actions, and reactions.

These conflict behaviours are frequently overt attempts to carry out the parties' goals. These actions are unaffected by decisions. A mistake might lead to rash behaviour that deviates from the intended purpose.

5) The outcomes

The game between the actions and reactions of the participants in conflict creates either functional or dysfunctional outcomes, depending on whether the conflict enhances or hinders the group's functioning.

Functional Outcomes: Conflict is constructive when it improves the quality of decisions, stimulates creativity and innovation, fosters interest, and the originality of group members is a means to air problems and release tension.

Dysfunctional outcomes: Uncontrolled opposition encourages discontent, which causes the common ties to dissolve and leads to the destruction of the group: consequences: -delay of the

communication. (Gibson, 1992)

2.4 Conflict Resolution

Conflict is an inevitable part of human connection, and it may be beneficial. Most people instantly equate conflict with something unpleasant; it may also be an opportunity for development or evolution. It is contingent on our capacity to resolve a conflict. How we settle a conflict is determined by how we think about it. Our experiences in our everyday lives teach us how to respond to conflict.

But exactly, what is a conflict? According to the Author, conflict occurs throughout the cognitive process of perception, the emotional process that determines our moods and dimensions of conduct, and the actions we do in response to this perception and how it makes us feel. (Fisher, 1997)

Culture impacts individuals' conflict styles, although many people are ignorant of how their own culture influences their style. There are variances in expressing emotions, which sentiments are acceptable, and what constitutes acknowledgement among cultures. Aside from language differences, many cultures have different communication methods and conventions. Many cultures share fundamental ideals. On the other hand, various cultures may place a distinct emphasis on specific concepts. Despite the differences in the structure of the institutions, all cultures have formal rights-based systems and informal problem-solving frameworks.

While every culture has its history, recounting historical events may help people better understand one another. Participants in a disagreement should be mindful of cultural differences while concentrating on their relationships. Recognise that there are limits to intercultural understanding but push them. Parties should be aware of their cultural preferences.

Avoid generalising about civilisations and learn to respect them for who they are. Professionals who deal with conflict resolution practitioners should seek diversity in their teams or organisations. Keep a watch out for what appear to be cultural confrontations that are subjugation attempts by one group against another. (Mayer, 2000) To various individuals, conflict resolution implies different things. A military strategy might entail the most advanced deterrence measures, including the first strike against a potential opponent if it is vital to avoid a Longmore conflict. For the lawyer, resolving a dispute may entail a court decision based on legal standard legal reasoning; the death sentence may be considered a settlement in other cases.

For an industrial negotiator, the resolution is reaching an agreement via negotiating, even if it means losing employment. This may include pressing for a sensible settlement for the conventional mediator, even though weaker parties may see injustice. Conflict resolution entails resolving disputes using analytical methodologies that go to the bottom of the problem. In contrast to "management" or "settlement," conflict resolution refers to a conclusion that the parties feel is a long-term solution to the problem. Conflict resolution seeks to address the current social conflict, familial or ethnic disagreement, and provide insight into the general nature of the problem, allowing for the removal of the problem's

causes and the avoidance of future occurrences. It aims to get to the start of the issues. In a nutshell, it's problem-solving through analysis. (John W. Burton, 1988)

2.5 Types of Conflict

Conflict manifests itself in various cognitive, emotional, and behavioural forms. Analytical or intuitive thinking, linear or holistic thinking, integrative or distributive thinking, reactive or proactive thinking, and process-oriented or outcome-oriented thinking are all possibilities. People might be enthusiastic or hesitant, emotional, rational, calm, or turbulent when it comes to their emotions. People can act in several ways: direct or indirect, submissive, o dating, threatening or conciliatory. (Mayer, 2000)

The number of persons participating in a conflict can be characterised as follows:
- Intrapersonal conflicts. They take place within a person with himself. They usually occur due to misaligning feelings, thoughts, and actions.
- interpersonal conflicts. They happen when two or more individuals get together. They can be unilateral if just one party has a complaint or a disagreement with the other, or bilateral if both sides desire something. The participants have biases against one another and are generally tied together by stronger links; the origins of these disputes are frequently linked to emotional issues.
- Conflicts within a group. Emerge is when a disagreement arises between two or more people for various causes. (Anon., 2022)

2.6 Workplace Conflict

Workplace conflict is a condition between or among workers whose jobs are interdependent, who feel angry, perceive the other(s) as being at fault, and act in ways that cause a business problem. Notice that this definition includes feelings (emotions), perceptions (thoughts), and actions (behaviours). Psychologists consider these three the only dimensions of human experience. So, conflict is rooted in all parts of our human nature. (Dana, 2001)

Conflicts are inevitable when several people work together. In groups that operate continuously, disputes arise in various forms and contexts. Group members may feel insulted or cheated by other members; they may disagree with the solution, take the approach to solve the problem, discover severe differences in values and attitudes, etc. Sometimes the group members know how to express their disagreements correctly and constructively, but others do not know, which starts the path to conflict.

Group. Conflict brings positive aspects to the workgroup, such as performance, innovation, and cohesion. Still, it can also do the opposite: it helps people decrease their participation, feel rejected or dissatisfied, and increase hostility towards other group members. Conflict tricks favour performance, cohesion, and creativity.

According to (De Dreu, 1997) it is more productive if the conflict is focused on the task instead of the people. He mentions that task-centred conflicts tend to improve the joint results of the group, while person-centred battles play a dysfunctional role in achieving said results. This implies that the type of conflict and dealing with it are closely related.

Separate people from the problem (Ury, 1991). Although it is beneficial, it is not easy to find a way to disconnect between tasks and emotions. Therefore, there are rarely purely labour conflicts and purely personal conflicts. In addition, the intensification of the competition can take or involve the forgiving and active aspects in the task aspects.

2.7 Workplace Bullying

Bullying at work may take two forms: direct and indirect. Direct bullying may range from verbal threats to acts of violence or public humiliation. While it is unpleasant to experience, it is immediately identifiable and, in theory, easy more accessible resolve by HR managers or business owners.

Indirect bullying is far more widespread in the Irish workplace, and it is much more difficult not only to recognise and so eradicate. (Stale Einarsen, 2003)

Typically, the target of this sort of bullying is purposefully excluded from work meetings, initiatives, and work-related social occasions. It is usually subtle and goes unnoticed by the employer or other workers. Suppose the bullying is perpetrated by a superior. In that case, the target's workload may be dramatically increased, or they may be made to undertake job bento station in order to humiliate and damage their confidence. Both forms of bullying can have a nehurtet's mental health, causing increased stress and mental health suffering, such as anxiety, depression, post-traumatic stress disorder, and even drug misuse. (O'NEILLS, 2019)

2.8 Workplace Arrestment

Harassment based on any of the nine reasons listed above is a form of discrimination in the workplace. Making jokes or making disparaging remarks are two instances. Harassment is defined under the Employment Equality Acts of 1998-2015 as "unwanted behaviour" connected to any of the nine discriminatory reasons listed above.

Harassment of women, Sexual harassment is defined as "unwanted sexual verbal, nonverbal, or physical behaviour." Unwanted physical touch or unwelcome advances are two instances. The Employment Equality Acts of 1998-2015 require employers to prohibit workplace harassment. People have the right to file a claim with the Workplace Relations Commission under this statute. (Hulin, 1996)

If an employee is harassed for the following reasons, the employer may be required to compensate you.

Civil status Gender, as a parent of a child, for example, one's family standing is essential. Sexual preference, Age \disability, religious convictions, and being a Traveller community member are great ways to meet new people. (Citizen Information, 2021)

2.9 Rights and Interest Disputes

Most workplace disputes can be classified as proper conflicts of interest disputes. These terms are special in employment relations, which differ from their use in other fields. Rights disputes arise from breaches of pre-existing legal rights, which might be contained in awards or agreements.

In contrast, interest disputes generally occur when settling terms for a new deal. In other words, the breakdown of communications during enterprise bargaining constitutes an interest dispute; "In practical terms, interest disputes arise between parties already in a relationship" What is clear about both terms is that they refer to collective disputes between unions or groups of workers and management. Some workplaces use the terminology "grievance procedure" to connote the more individual and interpersonal conflicts, while" dispute resolution procedure" has been used to identify collective disputes. (Gramberg, 2006)

2.10 Perception

Perception is the primary cognitive interaction that man has with the world around him. Because all conceptual knowledge is predicated on or derived from this fundamental type of consciousness, the study of perception has always had a special meaning in philosophy and science.

Unfortunately, the exact nature of perception has never been adequately defined or conceptualised. Those who attempt to study cognitive function disorders do not always know if Impaired cognition is due to a defect in the sensory, perceptual, or concept process. The inadequacy of the prevailing concepts of sensation, perception and conception and the practical importance of resolving a concrete description of a neurological problem can dramatically illustrate the abstract philosophical issues involved in formulating precise definitions of these terms seems.

Perception is a determining factor because, while the organisation's the same, each group has a distiorganisationon of the goal; it's even possible that each group within the organization has a differences organisation of its purpose and mission. As a result, your

perception of the group's mission and relevance within the organization will be skewed. (Friedman, 1992)

Personal interests cause perceptual differences, insufficient intergroup integration effort, resource inequity, power ambition, and the disparity between individual and group goals, among other things.

Conflict may have various effects in the workplace; it can create a desire for improved health performance to get proper treatment when allocating resources. On the other hand, it can become an insurmountable obstacle to attaining goals. Although administrators aim to eliminate all types of conflict, disagreement in the workplace is unavoidable and not necessarily unproductive. Conflict and disagreement do not arise in the workplace unless there is a pre-existing perception issue.

When two persons have a perception problem, they feel they have "incompatible interests." To sustain productivity, it is critical to identify the root of the conflict before it becomes a disagreement, such as an argument or a lawsuit. Perception has cognitive implications [i]because it requires the use of our relevant knowledge of the past, our experiences, etc., to interpret the symbols, objects, and people surrounding us to originate behaviours or learn about the fact of interest. The relevant knowledge for everyone is generally different, so consequently, the perception of an event may be different.

Another element involved in the perceptual process is the behavioural one, in that perception can generate behaviours. How the individual perceives a situation will manifest a specific behaviour, whether the person perceives the situation as potentially dangerous or not. We can transform or alter reality by adding information that does not come with the stimulus through the perceptual process.

2.11 Business Empowerment

Business empowerment is a work management strategy based on offering autonomy to employees to generate more significant commitment, motivation, and involvement in the company.

It is a new way of understanding people management and staff involvement. With this, employees are offered the possibility of making decisions, being an active part of the processes and procedures, and offering greater autonomy than with other management models, a model opposed to what is traditionally known as a pyramidal hierarchy in which the company works basedorganisationalational structure from top to bottom in an almost unidirectional flow. (Khan, 1997)

Applying the concept of empowerment in companies brings a series of advantages. Still, some care must also be taken so that this culture does not harm the operation of the business. Among the benefits, empowerment promotes the formation of new leaders.

New opportunities and expansion of the business vision, improving decision-making, planning, and executing essential activities for the company. In addition, there is an improvement in the work environment. When all collaborators share decisions and leadership, motivation tends to increase. This culture increases cooperation between people who work together for business development.

Now, there are two types of Empowerment. The structural one of the authors, K ante, focuses on the conditions in the work environment such as variety, autonomy, workload, support from the organisation and position within the company; These constitute the structural characteristics of employment. Variations in such conditions translate into job satisfaction but leave aside the worker's perception of such variations in environmental conditions. (Kanter, 1993)

The author Spreitzer opens the field to psychological Empowerment, defined as the mental interpretation of everyone to the structural changes in the work environment. Such arrangements generate four dimensions:

• The meaning: which supposes a unity between the beliefs of an employee, values, behaviours, and job requirements.

• Competence: which refers to trusting the abilities in the job performance.

• Self-determination: which refers to feelings of control over the work.

• Impact is defined as the sense of being able to influence actual results in conjunction with the organizorganisationeneral idea of Empowerment is the complementation of the two typologies outlined above since, to analyse the process, it is necessary to know whether there are favourable conditions for an environment under Empowerment and how the employees perceive said conditions. It is opportune to understand that an environment under Empowerment is one in which the requirements or elements of this tool are applied. (Spreitzer, 2006)

2.12 Conflict Management System

As practitioners in the area struggled to put theory into reality by putting the principles of dispute system design into effect in an entire organisation, a new concept emerged: the integrated conflict management system.

An integrated conflict management system is a network of conflict resolution choices available to everyone in the company to settle the conflict. These systems are meant to be user-friendly, allowing all sorts of disputes to be resolved at the earliest and most suitable level possible. Furthermore, integrated conflict management systems are created to resolve problems in the most effective way possible. As a result, they encompass both right-based and stakeholder-based alternatives. Finally, they concentrate on the causes of organisational conflict.

The systems not only manage case-by-case dispute resolution but also avoid and control latent disputes that haven't yet manifested as disputes. As a result, they aid in the facilitation of a shift in corporate culture, allowing for more effective, productive, and competent conflict management. Work in ombuds programmes and committees of ADR professional organisations gave birth to the notion of integrated conflict management systems. It's good to go further into their origins before considering integrated conflict management systems as best practices in dispute system design. (Killian, 2004)

According to Conflict Management Systems, resolving conflict is minor compared to the cost of leaving disagreements unresolved. Based on this operational basis, a Conflict Management

System is strategically built and modified to serve the needs of a company. Still, a well-designed Conflict Management System's success depends on three interconnected components. Employee conflict awareness training lowers the harmful effects of workplace conflict. Early in the conflict cycle, neutral third-party intervention gives expert tools to assist in constructively resolving the argument before it spirals out of hand. Internal procedures and processes are created to help an organizationorganisationmanage and mitigate the negative consequences of workplace conflict in a constructive manner. (McClure, 2000)

There is conflict everywhere. It is, in fact, a regular aspect of social interaction. Conflict frequently emerges due to competing aims, values, and needs. Though it relies on how the participants understand and choose to deal with the dispute, many of these common forms of disagreement are productive. Positive or adverse outcomes are possible.

On the other hand, some disagreements result from prejudice, ignorance, cultural norms, and inappropriate aggressiveness. This form of conflict may be both disruptive and harmful. Indeed, one of the operational goals of a Conflict Management System's training component is to minimise the incidence of destructive conflict. However, the training component's goal is not to eradicate workplace conflicts since some confrontation is an excellent prelude to constructive transformation. CMS training aims to increase employee self-awareness and help them cope successfully with various conflict situations.

2.13 The Thomas-Kilmann Model of Conflict Resolution

Offers five conflict resolution strategies The five techniques are divided into assertive and cooperative categories. Each strategy varies in assertiveness and unassertiveness, and cooperative and uncooperative behaviour. There is no right or incorrect strategy; everything has a time and place.

Chart 2.13 Conflict Resolution Strategies

Establish limits.

Set parameters for all parties to observe before going headfirst into the dispute discussion. Among these are the following:

- Reminding everyone that this is not a personal conflict
- Everyone has been asked to keep the debate private.
- Trusting that everyone would regulate their emotions and refrain from making unpleasant remarks or false assertions.

1. Accommodating

When people want to be unassertive and cooperative, they use the accommodating approach. Not every conflict has to be a war; Matches worth accepting are those where

battles are strategically lost to win the war.

2. Avoiding

The avoiding conflict strategy is intended for less forceful and cooperative persons in dispute resolution. In general, this is a neutral posture — individuals who take this stance want nothing to do with the battle and would rather wait for it to conclude. This method is excellent for minor annoyances, one-time errors, and issues that might be exacerbated if addressed. An example of a workplace disagreement is when someone drinks the last water from the water cooler without refilling the water container. If it's a one-time problem, leave it alone. The 2-minute conversation in the all-hands meeting is probably not worth it.

3. Collaborating

Try the collaborative approach of dispute resolution if you want to keep a relationship intact and find a solution that works for everyone. This technique is cooperative and forceful, which implies that all stakeholders will be heard, and the selected answer will benefit everyone.

4. Competing

The competing conflict style is assertive and uncooperative in addressing issues. It is not unusual for one side to benefit from a competing dispute resolution technique while the other suffers. This isn't a tactic for making new acquaintances, so proceed with caution. When negotiating business, you may encounter a competing conflict management method. Lawyers may use this tactic to obtain the most significant legal outcome for their clients at the other party's expense. A competing approach works in this case since the lawyer is unlikely to cross paths with the other party again; therefore, there is no connection to preserve or rescue afterwards.

6. Compromising

When people are forceful and cooperative in negotiating a solution during a disagreement, they are more likely to compromise. The compromise is founded on the most critical and pressing facts that can lead to a conclusion that works for the time being. This method may appear harsh, but it is typically used when time is essential and there isn't enough time to listen to everyone's concerns or thoughts. (Thomas, 2008)

2.14 Workplace Conflict Management ADR

Alternative dispute resolution (ADR) is a set of methods and strategies that allow legal issues to be resolved outside the courts. It is typically understood to include mediation, arbitration, and a variety of "hybrid" methods in which a neutral assists the resolution of legal problems without formal judgement. These alternatives to adjudication are promoted for several reasons.

Lower transaction costs for dispute resolution because ADR processes may be less expensive and faster than traditional judicial proceedings; development of solutions better suited to the parties' underlying interests and needs; and improved ex-post compliance with the resolution's terms are all potential benefits. (Goldberg, 1992)

In the practice of dispute resolution, an evolution, some would say a revolution, is taking place; the field has moved far beyond the resolution of individual disputes to a growing phenomenon called an integrated conflict management system. It represents a comprehensive and systemic approach to preventing, managing, and resolving conflicts.

Conflict management systems are an emerging phenomenon in corporations. In many companies with solid ADR policies, ADR is not simply a set of techniques added to others used by the company but represents a change in the way the company thinks about how it should manage conflicts. Until recently, commercial companies, government agencies, universities, and other organisations (whether unionised or not) generally approached dispute resolution on a case-by-case basis). Organisations typically introduce resolution methods as separate processes in three distinct phases: power, rights, and interests. In the power phase, some organisations turn to a local supervisor or the management chain to decide without developing or promoting other methods of resolving disputes. (Jennifer F Lynch, 2007)

2.15 Negotiation

Negotiation is the process of reaching a consensus on a decision. It is direct or indirect communication between parties attempting to reach a mutually beneficial agreement. Negotiation is a significant action in diplomacy, politics, religion, the law, and the family. The word's original definition is merely to do business, but it is also a central activity in diplomacy, politics, religion, the law, and the family. It includes discussions on armaments control, legislative wrangling, the interpretation of religious texts, child custody battles, the distribution of home tasks, and where to take one's spouse to dinner. (Young, 1991)

Conflict negotiation is the process of permanently resolving a dispute or conflict, meeting the needs of each party, and adequately addressing their interests so that they are satisfied with the result. As a leader, it is essential that you can set an example and develop skills that allow you to deal with conflicts effectively.

Negotiation as a means: With some frequency, it is forgotten that negotiations are only a means to achieve an end, which is resolving a problem. Conflict interests: We are to resolve the dispute and not precisely dedicate ourselves to negotiating. This forgetfulness can be disastrous since it may happen that to resolve a dispute, persist in dealing –or we think that our adversary has no other way of acting-when. There are other means to get it. Renouncing them, or ignoring their value in our opponent's hands, can prevent the application of elementary, practical and little formulas. expensive or cause further complications or unpleasant surprises and
resounding defeats.

2.15.1 Negotiation techniques

Work towards a win-win situation. In successful negotiations, both parties leave the negotiating table feeling like they have won. In that sense, effective negotiators see their work as problem-solving. Ask yourself: What do I want, and what does my negotiating partner want that neither of us has right now? Then, come up with a deal that addresses the needs of both parties and produces a better outcome. Open the value with a high or low offer. If you are a

buyer and know what you are willing to pay, you can start by offering half that amount. Even if you know that the seller would never accept your offer, you have established a reference point to continue negotiating.

This negotiation tactic could result in a lower price than if you had made a more reasonable offer. The same tactic applies if you're the seller: lead with a higher selling price than you're willing to accept.

Use the mirror feature to show that you are paying attention. Mirroring is the repetition of keywords used by your trading partner. Mirroring lets the other party know that you pay attention to what they are saying and shows that you treat their views with significant consideration. The conflict negotiation techniques came a substantial impact on the considerable success or failure of negotiations and team negotiations. (Raiffa, 2003)

2.15.2 Mediation

Mediation is when parties in dispute come together voluntarily with a mediator to arrive at a mutually acceptable settlement. According to Ahrens and welcome the four essential features of the mediation process are:

Appointment of a Third-party to facilitate structured negotiation; The third party has no authority to determine the dispute. The process depends on the parties' continued willingness to negotiate (it is consensus-oriented). Once they promenade settled, the terms are reduced to a binding agreement.

Mediation is a procedure in which disputants identify contested problems, explore choices, analyse alternatives, and try to achieve an agreement with the help of a neutral third party (mediator). The mediator has no advising or determinative role regarding the content of the dispute or the outcome of its settlement but may advise on or determine the procedure of mediation whereby resolution is attempted.

Mediation also has several secondary objectives, shaped by the underlying values and principles of the process. These objectives include clarifying matters to be decided: and improving communication between parties. Identifying each party's needs: reducing anxiety and addressing emotions to facilitate rational decision-making and educate parties in dispute settlement.

The process relies on facilitating communication exchange between the disputants. In this way, mediation is both a process and an information-centred approach to conflict resolution. The information exchange is vital to the problem-solving nature of the process. It has been argued that a well-handled mediation should maximise the chances of identifying the operational problems that underlie the positions of disputants and create mutually beneficial solutions that do not require either party to abandon their principles. Mediation takes this approach because of its informality, reliance on communication exchange, and the mediator's framing of the disagreement within the context and experience of the disputants. The mediator cannot change the reality of the issue; instead, they work to change the disputants' views of the problem. (Gramberg, 2006)

2.16 Negotiation vs Mediation

Unlike adjudication or arbitration, negotiation does not necessitate the presence of a neutral third party with decisional authority.

Negotiation is voluntary because disputing parties are not ordinarily forced to negotiate with each other. There are no fixed rules or conventions for presenting facts or arguments throughout the negotiation process. Instead, it is up to the parties to agree on the conditions of any resolution.

The participants in a negotiation are under no responsibility to attain a moral conclusion, let alone one supported by a reasoned judgment based on formal legal principles, because negotiation aims to reach a mutually agreeable settlement.

Negotiation is often conducted privately; the process is not open to the public. If a resolution is achieved, the settlement is not ordinarily susceptible to court scrutiny. Following then, the settlement agreement can be enforced as a contract. (Scott, 2010)

The willingness of both parties to participate in mediation is one of the most significant parts of the process. If one of the disputants refuses to participate in mediation, the process is inappropriate. Before mediation begins, the two co-mediators involved will meet individually with each party. The mediators can better assess whether the dispute is suitable or ready for mediation from this meeting.

The pre-mediation meeting allows each party to raise any concerns about the process and discuss their expectations before the initial mediation session with both co-mediators.

Arrangements for holding joint mediation sessions will be looked at to ensure that they take place at a time and place that is convenient for all parties involved.

Mediation is a vital dispute resolution option, yet it is a procedure in which a third party is engaged, as explained above. Before starting the joint mediation session, pre-mediation sessions allow mediators to learn about and comprehend the conflict. For a remote work environment, which might be sluggish owing to the time it takes to complete, in addition to the fact that the sessions must be meticulously scheduled because they will not be personal but rather via computer. And many factors must be considered, such as body language, which would be difficult to do in this medium. (Gramberg, 2006)

On the other hand, the primary purpose of Negotiation in the workplace is that the collaborators who intervene in a labour conflict try, peacefully and respectfully, to reach agreements that help end the problem.

According to (Kennedy, 2004) to reach harmonic and effective agreements, it is necessary that in the negotiation processes, the interests be privileged but not the positions. In a negotiation where interests are elite, develop dialogue processes where both parties participate, knowing that they can win or lose something. Therefore, more than the competition, there is cooperation because the most important thing is to reach an agreement that ends the conflict once and for all and makes it satisfying for both. Also, in a negotiation where interests prevail, both parties are concerned.

To. reach agreements that are possible to fulfil and allow them to end conflicts as quickly as possible, without attacking the principles of the other. Another consideration in negotiations is that leadership quality is critical in strengthening and promoting good negotiation processes. And good relationships among members motivate them to put forth the most significant effort possible in their work and direct them to comply with the company's goals and expectations.

In this sense, as explained by these authors, the main functions of leaders in a company are to understand the technical and human capacities of the employees, enhance their skills and focus them on the objectives and company mission.

On the additional point, when talking about negotiation, it is essential to refer to the different actors that are part, internally, of an organisation and that constitute the participants in the conflict negotiation processes. (Cloke, 2001)

In this sense, it states that, at a general level, the structure of organisations is developed through five primary groups, which are: the active nucleus: whose members are responsible for carrying out the essential work of the organisation, such as providing the services offered to customers or consumers; the strategic apex, where managers and leaders who guide the course of the organisation, define policies and control the development of activities; the middle line, which integrates the administrators who they are in an intermediate position between managers and operators; the technical structure, such as analysts who design systems referred to formal approach and work control; and support staff, who are the people who provide indirect services to the organisation. (Essentials, 2005)

2.17 Arbitration

When we talk about arbitration, we could say that when some of the conflicts are so difficult to deal with and t, the underlying interests are so divergent that it is impossible to reach a mutually satisfactory solution, the mediator will impose an agreement. Arbitration is a conflict resolution procedure by which disputes are submitted to a neutral and independent third party so that they can be resolved definitively and bindingly for the parties. This resolution is called an "award" or a "decision".

Arbitration is included in most government labour dispute settlement systems in some form or another, and it is sometimes employed voluntarily by the disputants. The procedure can be instituted within the framework of collective labour agreements, mainly for handling conflicts of rights under the contract or conflicts of interest, as in other countries.

In many countries, conflicts of rights are resolved through the issuance of sentences by the courts or tribunals, except in the case of arbitration systems established through collective bargaining for the resolution of controversies related to the application of collaborative agreements, which in short, they operate more as a method of judicial decision than arbitration. Arbitration is most used as an ad hoc mechanism: individual arbitrators are

identified, or arbitration boards are formed to handle conflicts.

When it comes to arbitration boards, these usually include representatives of both workers and employers. Whether it is individual arbitrators or arbitration boards, ad hoc arbitration raises how to identify the appropriate arbitrators for specific conflicts. (Rubino-Sammartano, 2014)

The arbitration agents of the Labour Relations Commission (WRC) are independent agents by law when making decisions since they handle arbitration cases of complaints sent by the director-general of the WRC. The arbitration agent's job is to conduct a hearing where all parties can be heard and submit pertinent evidence relating to the complaint.

The Labour Relations Commission's hearings will be held in secret. The arbitration agent will not attempt to mediate or reconcile the case. However, in some cases, the complaints can be dealt with through a written procedure (e.g., no hearing). The parties will be free to represent themselves or choose their representatives.

The arbitration agent will decide the matter and communicate the decision by written. The decision, which will be communicated to both parties:

    (a) state whether the claim was well-founded,

    (b) require the employer to comply with the relevant provision(s),

    (c) require the employer to make the necessary rectifications,

given that they are fair and equitable measures for the circumstances. Any of the parties involved can appeal the decision made by an arbitration agency to the Labour Court. (WRC, 2021)

2.18 Conciliation

The conciliation service is responsible for providing an impartial, timely and effective high-level conciliation both in the public and private sectors. Reconciliation is a process voluntary in which a professional conciliation agent facilitates employers and employees, and their representatives a solution to labour problems when they have not been able to solve them themselves. The conciliatory agent acts as an impartial guide in discussions between the parties. This service's principal value and function providing a quality solution at the right time and in any conflict situation. (WRC, 2021)

2.19 Organizational Culture

One of the significant influences on both individual and group behaviour is culture. That is why it is vital to comprehend the concept of culture. For a long time, the word culture, or what it entails, has been a source of contention. It is essential to identify oneself from others and express various views or points of view while also demonstrating personal and professional qualities that set us apart.

The term culture can be interpreted in a variety of ways. For example, it can be interpreted from an anthropological perspective, which states that it is like art or traditions that other groups have, or it can be interpreted from a business perspective, which says that it is the values and behaviours of a group of people within an organisation. (Yukl, 1998)

Within the culture that an organisation has, the company's values must be taken into account. The principles and qualities that they consider relevant must be regarded since the staff must know them, handle them, and share them to become the image and part of the organisation and thus externalise them in the service to the customer and production. On the other hand, beliefs are an essential part of a culture; these will be seen as paradigms that serve as motivations.

A healthy and harmonious organisational climate will be evident when a pleasant atmosphere among the same staff and clients is a crucial aspect of the culture. However, internal

organisms corporates are also part of the culture; without them, there would be an imbalance since multiple ways of living and acting would exist.

The symbols within a culture will become an essential part of an organisation since it creates a sense of belonging and generates vital recognition in the employees. Finally, it is crucial to include philosophy since this is what causes the different ideologies of the organisation.

The conflict appears when at least two parties involved, interdependent, who experience intense emotions, perceive the results of a given situation as incompatible and when at least one of the parties recognises the incompatibility and understands it as problematic. It occurs when the activities or aims of an organisation, a group, or desired outcomes are incompatible.

One of the significant errors or problems that can arise at the time of a conflict is the perception that is given to it, this may not be true, but people feel that the victory given by one side can be the defeat of the other. Others may see the conflict as being involved, committed to the cause, or simply interested in resolving the dispute. But people could be made to see that creatively managed competition (negotiating) can generate peace, where the parties reconcile the difference they have perceived and where a genuine agreement is reached. (Tietschert, 2019)

2.20 Conclusion Literature Review

Although our core theme is negotiation, we decided to include other conflict resolution options mentioned throughout the investigation, not as a comparison. Still, each strategy is used in particular and distinct cases. If not as an educational and informative tool.

CHAPTER 3 METHODOLOGY

3.1 Introduction

The research is exploratory to test our theory. To choose this study method, I had to think about the selected issue, which requires a quantitative approach and is understudied because remote work had not had such rapid growth until the epidemic began two years ago. This research will help us better understand a relatively new event. The research technique will be qualitative to gather information about the participants' experiences and perspectives relevant to the study. This discovery enables us to exploit it directly.

A qualitative technique will be used in this study, allowing for comprehensive approaches to the social problems being investigated. The qualitative approach's core trait is its focus on capturing social reality through the eyes of the individuals being researched because the subject's perception of his setting and his interpretation of the reality in which it develops is the primary source of information. This technique is also designed to inductively describe and explain these social events from various perspectives of the persons engaged in the same way.

It should be noted that the qualitative method seeks to conceptualise reality based on the behaviour of individuals, the knowledge, attitudes, and values that determine the behaviour of the people studied. In this order of ideas, qualitative research can be defined as an activity system of an interpretive nature that operates in a constructivist and naturalistic way, including a wide variety of theoretical and epistemological positions aimed at understanding the reality studied and its development in an organised body of knowledge.

As a result, the qualitative methodology will be used to produce the results of this degree work because it is the most open and flexible method for considering all observations and

points of view systematically, providing greater depth to the data, as well as a greater understanding of the studied context and interpretative richness holistic view of the investigated phenomena. Similarly, qualitative research is critical for creating this study since the overall goal is to find similar thoughts and ideas and variances in meanings linked with the social behaviour observed in the employees questioned.

3.2 Research Philosophy

The way social scientists have adhered to the philosophical position known as foundationalism is one of the critical reasons philosophy and social research remain profoundly intertwined. This viewpoint addresses epistemology, the study of the conditions under which empirical knowledge is possible, which must be safeguarded against persistent sceptical doubt, the kind of doubt that raises arguments to the effect that we can never honestly know anything about the real, external world and can never legitimately and confidently claim to know anything.

As such scepticism, it is argued that the feasibility and actuality of knowledge must be demonstrated conclusively by identifying sound—unchallengeable methods or procedures for acquiring information. Assume that we are sure of our right to the kind of assurance that we often have about our scientific knowledge. In that situation, we must demonstrate that our knowledge system is based on solid foundations. The belief that actual knowledge must rest on a set of firms, unquestionable sets of indisputable truths from which our thoughts can be logically deduced, thus preserving the actual value of the foundational premises from which ideas about the world and the investigating it can be licensed, is known as foundationalism. (Sharrock, 2016)

What is qualitative research? Alan Bryman (1988) has argued that a good deal of confusion exists amongst human scientists due to a lack of clarity over what constitutes qualitative and quantitative research; part of the confusion comes from the narrow association of qualitative methodology either with modes of data gathering (typically Interviews or fieldwork) or its non-numeric character however method is more than data alone. The gathering analysis and

the interpretation of data are always conducted within some broader understanding of what constitutes a legitimate inquiry and warrantable knowledge. In this respect, the quantity-quality debate has been anchored within two opposed epistemological positions. The two poles are experimental hypothetico-deductive or positivist and the naturalistic contextual or interpretative approaches, respectively.

The natural science approach held to underpin the experimental method is the dominant paradigm in phycology and other forms of quantitative social research. This paradigm emphasises universal laws of cause and effect based on an exploratory framework that assumes a realist ontology: reality consists of a world of objectively defined facts.

The hypothetical deductive method is the principal means of establishing causal relationships. Within this account of form, the scientist's ideal strategy is the experimental control of subsets of variables in the service of testing prior theory. (Hammersley, 1993)

3.3 Research approach

Sociology, political science, and anthropology, for example, have typically preferred qualitative research methods over quantitative research methods, whereas economics has traditionally relied on quantitative research methods. Because this research is exploratory in nature and lacks theories and variables to evaluate, this technique is justified. Because its goal is to explain, characterise, and clarify human phenomena. Contact between the participant and the researcher is required in this approach to create data.

Consequently, the researchers' perceptions and interpretations become part of the study. This method comprises a variety of ways that can be used depending on the study's goal.

The method used in this study is the hypothetic – deductive, which is based on prior theories to improve and gain new knowledge.

It stands out as the most comprehensive research method since it proposes a supposition that can be examined both deductively and inductively, allowing for experimental verification.

The validity of this type of investigation is based on the contracting of results. This type of investigation is used in everyday life and social studies. It is a logical procedure for finding solutions to problems that arise. (Mark Saunders, 2009)

3.4 Research strategy

Qualitative research has a set of characteristics that distinguish it from other types of research. In almost all its forms (observation, interview, participation, ethnographies), qualitative research has distinctions both within and within the many ttraditionss it encompasses.

As a result, it is not a monolithic method but a beautiful and diverse mosaic of study points of view. Its growth continues in various domains, each with its methodological direction and set of theoretical and conceptual assumptions about reality.

1) grounded theory,

2) ethnomethodology and conversational analysis, discourse, and gender,

3) narrative analysis,

4) objective hermeneutics and sociology of the hermeneutics of knowledge, 5) phenomenology and analysis of the small world of life,

6) ethnography,

7) cultural studies, and

8) gender studies are essential perspectives and schools in qualitative research. (Maxwell, 1996)

For Maxwell, qualitative research can be used for five different purposes:

1) to understand the meanings that actors give to their actions, lives and experiences and to the events and situations in which they participate,

2) to understand a context particular in which the participants act and the influence that that context exerts on their actions,

3) identify unforeseen phenomena and influences and generate new theories based on them,

4) understand the processes by which events and actions have the place, and

5) develop valid causal explanations by analysing how certain circumstances influence others

and understanding the causal processes in a local, contextual, situated way. In this investigation, qualitative research is used because little is known about the subject, the phenomenon is not quantifiable, and it is a social situation that has been practised for a long time.

However, remote work boomed during the pandemic. Therefore, our research topic has no background on conflict resolution in a remote work environment, or at least not enough. The results of qualitative research inspire and guide practice, dictate interventions and produce social policies. (Maxwell, 1996) The analysis will be carried out through a qualitative survey, which collects data to describe the object of study. In other words, the survey is more focused on knowing more opinions, points of view and impressions than numerical data. Qualitative surveys are less structured and work to understand how people think, their motivations and their attitude toward the subject of study. These surveys are more difficult to analyse but can add depth to the investigation. Qualitative surveys give you the answers to the "why" and "how" questions.

3.5 Choice of Methods

I decided to carry out a qualitative survey of the employees of a company that offers recruitment to companies that work in technology; in this company, most of its employees work remotely from home, so it was decided to take a sample of 25 people, where they were a survey of 18 questions, focused on evaluating their perception based on their expertise on the subject.

3.6 Research Population

In qualitative research, it is common for the study design to evolve projects which are said to be emergent. The same thing happens in the case of sampling. Decisions on the best way to obtain the data and from whom to get it are decisions made in the field because we want to reflect the reality and the various points of view of the participants, which are unknown to us at the beginning of the

study. Small, non-random samples are almost always used in qualitative studies, which does

not mean that naturalistic researchers are not interested in the quality of their selections but apply different criteria to select the participants. Due to the small sample size, one of the limitations frequently raised concerning the qualitative approach is that the representativeness of the results is doubted. Still, we must bear in mind that the interest of qualitative research sometimes focuses on a case of intrinsic interest in discovering meaning or reflecting multiple realities, so generalisation is not an objective of the study. According to data from Indeed, there are 900 companies in the technology field in Dublin. However, being a qualitative study, we were interested in studying the most outstanding profiles within a database of LinkedIn profiles to interview them; we decided to choose an Irish company in the Recruitment and learning area, where most of their employees work remotely from home.

3.7 Tools for collecting information

Given the preceding and the fact that the qualitative methodology is adequate for the development of the current investigation, the interview will be used as a semi-structured essential instrument to learn about the phenomenon of interest to the inquiry from the perspective of the people involved in the situation studied. It is precise to point out that the semi-structured interview maintains fidelity in the registration of events and inspects the details of the concerns investigated to accuraaccuratelyse the characteristics of the problem studied accuratelyation of results were carried out in Dublin, using a LinkedIn database of 300 Contacts of people working in technology. Where through surveys. They were sent to people during the third week of April 2022. A 25 Profiles with the relevant ch aractcharacteristics research within a Irish company.an

- Workers in Dublin.
- Remote work or Hybrid.
- Negotiation and teamwork experience.

As part of a small part of our population to investigate.

For this reason, for the development of this degree work, the

qualitative methodology is the most open and flexible way that considers all the observations and points of view systematically, giving greater depth to the data and a greater

understanding of the context studied and interpretative richness holistic view of the investigated phenomena. Similarly, qualitative research is essential for the development of this research because considering the general objective of the same aims to look for the shared notions and ideas and the differences of meanings associated with the social behaviour studied in the workers interviewed. On the other hand, this thesis focused on the relationship between worker behaviour and workplace events. It sought to interpret this relationship in rich detail from a qualitative standpoint so that the reader could have a profound experience of each study participant's reality.

3.8 Sampling

Convenience sampling is a non-probability sampling technique where samples from the population are selected only because they are conveniently available to the researcher. These samples are chosen only because they are easy to recruit and because the researcher did not consider establishing a model representing the entire population. Ideally, it is good to analyse samples representative of people in research. But, in some investigations, the population is too large to assess and consider the entire population. This is one of the reasons researchers rely on convenience sampling, which is the most common non-probability sampling technique, because of its speed, cost-effectiveness, and ease of sample availability.

Due to my study approach and purpose, I chose the non-random/non-probabilistic sampling technique over the random/probability or mixed sample technique.

The participants were chosen based on their professional roles and expertise as negotiators and workers in technological businesses and their skills. The names of the applicants and the institutions for which they work have been removed for anonymity. The sample was determined by the type and degree of variety that I considered necessary. This was further facilitated by the fact that my study is focused on a particular area of the nation.

This type of sampling indicates whether a particular trait or characteristic exists in a population. This sampling technique is widely used when researchers conduct qualitative research, pilot studies, or exploratory research. Non-probability sampling is used when researchers have limited time to complete the research or have budget constraints. Non-probability selections are ne to see if a particular topic needs in-depth analysis. Improve your

you selection folly lowing these tips. (Gialdino, 2006)

3.9 Collection Data

The information for this thesis was acquired through email conversations with LinkedIn candidates who were selected to participate in the survey based on their projected profile rating. These professionals are part of an Irish company dedicated to recruiting for SaaS companies; they all work remotely since their primary sources of personnel are LinkedIn and Indeed. They contacted each other through this network, analysing their professional profiles and their expertise in Negotiation.

This strategy allowed me to get as much information as possible from the participants.
One of the reasons I picked your strategy is the response rate. The proportion of people questioned at home in the sample is generally relatively high.
Because qualitative research data collection is non-standardised, questions may change and evolve as the study goes, with new ones forming. The data analysis technique resembles a reflection procedure in that it interacts with the data obtained from the participants and generates a report consequently. The data analysis method corresponds to that of reflection. The interview data is collected to get themes or concepts from the interview process. To fully understand, I methodically summarised transcribed interviews and then organised them according to the various articles I generated during my literature study and interview process. The data validation process began with transcribing raw data and continued with cross-checking to ensure that the data was accurate. (Nakayama, 1992)

3.10 Procedure

The type of the result of this work is qualitative through content analysis of sampling. People who have worked remotely or in a hybrid environment for two years were contacted. I informed them about the study project. Twenty-five people opted to take part. Each employee was made aware of the purpose and significance of their contribution to the overall and specific goals. They were assured that the information they supplied would be processed

anonymously and privately, with their names protected, and that the results would be used to support the current work's approach to the problem.

The importance of knowing the time worked was so that each respondent could tell the story of a conflict that had the most emotional impact on them and that the experience, whether it was a past event, could be used to learn how the conflict's consequences affected them, as well as how, using their previous negotiation experience, they were able to manage the competition to be analysed. Due to distance and location, they were sent by mail in all cases. Subsequently, the information received was gathered and carried out the writing the information collected to carry out the analysis of the results.

3.11 Research Limitations

The research problem determines the sample size. Statistical tests will not be able to uncover significant associations within the data set if the sample size is too small. This is one of the limitations of this research since the population is enormous, and unfortunately, there are no precise data on the location of the entire population. You can state that basing the study on a larger sample size might have produced more accurate results. However, the sample size is more important in quantitative studies than qualitative studies, which is in this dissertation's main feature and focus.

The Irish government introduced an alternative for employees in the nation, with the option of applying, if the employment function permits it, request to work from home; this new job choice was granted due to the pandemic. Thus, the specific population of workers in this new position has not yet been accounted for. Therefore, locating possible elements to investigate was a long and exhaustive job. The profiles had to be analysed to define what could be part of the market to be explored.

Chapter 4 PRESENTATION OF THE DATA

4.1 Introduction

For the realisation of the objectives of the investigation, the population considered are professional workers located in the city of Dublin who will be performing the tasks of work in the work at the home modality. Consider it pertinent to choose the sample employing the convenience sampling technique (non-probabilistic), which is characterised by not being a random sampling that allows a choice to be made following the intentions and characteristics sought by the researcher. In addition, It is not necessary to have calculated representativeness.

On the other hand, the researcher is the one who determines the amount of the sample taken for the inquiry based on the demands. In terms of selection, 25 persons with a professional degree were chosen and interviewed, and 11 were males. The remaining 14 women were either working from home or had worked from home for years within the previous two years but no longer did. Once the whole number of persons and the working circumstances were decided, it was determined that these subjects should have prior negotiation experience and be working in a work team, either as a pair or in a group, to evaluate their interactions with other people. It was not necessary that they currently continue to work remote since, when analysing the situation, it was concluded that perhaps now they no longer work remotely. Still, within the two years since the pandemic, they have done so would be a determining factor.

Twenty-five people were contacted via the LinkedIn network, which allows you to analyse their profiles. I investigated the Profiles that fit the criteria for the survey. And I'll send them the SurveyMonkey-provided link. It's worth noting that, even though SurveyMonkey is a tool, I had to pay 40 euros to use the excel data collection and graphics. Eighteen questions were developed, and the themes and pivotal points for locating the investigation's goals. The data discovered will be presented in the following sections, represented by barras and graphics.

P1. What kind of job do you have?
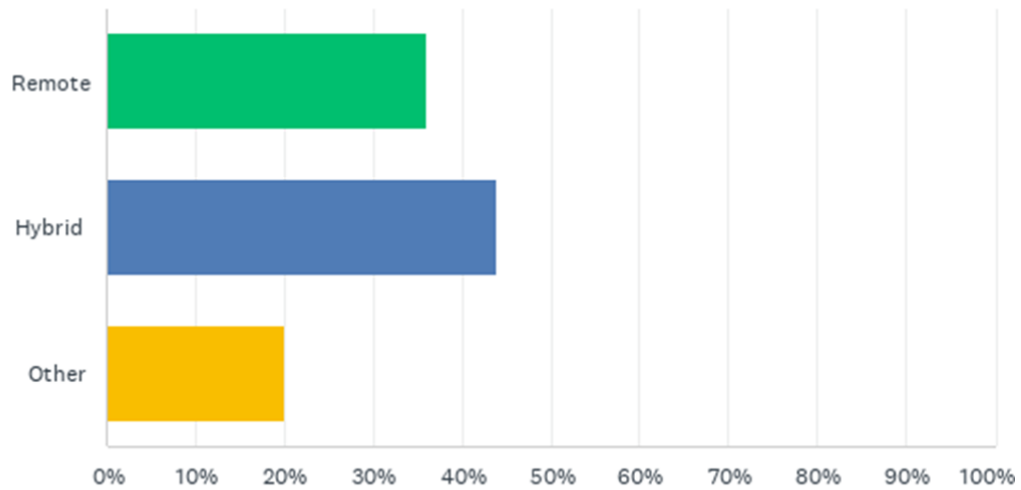
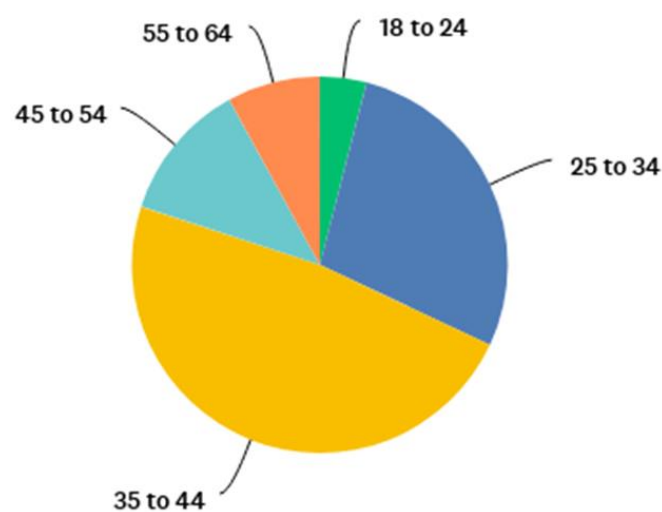| OPCIONES DE RESPUESTA	RESPUESTAS	
Remote	36.00%	9
Hybrid	44.00%	11
Other	20.00%	5
Total de encuestados: 25		

Chart 1: Type of Employability of the Respondents

The above chart represents that 36% of the surveyed population have remote work, th% is Hybrid, and just the 20t, er the end of the pandemic, no anymore work from home.

P2. Age

OPCIONES DE RESPUESTA	RESPUESTAS	
18 to 24	4.00%	1
25 to 34	28.00%	7
35 to 44	48.00%	12
45 to 54	12.00%	3
55 to 64	8.00%	2
65 to 74	0.00%	0
75 or older	0.00%	0
TOTAL		25

Chart 2: Age of the Respondents

The above chart represents the age of the surveyed population, 48% are between 35 to 44 years old, and 28% are between 25 to 34 years old.

Just the 4% were between 18 to 24 years old, 12% between 45 to 54 years old and the 8% between 55 to 65 years old.

P3. Gender
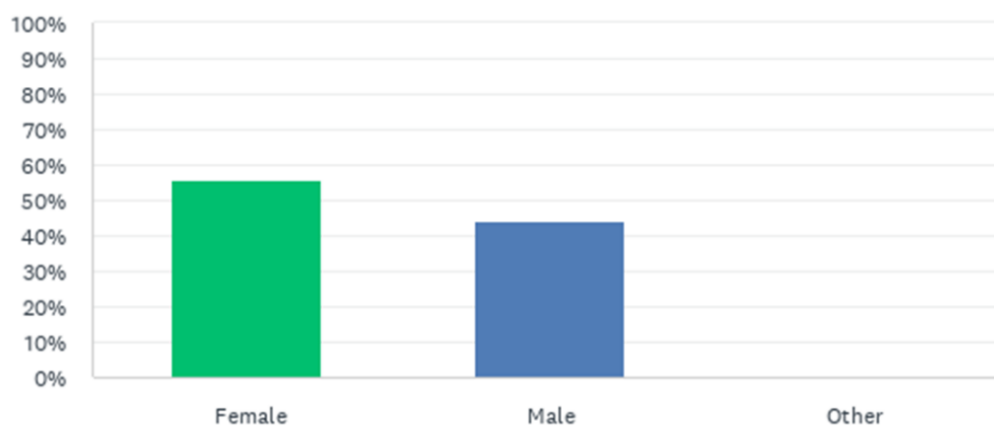
OPCIONES DE RESPUESTA	RESPUESTAS	
Female	56.00%	14
Male	44.00%	11
Other	0.00%	0
Total de encuestados: 25		

Chart 3: Gender of the Surveyed

The above chart represents that 56% are Female, and 44% are Male.

P4. Profession

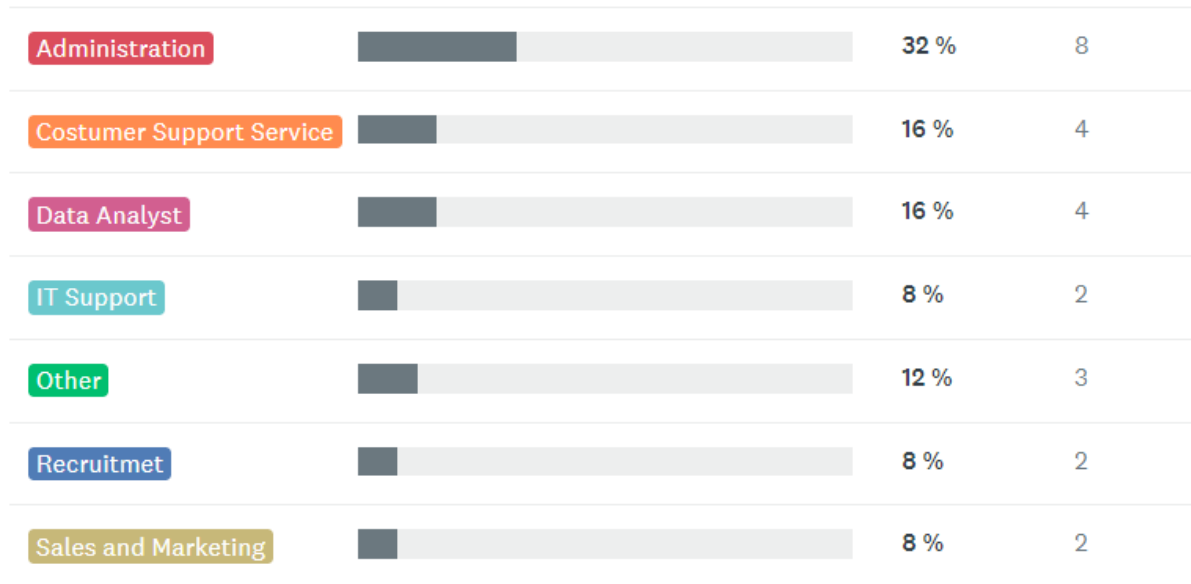|			
Administration		32 %	8
Costumer Support Service		16 %	4
Data Analyst		16 %	4
IT Support		8 %	2
Other		12 %	3
Recruitmet		8 %	2
Sales and Marketing		8 %	2

Chart 4: Profession of the Surveyed

The graphs above represent the profession of the respondents; we can see that 32% are management area, 16% are between customer support service and Data Analyst, the 8% are IT support, Recruiters and Sales and marketing.

**P5. In your experience, how would you classify Conflict?**
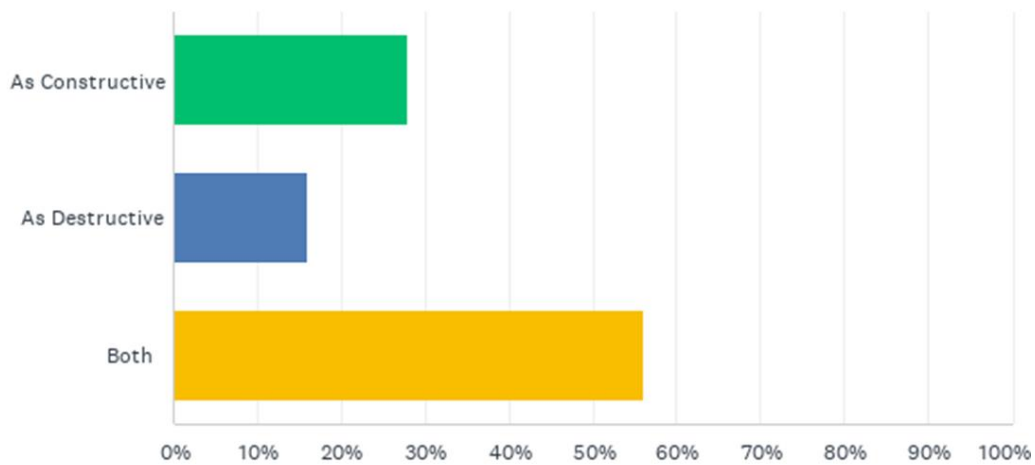
OPCIONES DE RESPUESTA	RESPUESTAS	
As Constructive	28.00%	7
As Destructive	16.00%	4
Both	56.00%	14
Total de encuestados: 25		

Chart 5: Conflict Classification

The above chart represents the perception of the conflict for the surveyed; 28% said competition is Constructive e, and 16% said tit hat is destructive. The 56% said could not be both.

P6. Mark the conflict that have you had in your work environment working remotely?
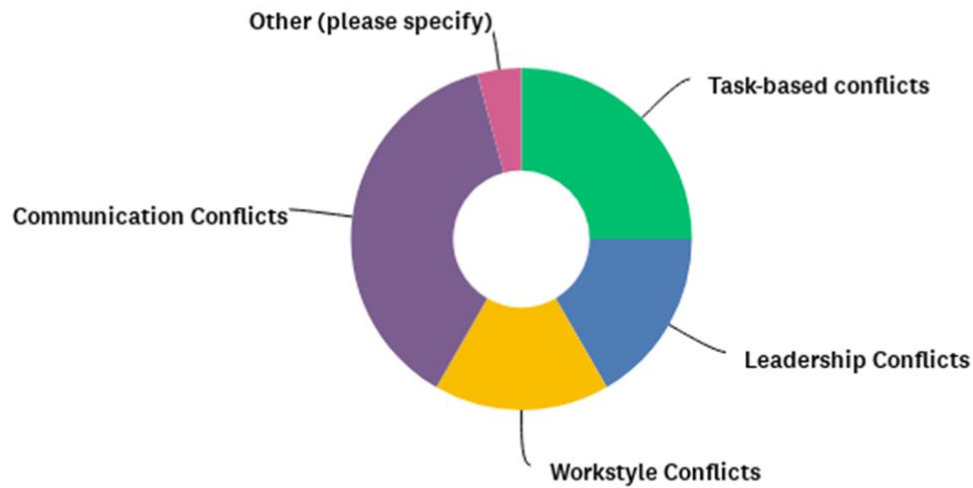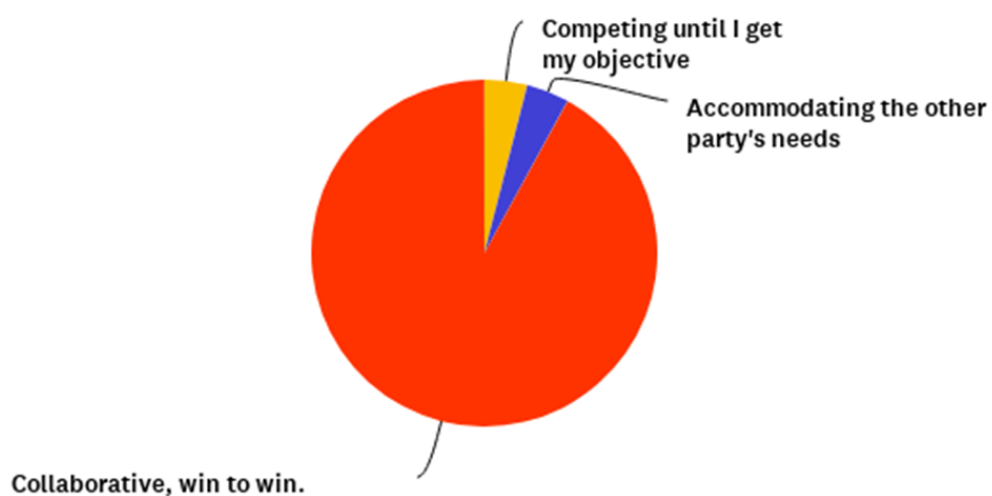

OPCIONES DE RESPUESTA	RESPUESTAS	
Task-based conflicts	25.00%	6
Leadership Conflicts	16.67%	4
Workstyle Conflicts	16.67%	4
Discrimination	0.00%	0
Arrestment	0.00%	0
Communication Conflicts	37.50%	9
Other (please specify)	4.17%	1
TOTAL		24

Chart 6: Types of Conflicts

The above chart represents the Types of conflicts that the surveyed have experienced; 37.5% said they had experienced communication conflicts, 25% said they had Task-based conflicts and 16.67% have experienced leadership conflicts and workstyle conflicts.

P7. Can you tell me the objective of a conflict negotiation for you?

Competing until I get my objective

Accommodating the other party's needs

Collaborative, win to win.

OPCIONES DE RESPUESTA	RESPUESTAS	
Competing until I get my objective	4.00%	1
Accommodating the other party's needs	4.00%	1
Avoiding the other party's needs and prioritising my own needs	0.00%	0
Collaborative, win to win.	92.00%	23
TOTAL		25

Chart 7: Conflict Negotiation Objective

The above chart represents the perception of the surveyed about the objective of negotiation in the conflict; the 92% said that collaboration, win to win is the main objective, the 4% noted that competing until they get the objective and accommodating the other party's needs are the main objective of negotiation in a conflict.

P8: Roger Fisher and William Ury, in their book "Getting to Yes," said that there are integrative negotiation skills can help you achieve successful negotiation. In your experience, which do you think you can apply in a conflict resolution negotiation in a remote work environment?
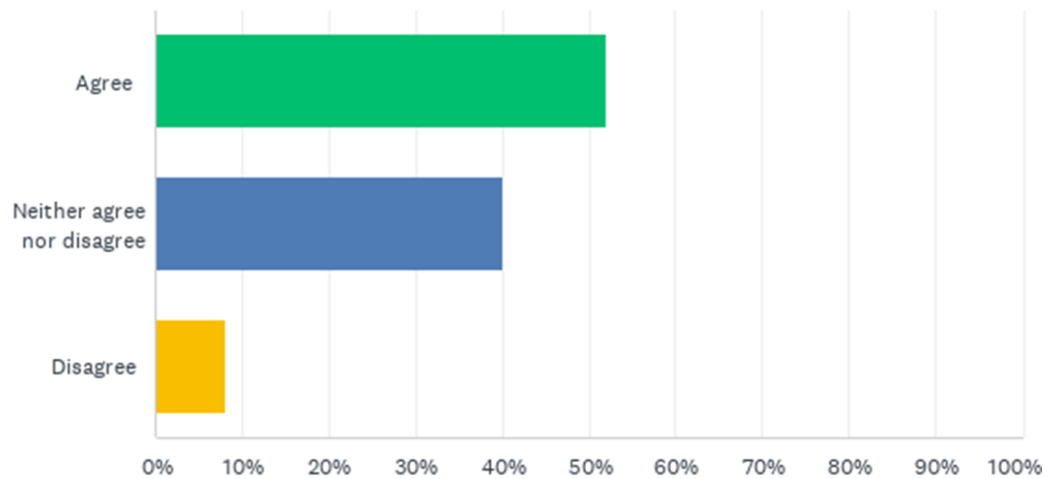

OPCIONES DE RESPUESTA	RESPUESTAS	
Separate the people from the problem	32.00%	8
Focus on interests, not positions	40.00%	10
Work together to create options that will satisfy both parties	36.00%	9
Negotiate successfully with more powerful people, refuse to play by the rules, or resort to "dirty tricks."	4.00%	1
All of the above	28.00%	7
Total de encuestados: 25		

Chart 8: Integrative Negotiation Skills

The above chart represents the integrative negotiation skills that the surveyed perceive as feasible in a conflict resolution negotiation in a remote workplace environment. The 40% said that they perceive "focus on interests, not positions", the 36% said that they "work together to create options that will satisfy both parties", the 32% said that they "separate the people of the problem" and the 28% are agreed with all of them.

P9: Do you believe negotiating offers the employee a greater "voice" than a third-party intervention? Like mediation, arbitration, and conciliation?

OPCIONES DE RESPUESTA	RESPUESTAS	
Agree	52.00%	13
Neither agree nor disagree	40.00%	10
Disagree	8.00%	2
Total de encuestados: 25		

Chart 9: Perception of Negotiation

The above chart represents the perception of the surveyed about if the negotiation offers the employee a more significant "voice" than other interventions; 52% were the 8% were disagreed.

P10. What impact do you believe a person's Negotiation attitude has in a conflict?

attitude negotiation positive conflict will compromise parties

Número de menciones

menos ▢▢▢▢▢▢ más

Chart 10: Word Cloud

The graph above represents the word cloud about the impact respondents believe negotiating a conflict has on a person. Many respondents said that negotiating a conflict is positive. Below, I will briefly describe each of the interviewees, referring to their answers to question 10.

1. The first person in the interview answered the question as Not collaborative. Focus on your own needs and interests.

2. The second respondent said Solve the problem quickly.

3. Give people a choice in problems.

4. Could work on a common objective

5. it can set what direction that negotiation will take

6. Huge

7. Open a wide range of areas of opportunities

8. Better outcome

9. I believe a competitive approach to conflict can affect the negotiation negatively

10. A lot. If someone/both parties is not willing to compromise, then there will be no positive outcome.

11. You can lose a negotiation if you have a negative attitude, even if you have a reason. Attitude towards the other party is imcriticalhen negotiating.

12. Can be the determining factor in whether the agreement is reached

13. –

14. Quite a lot - if the other party is unwilling to compromise with me, then it's hard to compromise with them.

15. Positive impact on the conflict solution

16. Positive

17. Will sway the position

18. n/a

19. This can be positive or negative, depending on the approach. Both parties need to be open and understanding.

20. If a person's attitude is good, there will be constructive discussions and a resolution, while a bad attitude can lead to more conflict.

21. It Should be positive

22. It sets the tone

23. Positive

24. Leadership

25. Negotiation allows me to resolve the conflict without escalating it to my boss and solving it quickly.

P11: Do you believe there is a link between corporate culture and labour conflict?
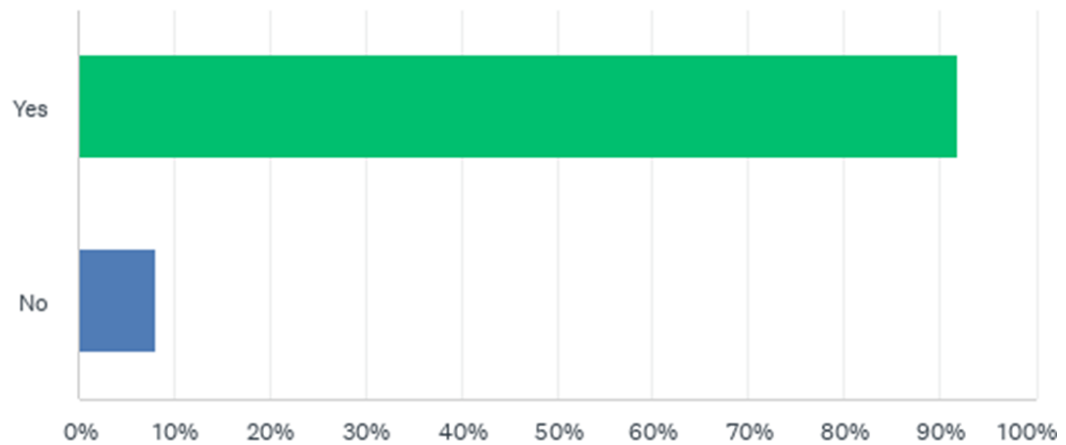
OPCIONES DE RESPUESTA	RESPUESTAS	
Yes	92.00%	23
No	8.00%	2
Total de encuestados: 25		

Chart 11: Answer to the link between corporate and labour Culture

The above chart represents the perception of the surveyed about if there is a link between corporate culture and labour conflict, 92% agreed and the 8% no agree.

P12. What is your take on the influence of culture on Conflict?

people feel conflict impact culture organisation negative will different

Número de menciones

menos ▢▢▢▢▢▢▢▢ más

Chart 12: Word Cloud

The above chart represents the perception of the influence of conflict.

I will briefly describe each of the interviewees, referring to their answers to question 12:

1. The culture of an organisation will directly impact how conflict is managed and dealt with. Cant can good or bad depending on the organisation.
2. The manner in which we can manage the conflict in the company.
3. –
4. Many people from different countries
5. Emotional and relationships
6. -
7. Cultural working perspectives
8. Culture is developed by habits and patterns
9. Having different backgrounds, people can have different opinions according to their point of view.
10. Positive collaborative culture breeds positive outcomes in a work setting. Negative cultures within a set promotes conflict and generally promote negative outcomes.
11. The culture will influence how you deal with conflict.
12. A negative corporate culture leads to higher stress environments, discontent, and poor productivity, leading to conflict.
13. Respondent skipped this question.

14. A negative culture in the organisation can significantly impact conflict. Organisations that don't allow free and open discussion can breed negative feelings which may spill into business decisions.

15. People's behaviour and attitudes.

16. Differences in many aspects

17. It Can play a big part.

18. –

19. Corporate culture can have a negative impact on employees and can possibly create a hostile environment

20. If there is a culture where people feel that their opinions matter and this is encouraged, a lot conflicts.

21. Very much an influence on the type of conflict.

22. Different people find things at differing levels of offence. Irish culture is very much one that pokes fun at others but is not meant negatively but someone not from Ireland may not understand this at first.

23. Very much an influence on the type of conflict

24. The different ways to solve it.

25. If the company has a conflict management system and teaches you the protocols that you must follow, I believe that the conflicts would be resolved quickly without being larger.

More significant

P13: Do you have a conflict management system in your company to resolve Conflict?
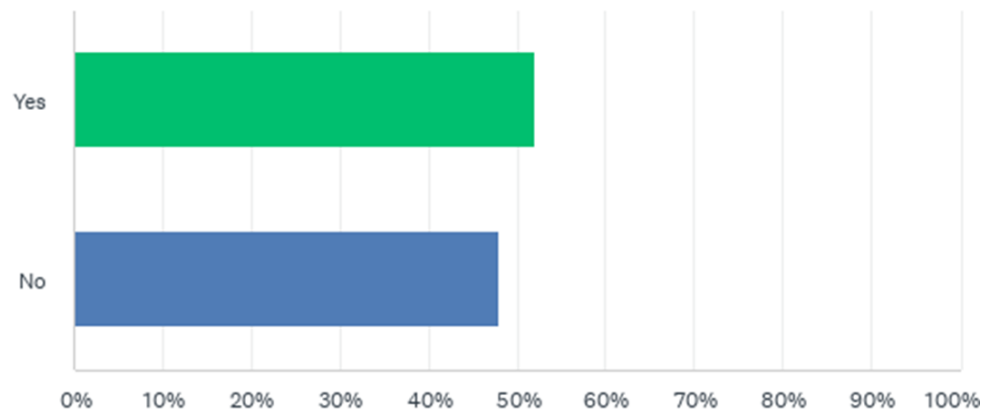
OPCIONES DE RESPUESTA	RESPUESTAS	
Yes	52.00%	13
No	48.00%	12
Total de encuestados: 25		

Chart 12: Conflict Management System

The above chart represents if there is conflict management in the companies where the surveyed are working, o resolving conflicts in a remote workplace environment, the 52% said yes and the rest 48% said no.

P14. What kind of workplace conflict management systems do you know?

None HR **Mediation** one management

Número de menciones

menos ▮▮▮▮▮▮▮▮ más

3   4

Chart 14: Word Cloud

The above chart represents the perception of the influence of culture on conflict.

I will briefly describe each of the interviewees, referring to their answers to question 14:

1. The survey said that knows Mediation. One 2 one meetings.

2. –

3. Management

4. Mediation

5. –

6. Mitigation

7. Mediation and negotiation

8. –

9. –

10. In my area, there are two approaches. The first is basically conducted 1 to 1 between parties. If no resolution is found, then this can be escalated to HR.

11. There is no conflict management system in my company.

12. –

13. Respondent skipped this question

14. –

15. Dialogue.

16. To Raise the complaint in the first place with the manager

17. Work with HR and management

18. Mediation with HR representatives

19. Grievance procedures

20. There is a confidential, independent person affiliated with the company with whom one can speak. There are also trade union representatives available.

21. Hr and staff member

22. –

23. Hr and staff member

24. Encourage users to voice concern early to minimise damage to relationships.

25. Negotiate so that both parties are satisfied with the solution to the conflict.

P15: Would you agree that Negotiation skills significantly influence how managers handle conflict situations?
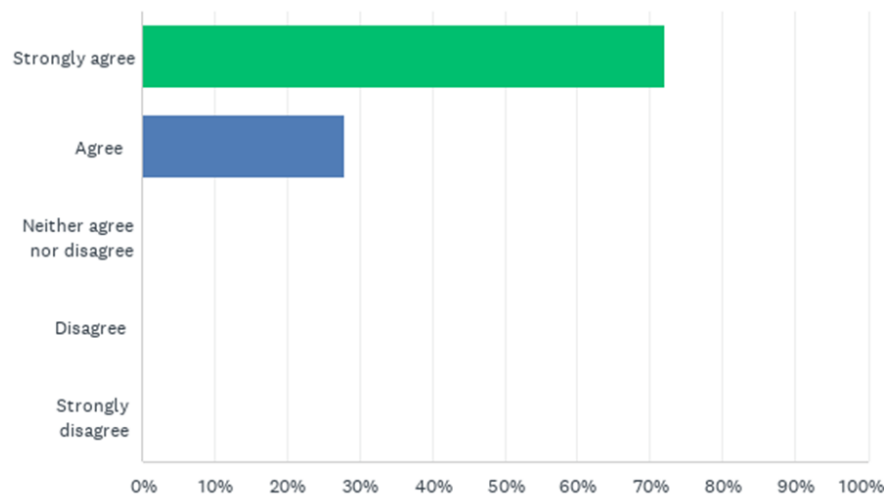
OPCIONES DE RESPUESTA	RESPUESTAS	
Strongly agree	72.00%	18
Agree	28.00%	7
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Total de encuestados: 25		

Chart 15: Negotiation Skills

The above chart represents the surveyed perception that if negotiation skills influence how managers handle a conflict situation in a remote workplace environment, 72% said they strongly agree, and the 28% Agreed.

P16. What do you think are the effects of Negotiation in conflict situations in the remote workplace?


Chart 16: Word Cloud

The above chart represents the perception of the influence of culture on conflict.

I will briefly describe each of the interviewees, referring to their answers to question 16:

1. It Can be difficult due to the remote working model. Lack of interaction can have a negative impact.
2. Resolve De problems
3. That there is another voice there
4. I think it is the same as the face-to-face work
5. –
6. Respondent skipped this question
7. Create an open dialogue
8. –
9. People with better negotiation skills can promote a better remote workplace
10. They help immensely to find positive outcomes.
11. Solve the conflict
12. Can be less intimidating

13. Respondent skipped this question

14. From my perspective, the effects are positive. In the situations where there is freedom to negotiate outcomes, if they are perceived as win-win, the results tend to be much better for the business! People like to feel like they have some controlovern things

15. Can help people with daily situations.

16. Very positive effects

17. It can be challenging given how you're not in the same location

18. –

19. Negative effects, more complex to resolve conflict when not meeting face to faregularly engagingularly with Coworkers

20. I think the same channels are available that were mentioned earlier.

21. Should be addressed promptly

22. Negotiation is a great tool to help finding a solution that will appease all members

23. Should be addressed promptly

24. Health workplace environment

25. Healthy environments helps you meet goals

P17: Organizations have adopted all five conflict management strategies: which do you think is most effective for managing conflict in a remote environment?
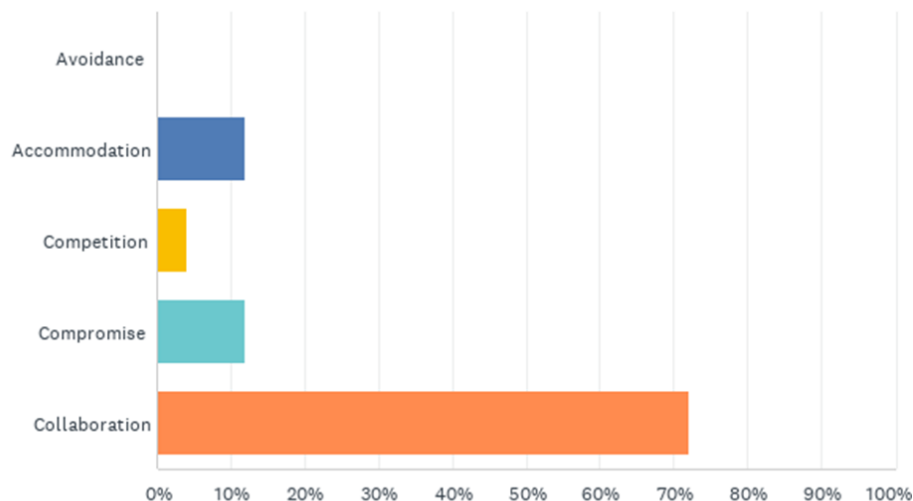
OPCIONES DE RESPUESTA	RESPUESTAS	
Avoidance	0.00%	0
Accommodation	12.00%	3
Competition	4.00%	1
Compromise	12.00%	3
Collaboration	72.00%	18
TOTAL		25

Chart 17: Conflict Management Strategies

The above chart represents the perception of the surveyed population about the most effective conflict management strategy to manage the conflict in a remote workplace environment. The 72% said collaboration, the 12% compromise and accommodation, although the 4% said competition.

P18. Mention three advantages that negotiation has provided you while using it to resolve a problem at work

negotiations communication Better used work colleagues explored
able

Número de menciones

menos ▦ más

3   6

Chart 18: Word Cloud

The above chart represents the perception of the influence of the culture on conflict.

I will briefly describe each of the interviewees, referring to their answers to question 18:

1.
- o   Both sides can express their opinions.
- o   Compromise is possible
- o   It canan help avoid any future problems or conflicts

2. Avoid problems

3. Talking

4. –

5. never used

6. –

7.
- o   Better communication
- o   Open dialogue
- o   Cultural awareness

8.

- o Flexible Schedules
- o Better communication
- o Access to the information

9.
- o Better workplace environment,
- o A collaborative approach, t
- o Teamwork to achieve common objectives

10.
- o Find positive outcomes.
- o Negotiation promotes collaboration amongst work colleagues or stakeholders.
- o Encourages discussion and communication between parties.

11. Resolve the problems and make connections with people.

12. Explore other options

Getting to know different personalities and learning to adapt to negotiation styles

13. –

14. Working remotely is a new means of working. At this point, until there are established working patterns, being able to compromise to help the team complete their tasks in a way they feel best can be explored. If it doesn't work, then other approaches must be explored.

15.
- o Build a good relationship.
- o Mutual respect.
- o Empathy

16. Maybe I didn't get all that I wanted

17. Listening and taking on board what others have said

18. –

19.
- o It gaveve me a voice
- o Resolved the situation
- o Awareness to others

20. Being able to speak to colleagues on the phone and discuss and resolve issues straight away, attend meetings remotely and have access to all information that allows me to work successfully.

21.

- o Engage staff

- o Review cause of conflict

- o Communication channels

22.

- o Understanding how to effectively use set language to influence

- o Listening

- o Being able to "close" during negotiations is used to resolve the problem

23.

- o Engage staff

- o Review cause of conflict

- o Communication channels

24.

- o Conflicts don't escalate

- o Health workplace environment

- o Achievement of goals

25.

- o achieve goals

- o empathiseze with my colleague

- o develop teamwork

4.3 Conclusion

The information displayed is a summary from the SurveyMonkey application, which allowed us to group data and presented it in graphs and tables. Although there were 25 surveys, this application allowed me to compare and analyse the data more efficiently.

Chapter 5 Data Analysis/Findings

We've noticed that most of our respondents are young adults. 36% of respondents work entirely from home in our survey, while 44% work in a hybrid model. The 48% of respondents are between the ages of 35 and 44, the 28% are between the ages of 25 and 34, and the 12 % are between the ages of 45 and 54.

Women made up 56 % of the population, while men made up 44 %. In terms of occupations, we estimate that 32 % work in the administrative field, 16 % in customer service, and 2% as a data analyst. IT Support, Recruitment, and Sales make up the remaining 8%, each with the same number of participants.

It's interesting to note that 28 % of people think conflict is beneficial, 16 % think it's harmful, and more than half think competition can be damaging and productive, with 56 % agreeing. According to 37.50 % of participants, conflicts of communication are the most common in their remote work environment. 16.67 % believe there are leadership conflicts, and 16.67 % believe there is a workstyle problem. All of them have negotiation experience, and according to our survey, 92 % agree that the goal of negotiation in a disagreement is collaboration and win-win. This point is exciting since it confirms our research question: based on their experience, the negotiation tool has been effective in resolving conflicts because 40% of people focus on the parties' interests, not on the conflicts or positions of the parties. The 36 % concentrate on options that satisfy both parties.

However, our proposal does not imply that negotiation is the best option for resolving conflicts, as others are equally significant and useful, such as mediation, arbitration, or conciliation. But, if our proposal is accepted, the negotiation will encourage the parties to resolve the problem without third-party intervention.

What is beneficial in a distant environment. A total of 52 % of the participants agreed with this statement. The influence of negotiation on the participants in a disagreement is positive in conflict resolution.

Another question I wanted to ask is whether our participants believe there is a link between organisational culture and labour conflict. Yes, according to 92 % of respondents. Likewise,

these individuals reflected on conflict management systems.

In the impact of culture on conflict, the participants mentioned several ideas, the most notable of which is the conflict management system. We all know that in today's globalised world, where companies from all over the world employ people from various countries and regions, remote jobs now have a greater diversity of cultures.

If the company has a conflict management system, it should establish a standing system that all employees should follow or support to settle any issues. Because culture, different ways of thinking, and background all impact how people see conflict, and everyone perceives it differently.

As a result, we asked if their organisations have a conflict management system, and 52 % said yes, while the other 48% said no. We now have access to their knowledge of conflict management systems they are familiar with, including mediation and negotiation. In response to question 16, mention that the effects seen are positive and directly impact a healthy workplace environment.

In response to Question 17, we confirm that the participant's perception of collaboration is the most effective conflict management strategy, with 72 % participation. While the highlighted benefits of negotiation, according to the results of the surveys, are the ability to solve problems, improve communication, and build good working relationships. And where the dispute may be resolved between the first parties via communication and dialogue.

Chapter 6 Discussion

6.1 Introduction

I had 25 respondents, of which 14 were women, and 11 were men. Adults. However, 48% were professionals between the ages of 35 and 44 who already have experience in the workplace.

Remote working, in general, remains prevalent after the Irish government passed a rule that employees could be allowed to apply to work from home, even if the job was allowed. We can see that of the people surveyed, 44% continue to mix the scheme of working from home and office, which prevails over remote dynamics. A focus was made on technology companies, where 32% of respondents who work remotely perform administrative activities. 16% is shared by Customer Support Services and Data Analyst workers, followed by recruiters and sales. Next, the information analysis will be presented, divided into seven topics. The answer to each of our objectives will be explained based on the results found in the investigation.

6.2 Conflict Classification Based on Survey Respondents' Experiences

It is interesting, as in question 5, where they explained, based on their experience, how they would classify a conflict, where they were given 3 options, As Constructive, As Destructive, and the third option was Both. 28% said that a conflict was Constructive, 16% said it was destructive, but 56% of those interviewed mentioned that they believe it can be both. Analysing this question and according to the author says, Ewan W Anderson, Conflict may be beneficial in that it can lead to natural negotiation or collaboration because of listening to various points of view. Conflict is damaging when matters are left unsolved, or there is coercion and domination by one group over another. For destructive disputes to be resolved, assistance workers must provide more constructive input.

Assertiveness and collaboration are two crucial elements that help workers analyse the situation. To what extent does each group exhibit each of these characteristics? Timing is important. Conflict usually progresses in phases, from recognising differences to hardening attitudes and, potentially, outright animosity. (Anderson, 2005)

Conflict usually progresses in phases, from recognising differences to hardening attitudes and, potentially, outright hatred. Assertiveness and collaboration are two crucial elements that

help workers analyse the situation. To what extent does each group exhibit each of these characteristics? Timing is important.

When a conflict arises, the people involved in it experience it as something negative. People feel uncomfortable when differences occur, and the balance between what is given and perceived, and the participating members prefer conflict resolution. Communication decreases and becomes insecure. Judgments are based on false perceptions on both sides. Likewise, it must be seen as something positive, as an opportunity to change the ideas, seeing the conflict as very productive since it leads to enormous implicit benefits. It is one of the biggest drivers of change. Make better decisions. Consolidate tensions and opposing directions into workable solutions. Because of the range of new points of view, it encourages alternative thinking and creativity. (Burton, 1969)

6.3 Types of Conflict in a Remote Workplace

As we have previously reviewed in our literature review, there is a classification of types of conflict within our research. The main problems that generate friction in a work environment from home, via remote, 37% of respondents mentioned that they had had communication problems. With this data, our research's first objective is to answer that it was detecting the main problem that generates conflict in a remote work environment.
In all professional sectors, communication is crucial. Communication in the workplace can be hard at times. Strategies must be mastered to ensure good contact. In the case of remote work, it is much more complex since sometimes it will have to be done in writing, via email or by message. Also, in the form of a video call. What sometimes makes non-verbal communication impossible. (Mark L. Knapp, 2002)

Communication is of great importance in conflicts and their management since it is a fundamental part of all stages of disagreement and the intervention of third parties unrelated to the problem, who participate as mediators and conciliators in search of a solution. Conclusion This is how many conflicts are caused by communication problems or lack thereof. Statistics show that communication deficiencies are the most frequent causes of dysfunctions

at the family and marital levels.

Likewise, serious situations arise in educational and business spheres since the parties usually do not know how to handle differences from the point of view of their interests. In general, communication problems underlie the intolerance and violence with which conflicts are faced in our midst. Knowledge of this component is critical because it may assist clarify the problem that leads to the competition. For example, if the conciliator determines that communication problems are the reason for the parties' disagreements, he will take specific and appropriate steps to restore communication. (Ellis, 2003)

El 25% said they have Task-based conflicts, and the 16.6% said that Leadership and Workstyles create conflict in their work team. We could define the concept of leadership as the ability to manage, influence, and guide the attitude of a group of people with a specific purpose. Terry Anderson and other leadership theorists advocate a new style of leadership, which they refer to as "transformative leadership," focused on empowering and recognising the value of all people.

For this type of leadership, organisations need to be less hierarchical. A transformative and effective leader guides people towards individual performance, thus achieving the best group results. Motivational leadership understands that the people in their organisation are the most valuable in achieving progress and are always willing to help their team and contribute to developing their full potential. (Anderson, 2008)

6.4 Negotiation in a Conflict

In this part of the investigation, we will address objective number 2 to investigate, where we evaluate the impact of Negotiation on a person who wants to resolve a conflict.

In question number 7, we found out that 92% of our interviewees think collaboration is their primary objective in Negotiation in a conflict. The Principled Negotiation Method, developed by Harvard University, proposes the possibility of deciding problems on their merits rather than deciding them through a haggling process centred on what each party says it will or will not do. This method has a problem-solving oriented approach, and its objective is that people

work collaboratively to solve it. In the case of mediation, it is conceptualised as a negotiation assisted by a third party. (Lewicki, 2016)

On the other hand, Roger Fisher, and William Ury, in their Book "Getting to yes," said that there are Integrative Negotiation Skills that can help people achieve successful negotiation. The 40% of the Surveyed answered that focusing on their interests is the skill that works, and they would apply it in a conflict resolution negotiation in their remote workplace. The 36% said work together to create options that will satisfy both parties, and the 32% said that separating the people from the problem helps to negotiate in the conflict.

A successful negotiation achieves when the parties sign a commitment that it will not subsequently be unknown or contested. The parties must make concessions, persuade each other, and communicate clearly and justify to reach a compromise in the negotiation process. One party negotiates only when his personal goals depend on the other party's cooperation. Others. This is how you deal because you can improve the situation currently.

A union negotiates to improve the working conditions of its members, a country negotiates to receive more favourable trade discounts from others, and a customer deals with a department store salesperson to get the lowest possible price for what interests you. In the negotiation process, a relationship of interdependence is produced between the parties' goals that depend on the success that the other has achieved. as pointed out by (Michael, 2002), "negotiation is a consensual process in which agreements occur when, and only when, the parties believe that all things considered, the deal they have achieved leaves them better off than they would be if they left the negotiating table."

The goals in a negotiation are not exclusive to one or the other party. The idea is the power to ensure that both parties achieve their goals, always considering that they must ask for something just. In this context, it becomes essential to understand the position of the counterpart and recognize what the counterpart's action would be if a goal is not reached. Agreement. This concept, called BATNA/MAAN (Best Alternative to a Negotiated Agreement or Best Alternative to a Negotiated Agreement), "describes what one would do if an agreement were not reached. It is not a trading floor." (Michael, 2002)

Highlights seven essential questions that every negotiator should keep in mind when negotiating, independent of the distributive or collaborative approach, and they are:

a) MAAN: What will the respective parties do if they do not reach an agreement?

b) Who are the proper parties to the negotiation?

c) What are their priorities and fundamental needs?

d) How can you create value and, at the same time, know who will get that value?

e) What obstacles could prevent an agreement, and how could these be overcome? Obstacles?

f) How can different parties influence the negotiation process and Your results?

g) What is the right thing to do? These questions should be asked by the mediator separately to each of the parties to develop an adequate negotiation plan.

With this, we reach the conclusion of our respondents; they are clear about what the use of negotiation in a conflict can help resolve, as well as the use of it.

6.5 The Voice in a Negotiation

The impact of the opinion(voice) of the employees who use the negotiation tool to resolve a conflict is powerful. 52% of our respondents agreed with the statement that "Negotiation offers employees more important decision-making than a third person can provide. Although there are other means of conflict resolution where third parties intervene, the objective of this research is to assert that if employees have the ability, knowledge, and tools necessary for themselves through negotiation, they can resolve conflicts and prevent them from escalating becoming more extensive. Here we are not questioning the operation of other types of conflict resolution; we assert that negotiation allows you to have a more significant impact as an employee when resolving conflict.

For this research, these data are essential; as we mentioned earlier, if 92% of those surveyed agree that negotiation in a conflict is collaboration, win-win. And half of our respondents, 52%, say that negotiation empowers the voice of employees so that they can resolve disputes does not lead to the term seen in our literature review, empowerment. Negotiation is a skill

that allows employees to have the tool to solve conflicts themselves; this gives the company the empowerment they need, which generates motivation and, at the same time, an advantage to the company since they can avoid more significant conflicts. They avoid escalating conflicts, which can be resolved on the front line.

Significantly this can help since in a remote job; there is a limitation of personal communication, which as a limitation can make it challenging to address conflicts and resolve them; however, as the author Roger Fisher and William Ury say, in their book "Getting to Yes," said there are integrative negotiation skills can help you achieve successful negotiation. 40% of those surveyed mention that focusing on interests and not on positions helps a successful negotiation and reach a solution to the conflict as well as 36% say that working together cooperatively is another approach that negotiation allows you to get a satisfactory answer. 32% mention that separating people from the conflict is vital to carry out a fair negotiation.

6.6 Corporate Culture in a Conflict

The objective of covering organisational culture was to analyse whether employees who work remotely from home have this concept detected to resolve conflicts at work.
In question 11 of the questionnaire, we asked if the respondents believed there was a relationship between organisational culture and labour conflict. And 92% confirmed that they did think it was related, as we saw in our literature review. We learned that the organisational culture is essential to generating a good work environment. How could this influence conflict resolution? And putting into practice the tool of negotiation.

This theoretical review is important for any organisation since you can understand the factors that influence conflicts and how they can be detected to find appropriate solutions and apply them. Their perceived needs and goals may conflict whenever two people, two groups, or two nations interact.
Many social problems arise as people seek to satisfy their interests. To avoid all these issues, rules must be set that govern how one's service behaves. Small social groups inside corporations or organisations enable individuals to feel accountable for one another, allowing

for more accessible communication and notably lowering distrust, transforming profits into more cooperative and productive outcomes for the company. (Rodríguez, 2013)

Respondents mentioned several factors that culture influences conflict. It was interesting to know this information because regardless of the profiles of the respondents, most reported that the primary influence of culture in a conflict is its understanding. In other words, culture can affect each person's perception regarding the circumstances that can generate a conflict. While the organisation's goal is the same, each group inside the organisation has a different impression of the destination; it's even possible that each group has a different concept of its purpose and mission, as we noted in our literature study.

As a result, your perception of the group's mission and relevance within the organisation will be skewed. We understand this as the company's responsibility to align its personnel within an organisational culture that allows for unity while recognising cultural diversity. As a result, the entire staff will be aligned with the company's goals. This helps avoid disputes, or if they do occur, the information gained allows individuals to settle them on their own with a support guide.

6.7 Conflict Management System

In question 13, the objective was to investigate if, within the companies that our respondents worked, there was a Conflict Management System to know if the companies for which they worked have detected any Conflict Resolution Support System. However, only 52% of those surveyed mentioned yes, and the rest, 48%, said no. which tells us that there is still a need for more knowledge of this subject within the industry.

I wanted to know if they were even aware of a system within question 14, regardless of whether they did not have a conflict management system. The most popular responses were Negotiation, Mediation, Dialogue, and one-to-one meetings. Dispute resolution methods, such as rights-based grievance procedures, are used by many medium and large corporations, unions, and government bodies. Review boards and arbitration are examples of such mechanisms. Some companies are even starting to see the advantages of interest-based

interventions like mediation.

Unfortunately, these techniques are only used when a conflict has become out of hand. Furthermore, they seldom prepare businesses to deal directly with the day-to-day interpersonal issues that generate so many workplace disturbances. The key to reducing the cost of workplace conflicts is to address them early in their life cycle before they escalate beyond the organisation's ability to intervene successfully. (Pruitt, 1993)

In communication, the parties in conflict present various ways to resolve their differences. It will be making suggestions and facilitating negotiation. For example, when an employee and his employer disagree, they can negotiate with each other or ask a third person to mediate in the middle of the conflict. If neither of these methods yields an agreement, they can resort to arbitration by referring their disagreements to someone who will arbitrate.

Within the firm negotiation, the other party's expectations are reduced, making it willing to reach an agreement for less. Still, the latter two imply an additional cost and time to resolve. As (Zartman, 2007) says, in cooperative negotiating systems, the basic principle that supports conflict of interest resolution procedures is that the parties must resolve disputes between them through negotiation, keeping the possibility of threatening or, if necessary, exercising labour action. In the case of failed discussions, third parties should be available to help the parties reach a mutually acceptable settlement to the issue. However, in certain institutions, the threat of a strike serves as a preliminary to bargaining. Collective bargaining is considered the initial instance of dispute resolution in these systems and is used before resorting to other approaches.

6.8 Advantages of Negotiation in a Conflict

Within question 15, we explored deeper into the perceptions that our respondents had regarding the influence that the negotiating tool has in managing conflict situations. We confirmed this perception with question 16, which allowed respondents to share their perspectives. We had different points of view, but in the end, we grouped it into three positive effects:

- **Healthy workplace environment:** many people mentioned that resolving conflicts in a negotiated manner helps to settle them with a win-win situation and, as a result, creates a healthy work atmosphere. Problems are fixed in the first instance and do not escalate or become more extensive.

- **Collaboration to achieve objectives:** Resolving the disagreement helps employees work with clarity and seek mutual benefit. At this point, we can say that interest-based negotiation can be used based on the characteristics mentioned in the surveys. This type of negotiation is distinguished by the fact that the primary goal is to discover the fundamental interests of the participants so that these interests can become the goal to pursue. The parties are involved in a collaborative effort to address the needs of each other and so satisfy mutual interests.

- **Better communication.**

We're moving forward, and we're no longer satisfied with communicating virtually. Companies and professionals are reaching agreements with national and international clients. As a result, we must broaden our knowledge and employ all the technology tools to get long-term virtual collaborative contracts.

We're talking about reaching virtual "win-win" agreements that benefit all parties involved. Achieving virtual proximity to our customers now, more than ever, aids in the consolidation of our relationships. All platforms enable us to communicate with various functions and include emotional elements into our business, ensuring that we connect with our customers and virtually demonstrate our abilities to them. In a virtual meeting, dynamism prevails, exchanging verbal or written information through a presentation.

The interaction between negotiators becomes more relevant than it could have in a face-to-face interview. Less time is given to the preliminaries, and there tends to be more to the point. On the other hand, since maintaining attention in front of a screen is much more tiring -and boring- than doing it face to face, virtual negotiators will not be willing to uselessly prolong the online connection as they would in a face-to-face meeting. If there is no dynamism in the

audio-visual medium, you stop paying attention. (Gibson, 1992)

6.8.1   Negotiation Online

Some companies have clear conflict resolution strategies to promote to their employees to create a healthy work environment. However, our goal with question 17 was to discuss the topic to learn about the workers' attitudes toward conflict resolution. We refer to conflict management strategies such as avoidance, accommodation, competitiveness, compromise, and collaboration. Collaboration emerged as the most preferred, with a 72 % acceptance rate—the following Accommodation and Compromised with 12 % each.

As I said in our literature study, there is a conflict model on which I conducted my research; for more than 30 years, the Thomas-Kilmann Conflict Mode Instrument (TKI) has been used successfully to help individuals in a variety of situations understand how different conflict styles impact personal and group dynamics. The TKI assesses five "conflict-handling strategies," or approaches to conflict resolution: competing, cooperating, compromising, avoiding, and accommodating. These five modes may be classified into two categories: assertiveness and cooperativeness.

The amount to which one seeks to fulfil their demands is referred to as assertiveness, and the duration during which one strives to meet the needs of others is referred to as cooperativeness. Competing is assertive and does not cooperate, whereas accommodating is cooperative and does not compete. Collaborating is aggressive and collaborative, whereas avoiding is neither strong nor cooperative. (Thomas, 2008)

Our surveys must have a high level of acceptance for the topic of collaboration because collaboration is essential for reaching an agreement. The author Roger Fisher believes that principle-based negotiation is a method that is founded on position-based negotiation and the appropriate application of principles or arguments for negotiation. Despite its broad scope, this method is constrained by its fundamentals.

As we discussed in question 8, there are fundamental elements of negotiation, according to author Roger Fisher, which is: Separate the people involved in the problem, focusing on their interests rather than their positions, generate a variety of options before reaching an agreement, and ensure that the negotiation outcomes are founded on objective criteria. A

good result would strengthen the working relationship rather than harm or damage it. (Fisher, 1997)

Within question 18, the main benefits that respondents have seen in resolving a disagreement at work have been: more excellent communication, a better workplace environment, teamwork, fixing difficulties, and conflicts not increasing.

In summary, support the resolution of conflicts in the first instance without the need for escalation. This has several advantages, one of which is maintaining a healthy work environment.

There are two types of online Negotiation styles: extrovert and inductive.

• The Extrovert: is distinguished by the fact that he always has the last word, is an unstoppable source of ideas, enjoys generating debate and polemic, finds it difficult to change his mind, and adopts aggressive postures, which causes him to be critical of others.

• The Inductive Style: seeks to make the other party feel comfortable, induces the other to speak and express their views, and can develop, focus, and integrate ideas. Recognises and praises the contributions of others. Avoid being offensive, listen carefully, and seek reconciliation; his goal is to maintain the relationship.

The ideal situation is to manage both styles and use them to our advantage and disadvantage. It depends on the industry, but it is more common to find inductive negotiators; in many cases, negotiations establish long-term relationships, and the extrovert style causes damage to human relationships, which does not benefit them. (Davison, 2003)

It's also vital to remember that there are two critical components in almost all negotiations: the company's or organisation's interests and the people involved in the talks.

6.8.2   Tips for Online Negotiation

1. Being punctual

2. Zoom is a helpful tool that aids in the production of high-quality audio and video.

3. Take care of the lighting and the spaces where you work; working from home is a great convenience, but when we talk about a dispute, we need to be severe and more if we want to settle it.

4. Take care of nonverbal language. While speaking in front of a camera is a convenient way for many people to express themselves, we must always be mindful of our nonverbal language.

5. Having clear objectives.

6. If you need help from a third party, this environment allows you to join the conversation at any time.

7. Having the necessary digital documentation readily hand.

8. One crucial and optional option is recording. This can be beneficial in some situations. Or just to review the points agreed upon after the meeting.

Conclusion

The goal of highlighting the negotiation tool in this investigation is to highlight its benefits in the first instance as a conflict resolution tool. The proposal did not demonstrate that negotiation is the best solution because each device learned in the course is an alternative solution that can be used in specific cases.

Workplace relationships marked by physical separation and new technologies are gaining prominence in an increasingly interconnected world. Without a doubt, the media at our disposal will impact the quality of communication, our ability to build a fluid and mutually trusting relationship, and, consequently, the outcome of having a healthy relationship that helps us achieve our goals. The most common conflicts among remote employees are investigated, and it is concluded that communication is the primary source of employee conflict. Considering our overall goal, I believe we can end that negotiation is exceptionally beneficial in resolving disputes; nevertheless, we must be clear about which position and style should be used. Above all, the steps that must be taken.

On the one hand, you won't find any delicate conflicts in this instance, such as bullying or harassment. The problem that was encountered limited communication.

Another goal concerning knowledge and the use of conflict management systems is to discover no awareness of existence among workers, except in human resources. Finally, I believe that the word negotiation is known by 100 per cent of those polled. Using their experience, they understand that resolving problems when there is collaboration and the goal of mutual gain is a beneficial strategy for achieving mutual goals.

Reflection

This study aimed to determine how workers perceived a negotiation strategy using a remote mode of communication from home to aid in the resolution of workplace conflicts. At the start of the investigation, I believed that I would be able to find people with negotiation experience who would know precisely what dispute resolution strategies are available. However, while all of our participants have negotiation experience, when we asked them questions about the survey, a few were unsure whether they knew what they were talking about, based on their profiles and expertise.

Most of our participants say their companies have conflict management systems, whereas the other half say they don't. This causes me to reflect that we know and understand the tools we need to resolve a disagreement, yet we may not be aware of everything. I would have liked a little more time to restructure my goals and invest more in my businesses.

As a reflection, I'd want to highlight these points because, while I'm pleased with the investigation, I believe it's a significant step forward for future studies on a topic that is new to everyone, even though remote work was available. Now is the time for businesses to restructure their processes to assist their employees working in this new model. Maybe the way they communicate with their employees isn't the best, or they don't have dispute resolution systems.

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Annexes

An Analysis of How the Negotiation Can Help Conflict Resolution in a Remote Workplace Environment
This research has an academic purpose only. Research Study on Perspective.

The objective is to analyse how negotiation can help resolve conflicts in a remote work environment. Employees must find solutions to disputes with their collaborators without being present from home through their computers.

In this project, your participation is entirely voluntary and anonymous. There is no direct benefit from answering this questionnaire, but your participation will be meaningful in the development and further understanding topic.

The results of this study will be used for scholarly purposes only and will share with academic staff at Independent College Dublin. The survey will not contain information that will personally identify you. All data is stored in password-protected electronic format.

You have READ and AGREED with the above information. You agree to participate in this research VOLUNTARILY. Proceeding with the questionnaire, you are automatically expressing that:

Question Title
1. What kind of job do you have?
- ☐ Remote
- ☐ Hybrid
- ☐ Other

Question Title
2. What is your age?
- ○ 18 to 24
- ○ 25 to 34
- ○ 35 to 44
- ○ 45 to 54
- ○ 55 to 64
- ○ 65 to 74

○ 75 or older

Question Title

3. What is your gender?

☐ Female

☐ Male

☐ Other

Question Title

4. Can you tell me what your profession is?

[text input box]

Question Title

5. In your experience, How would you classify Conflict?

☐ As Constructive

☐ As Destructive

☐ Both

Question Title

6. Mark the conflict that have you had in your work environment working remotely?

○ Task-based conflicts

○ Leadership Conflicts

○ Workstyle Conflicts

○ Discrimination

○ Arrestment

○ Communication Conflicts

○ Other (please specify)

[text input box]

Question Title

7. Can you tell me the objective of a conflict negotiation for you?

○ Competing until I get my objective

○ Accommodating the other party's needs

○ Avoiding the other party's needs and prioritising my own needs

○ Collaborative, win to win.

Question Title

8. Roger Fisher and William Ury, in their book "Getting to Yes," said that there are integrative negotiation skills can help you achieve successful negotiation. In your experience, which do you think you can apply in a conflict resolution negotiation in a remote work environment?

☐ Separate the people from the problem

☐ Focus on interests, not positions

☐ Work together to create options that will satisfy both parties

☐ Negotiate successfully with more powerful people, refuse to play by the rules, or resort to "dirty tricks."

☐ All of the above

Question Title
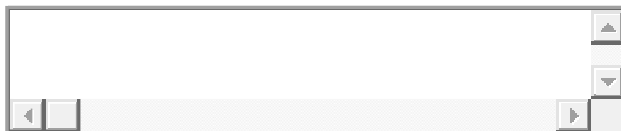
9. Do you believe that negotiating offers the employee greater "voice" than a third-party intervention?

Like mediation, arbitration and conciliation?

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

Question Title

10. What impact do you believe a person's Negotiation attitude has in a conflict?

Question Title

11. Do you believe there is a link between corporate culture and labour conflict?

☐ Yes

☐ No

Question Title

12. What is your take on the influence of culture on Conflict?

Question Title

13. Do you have a conflict management system in your company to resolve Conflict?

☐ Yes

☐ No

Question Title

14. What kind of workplace conflict management systems do you know?

```
[                    ▲]
[                     ]
[                    ▼]
[◄    ►              ]
```

Question Title

15. Would you agree that Negotiations skills significantly influence how managers handle conflict situations?

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

Question Title

16. What do you think are the effects of Negotiation in conflict situations in the remote workplace?

```
[                    ▲]
[                    ▼]
[◄    ►              ]
```
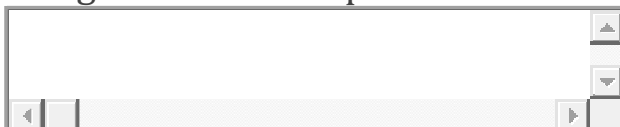
Question Title

17. Organizations have adopted all five conflict management strategies: which do you think is most effective for managing conflict in a remote environment?

○ Avoidance

○ Accommodation

○ Competition

○ Compromise

○ Collaboration

Question Title

18. Mention three advantages that negotiation has provided you while using it to resolve a problem at work.

```
[                    ▲]
[                    ▼]
[◄    ►              ]
```

Annexes 2 AEA Form A

Form A: Application for Ethical Approval

Undergraduate/Taught Postgraduate Research

This form should be submitted to the module leader for the relevant initial proposal and/or the relevant supervisor is the proposal has already been accepted.

Please save this file as *STUDENT NUMBER_AEA_FormA.docx*

Title of Project	"Negotiation, as an alternative to help conflict resolution in a remote work environment with employees who work from home in Dublin"
Name of Learner	Cintia Mariela Rene Avalos Zamudio
Student Number	51713543
Name of Supervisor/Tutor	Rachel Harding

Check the relevant boxes. All questions must be answered before submitting to the relevant lecturer / supervisor. Note: only one box per row should be selected.

Item	Question	Yes	No	NA
1	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☒	☐	
2	Will you tell participants that their participation is voluntary?	☒	☐	
3	Will you obtain written consent for participation (through a signed or 'ticked' consent form)?	☐	☒	
4	If the research is observational, will you ask participants for their consent to being observed.	☐	☐	☒
5	Will you tell participants that they may withdraw from the research at any time and for any reason?	☐	☐	
6	Will you give participants the option of not answering any question they do not want to answer?	☒	☐	☐
7	Will you ensure that participant data will be treated with full confidentiality and anonymity and, if published, will not be identifiable as any individual or group?	☒	☐	
8	Will you debrief participants at the end of their participation (i.e., give them a brief explanation of the study)?	☒	☐	
9	If your study involves people between 16 and 18 years, will you ensure that passive consent is obtained from parents/guardians, with active consent obtained from both the child and their school/organisation?	☐	☐	☒
10	If your study involves people less than 16 years, will you ensure that active consent is obtained from parents/guardians and that a parent/guardian or their nominee (such as a teacher) will be present throughout the data collection period?	☐	☐	☒
11	If your study requires evaluation by an ethics committee/board at an external agency, will you wait until you have approval from both the Independent College Dublin and the external ethics committee before starting data collection.	☐	☐	☒

Item	Question	Yes	No	NA
12	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.) will you inform participants in writing that their grades and/or evaluation will be in no way affected by their participation (or lack thereof) in your research?	☐	☐	☒
13	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.), does your study involve asking participants about their academic or professional achievements, motivations, abilities or philosophies? (please note that this does not apply to QA1 or QA3 forms, or questionnaires limited to market research, that do not require ethical approval from the IREC)	☐	☐	☒
14	Will your project involve deliberately misleading participants in any way?	☐	☐	
15	Is there any realistic risk of any participants experiencing either physical or psychological distress or discomfort?	☐	☒	
16	Does your project involve work with animals?	☐	☒	
17	Do you plan to give individual feedback to participants regarding their scores on any task or scale?	☐	☒	☐
18	Does your study examine any sensitive topics (such as, but not limited to, religion, sexuality, alcohol, crime, drugs, mental health, physical health, etc.)	☐	☒	
19	Is your study designed to change the mental state of participants in any negative way (such as inducing aggression, frustration, etc?)	☐	☒	
20	Does your study involve an external agency (e.g. for recruitment)?	☐	☒	
21	Do your participants fall into any of the following special groups? (except where one or more individuals with such characteristics may naturally occur within a general population, such as a sample of students)	☐	☒	
		☐	☐	
		☐	☐	
		☐	☐	
		☐	☐	

If you have ticked any of the shaded boxes above, you should consult with your module leader / supervisor immediately. **You will need to fill in Form B Ethical Approval** and submit it to the Research & Ethics Committee **instead** of this form.

There is an obligation on the researcher to bring to the attention of the Research & Ethics Committee any issues with ethical implications not clearly covered by the above checklist.

I consider that this project has **no** significant ethical implications to be brought before the relevant Research & Ethics Committee. I have read and understood the specific guidelines for completion of Ethics Application Forms. I am familiar with the codes of professional ethics relevant to my discipline (and have discussed them with my supervisor).	☒

Name of Learner	Cintia Mariela Rene Avalos Zamudio
Student Number	51713543
Date	20 May 2022

I have discussed this project with the learner in question, and I agree that it has no significant ethical implications to be brought before the Research & Ethics Committee.	☐

Name of Supervisor/Lecturer	Rachel Harding
Date	20 May 2022