



## Trading Style Assessment for the Resolution of a Conflict

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**Abstract:** Through this research, the importance of negotiation for the resolution of a conflict will be evaluated, for this, a sample of fifteen authors will be used and negotiation, conflict and conciliation will be weighted from their point of view, in such a way as to achieve a good conciliation. To carry out this research, the Kilmann conflict resolution questionnaire was used. The results obtained are that the negotiation style with the highest score is that of commitment, this makes people be equanimous in a negotiation and use an intermediary position in order to obtain a good result.

**Keywords:** Evaluation, Negotiation, Conflict, Conciliation.

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## INTRODUCTION

Negotiation for the elimination or reduction of conflicts, but above all for the achievement of agreements, for the benefit of those involved. Although considered globally, the bargaining situations were identical, the decreasing sequences led to worse bargaining results. Negotiation has been defined as a communication process designed to reach an agreement between two or more parties, those who maintain some interests that are shared and others that are in conflict or simply differ.

According to Gómez *et al.* (2008) The objective of all negotiations is to reach an agreement through a process that involves assignments and counterparties. A standard negotiation usually follows a more or less standardized structure shared by the entire negotiated process that can be

expressed, initially, in three phases: Preparation, Development and Closing.

Conflict management involves organizing and harmonizing differences in goals, interests, and opinions, trying to create an environment where those differences are expressed constructively and a solution is reached where all parties, groups or individuals, win. Conciliation and mediation, as alternative dispute resolution mechanisms, incorporate the idea of interdisciplinarity as the new trend national and international in the search for non-violent solutions that are peace builders. Conciliation as a conflict resolution mechanism is a tool that has not been exercised with great force by justice operators, legal professionals and society in general.

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The present study was developed under the scientific method, information was obtained from primary sources, which were reliable. A validated questionnaire was applied to a sample, to the workers of the company. Documentary research was carried out to have a greater knowledge of the subject, they were searched from reliable sources such as: Redalyc, Latindex, Google Academic, etc. As well as statistics, for the registration, tabulation and analysis of the information.

Cellich (1998) Communication is one of the key factors for the success of international trade negotiations. Therefore, for a negotiation to take place, two requirements must be met; that there is a clear conflict of interest between the parties and that it is necessary to reach an agreement (Sabra, 1999). Guillen and Guil (2000), there are various studies that show the existence of different styles of facing, controlling or manipulating the conflict. Adam (2005) a good negotiation would tell us if the company was able to generate value or not in relation to the value that was expected of itself. Barroso (2009) to negotiate is to dialogue to reach an agreement, which coincides with Barroso (2007).

Of the many desirable qualities in a negotiator, the following can be cited (Barroso, 2007; Malaret, 2007):

- 1) Anticipators and prospects. They are those who can make advance diagnoses of future scenarios, events and their impacts on their organizations.
- 2) Strategic. Those that indicate the desired position or positioning.
- 3) Creative. Those that do not apply traditional recipes or do not induce new problems to be solved with old procedures. They try new alternatives and that they are innovative, that is, they can land their creativity in useful actions.
- 4) Entrepreneurs. They should try to be protagonists in the changes and try to make things happen, instead of waiting for them to happen.
- 5) Possessors of a flexible and winning culture. They must be committed to efficiency and be flexible, patient, and skilled as strategists.
- 6) They have high self-esteem. They value themselves and also the other members of their team, as well as their opponents.
- 7) Enthusiastic. The negotiator is required to continue developing despite failures, maintaining good spirits and infecting his work team with this positive attitude.

Padilla, Cantillo and Pedraza (2013) social entrepreneur is a key piece at the peak of negotiations, for his social leadership capacity and for his vision and creativity in organizational contexts. Cano and Baena (2015) ICTs are essential

to carry out international negotiation processes, and as the level of importance and frequency of use of these technologies increases; better results are perceived in terms of efficiency and effectiveness.

De la Garza, Zavala and López (2017). The competencies to run a business of the small business entrepreneur, their negotiation skills and their intercultural competence in relation to business results. Arredondo and Pantoja (2019) Concluding that international negotiations involve a complex preparation process and a deep analysis to be successful.

López, De la Garza and Berbena (2020) According to the research findings, it is shown that strategic leadership and negotiation strategy positively and significantly influence the perception of organizational prestige and status. Gunther, L. E., and Villatore (2021) This duty of information on the part of the company and the right to information on the part of the employees, during collective bargaining, should be better explained.

Luna (2021) The results of the study indicate a significant association between the time that students spend in negotiation training programs and their performance. The level of training should be controlled when conducting experiments during trading courses. Moreira and Mendoza (2021). Digital tools in the international negotiation process have caused important changes at the negotiation table, making the contractual relationship more agile and efficient.

## **DEVELOPING**

### **Participants**

The sample consisted of 45 people, all of whom ranged in age from 25 to 50, with a completed bachelor's degree.

## **RESEARCH METHOD**

A descriptive investigation was used, since it will be carried out by describing, in all its main components, a reality (Guevara, Verdesoto and Castro, 2020). The instrument to be used was through surveys. For it was carried out online, as the author Pérez (2021) comments, the online questionnaire is an easy-to-reach instrument, since it is through a digital medium.

### **Instrument**

In the reliability analysis of the Questionnaire Questionnaire, it was developed by Kilmann, which is composed of 30 questions, which evaluate 5 dimensions related to resolution: competition, collaboration, commitment, avoidance and accommodation. The reliability of the instrument is 0.93, as Cascaes (2015) mentions, it is

a very high value, which makes it a high score, but above all reliable.

**Process**

To carry out this research, it was essential to first have knowledge of the relationship between negotiation, conflict and conciliation, therefore, a literature review was used, where reliable databases were used, such as: Redalyc, Latindex, Google Academic, etc. Fifteen authors were investigated to have clearer information on these three concepts. Afterwards, the instrument was built in a virtual way, for this, the google forms tool was used. Then the SPSS version 22 software was used for data analysis.

**ANALYSIS OF RESULTS**

Table 1 represents the value of the reliability of the study. A reliable result was obtained, since the value of the Cronbach's Alpha parameter gave 0.815, according to Oviedo and Arias (2005) a value above 0.80, it is a reliable score for an investigation.

**Table-1: Reliability analysis**

Alfa de Cronbach	N de elementos
0.815	27

Source: self made.

Regarding the conflict resolution styles, the results of Table 2 show that the accommodation style is found that 35.5% of people use a low result, 50.4% use a medium score and only 14.1% have a high preference in the accommodative use. For the collaboration style, 7.8% people use a low result, 67.3% use a medium score and only 24.9% have a high preference in collaborative use. For the competition style, 8.4% people use a low result, 61.4% use a medium score and only 30.2% have a high preference in competitive use. For the commitment style, 5.2% of people use a low result, 64.5% use a medium score and only 30.3% have a high preference in the use of commitment. For the avoidance style, 4.3% of people use a low result, 68.9% use a medium score and only 26.8% have a high preference for avoidance use.

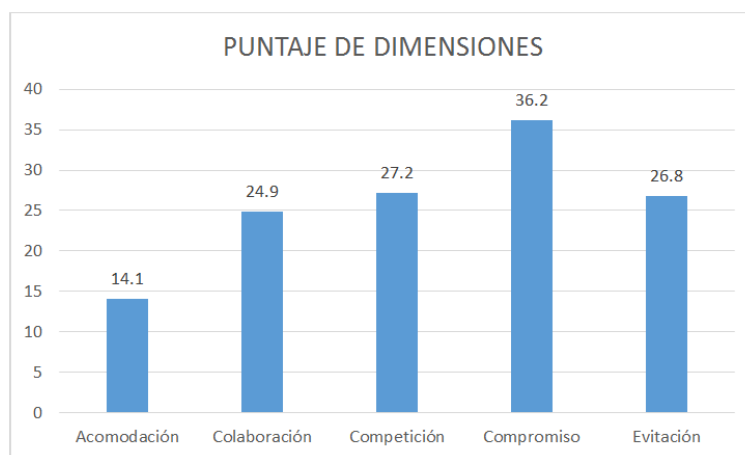
**Table-2: Analysis of the results of the styles**

VARIABLE	DIMENSIONES				
Grupo	Acomodación	Colaboración	Competición	Compromiso	Evitación
Bajo	35.5	7.8	8.4	5.2	4.3
Medio	50.4	67.3	64.4	58.6	68.9
Alto	14.1	24.9	27.2	36.2	26.8

Source: self made.

Finally, given the results of table 2, observing the high variable, people tend to have a commitment style, which shows that people are looking for a mutually acceptable solution that only

partially satisfies both parties (see graph 1 ). This result coincides with what is stipulated by Van de Vliert and Hordijk (1989), Bazerman and Lewicki (1983).



Graph-1: Results of dimensions.

**CONCLUSION**

People resort to the commitment style, which, according to Kilmann (1974) is characterized is the intermediate field between assertiveness and cooperation. When an agreement is being reached,

the goal is to find a timely and mutually acceptable solution that partially satisfies both parties.

Repeated negotiations allow negotiators to develop economic transactions with each other and

also create lasting personal relationships. The reason for negotiating is based on the idea of producing a better result than is possible without the act of negotiating. Conflict can also serve to improve and strengthen interpersonal relationships in cases where the differences and needs of each of those involved in the conflict are discussed, listened to and harmonized. The conciliation extracts, even temporarily, from the litigious area the resolution of the conflicts.

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