

**NEGOTIATION STYLES
OF SRI LANKAN PROJECT MANAGERS
IN DEALING WITH CLIENT AND CONSULTANT
ORGANIZATIONS**

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Dissertation submitted in partial fulfillment of the requirement for the
Master of Science in Construction Law and Dispute Resolution

Department of Building Economics

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DECLARATION

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ABSTRACT

The nature of construction industry contributes to the germination and manifestation of construction disputes. Negotiation is often the first attempt in getting dispute resolved. Inefficient negotiation discourages early settlement and contracting environment becomes adversarial, thus rendering the use of expensive arbitration or litigation. One of the reasons for such inefficiency is due to the lack of understanding of the styles adopted during their own negotiation processes.

This study aims at identifying mostly used negotiation styles by Sri Lankan project managers during construction stage of projects. Changes of relative usages of negotiation styles when dealing with Client and Consultant organisations were also studied. Rahim Organisational Conflict Inventory – II was used to measure the negotiation styles of project managers. Statistical analysis techniques were used to identify significantly changed negotiation styles.

The study revealed that Integrating style is the most preferred negotiation style when dealing with both Client and Consultant organizations by the Sri Lankan project managers during the construction stage of projects. The usage of Obliging style by project managers showed a statistically significant reduction when dealing with Client than Consultant organizations, while the Integrating style showed a substantial increase though it was not statistically significant at 5% significance level. Client and Consultant organisations were suggested to use Integrating negotiation style when entering to negotiation since there is a high possibility to resolve conflict through negotiation when both parties use Integrating style.

Keywords: Client, Consultant, Negotiation styles, Project managers, Sri Lankan construction industry.

Dedication.....

***This dissertation is
Lovingly dedicated to
My beloved
Daughters & Wife***



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***For their
Love and Support***

ACKNOWLEDGEMENT

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LIST OF ABBREVIATIONS

Abbreviation	Description
CI	Confidence Interval
CIDA	Construction Industry Development Authority
d.f.	Degree of Freedom
ROCI - II	Rahim Organisational Conflict Inventory – II
SPSS	Statistical Package for Social Sciences



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CHAPTER 1

INTRODUCTION

1.1. Background

The construction industry is perceived to be adversarial in attitude (Jones,1994) and today's construction projects are becoming more complex and more capital intensive (Idawu, Ogunbiyi and Hungbo, 2015). This can be attributed to the fact that construction projects require the coordinated effort of a temporary assembled project team comprised of professionals of different disciplines. However, project team members may pursue their own goals and needs, and maximise their own benefits (Newcombe, 1996). In addition, the inclusion of special conditions in contract, changes in construction plans and specifications, and the resulting contradictory and erroneous information in the mass of documents all contribute to the germination and manifestations of construction disputes (Yie, Cheung and Lok, 2015). The dispute, once crystallised, requires resolution (Brown and Marriott, 1999). In order to prevent aggravation of the negative impacts on project performance, it is important to manage the dispute proactively and aim for early settlement. Although there are a number of possible resolution methods, the dispute is always negotiated first before other methods are considered (Cheung, Yiu, and Yeung ,2006). In fact, negotiation is the most cost efficient method to resolve construction disputes as it is informal, speedy, and noncomplex in nature. It is a skill essential to all construction professionals, in particular those at managerial positions (Cheung et al. 2006).

Carnevale and Pruitt (1992) in an attempt to summarize the researches in negotiation identified three main traditions in negotiation studies. The first consist of books of advice to international and industrial negotiators (Lewicki and Littere 1985; Murnighan 1991). The second tradition has involved the use of mathematical models, assuming rational negotiation and mediation, by economists and game theorist. The third tradition emphasized empirical studies in both laboratory and field setting (Douglas 1962; Stevan 1963; Walton and McKersie 1965). The majority of these negotiation studies investigated the effects of personality characteristics on negotiating

behaviours (Mintu-Wimsatt and Calantone 1996; Shell 2001). These studies have been invaluable in developing instruments to study negotiating behaviour. Moreover, application to construction dispute negotiation is less apparent (Cheung et al, 2006).

Negotiation styles are often framed by their conflict management styles. Follet (1940) found three main ways to handle conflict: domination, compromise, integration as well as secondary ways: avoidance, and suppression. Blake and Mouton (1964) was the first to present a grid for the classification of interpersonal conflict handling styles. They classified the styles of handling conflict along two dimensions related to the attitudes of the manager: concern for production and concern for people. Thomas (1976) reinterpreted this scheme and took into account the intentions of the party (cooperativeness and assertiveness). Similar to the approach of Blake and Mouton (1964), Rahim and Bonoma (1979) differentiated the styles of handling interpersonal conflict by two basic dimensions: concern for self and concern for others. This refined model consists of five conflict handling styles: integrating, obliging, compromising, dominating, and avoiding. This model is called Dual Concern Model of the styles handling interpersonal conflict (Rahim, 1992).



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Rahim (2001) suggested that one conflict handling style (negotiation style) may be more appropriate than another style depending upon the situation. Appropriate negotiation styles in construction stage of a contract is a large researchable area for academics and as well as for practitioners. This study focuses on investigating the negotiation styles of project managers in Sri Lanka, in dealing Client and Consultant organisations, during the construction stage of projects.

1.2. Problem Statement

Inefficient negotiation discourages early settlement and contracting environment becomes adversarial, such situations leads to use of expensive arbitration or litigation (Zack 1994). One of the reasons for such inefficiency is due to the lack of understanding of the styles adopted during their own negotiation processes (Cheung et al. 2006). Yie et.al. (2015) suggested that main causes for construction dispute

negotiation failure are inadequate preparation, inappropriate behaviour, and contract governance.

There are number of researches carried out on above models in Western countries. However, literature on negotiation styles in Sri Lankan context is very rare specially in construction sector. Understanding of the habitual negotiation styles of a party helps the other party to enter the negotiations successfully. A research on negotiation styles of Sri Lankan construction industry would have some academic value as well as a practical value. Therefore, this research is to investigate negotiation styles of Sri Lankan project managers in dealing with Client and Consultant organisations during the construction stage of projects, with a view to increase the understanding on negotiations carried out in Sri Lankan context.

1.3. Aim of the Study

The aim of this study is to investigate the negotiation styles of Sri Lankan project managers in dealing with client and consultant organisations during construction stage of projects.



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1.4. Objectives of the Study

Fulfilling of above research aim is done by achieving three research objectives listed below;

1. To identify different negotiation styles used in negotiations
2. To identify mostly used negotiation styles by Sri Lankan project managers
3. To investigate any changes in negotiation styles when dealing with Client and Consultant organisations.

1.5. Research Methodology

A comprehensive literature survey was carried out to investigate existing models of negotiation styles identified by various scholars and a suitable model was selected for the study. Literature survey was extended to find a suitable measuring instrument to identify level of usage of negotiations styles by project managers.

A questionnaire survey was conducted to measure the usage of negotiation styles by project managers during construction stage of projects.

1.6. Data Analysis

Quantitative data analysis techniques were used in the study. Data collected through the questionnaire were analysed using the SPSS software version 19. Tables and Figures were used to interpret research findings.

1.7. Scope and Limitations of the Research

The scope of this research is limited to negotiations carried out by project managers during construction stage of projects. Construction stage in this research refers to the period starting from handing over of the site to the Contractor and ending with taking over of the project by the Client.

Project managers of Contractor organisations which has CIDA grading C3 (Building and Civil Engineering), EM3 (Electrical Mechanical Services), SP3(Specialised Constructions) or above, and those who have experiences in dealing with both Client and Consultant organisations were involved in the study. Therefore, study is limited to project managers employed in middle to higher level construction firms.



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In this research, negotiation styles of a project manager refer to his habitual negotiation styles in dealing with Client or Consultant organisations. A project manager may access his negotiation behaviour with respect to any recently concluded negotiation activities with any representative of Client and Consultant organisations.

Consultant's representatives are not considered as Client's representatives in this research since the study is about investigating negotiation styles of Contractors' project managers when dealing with those organisations separately.

1.8. Chapter Breakdown

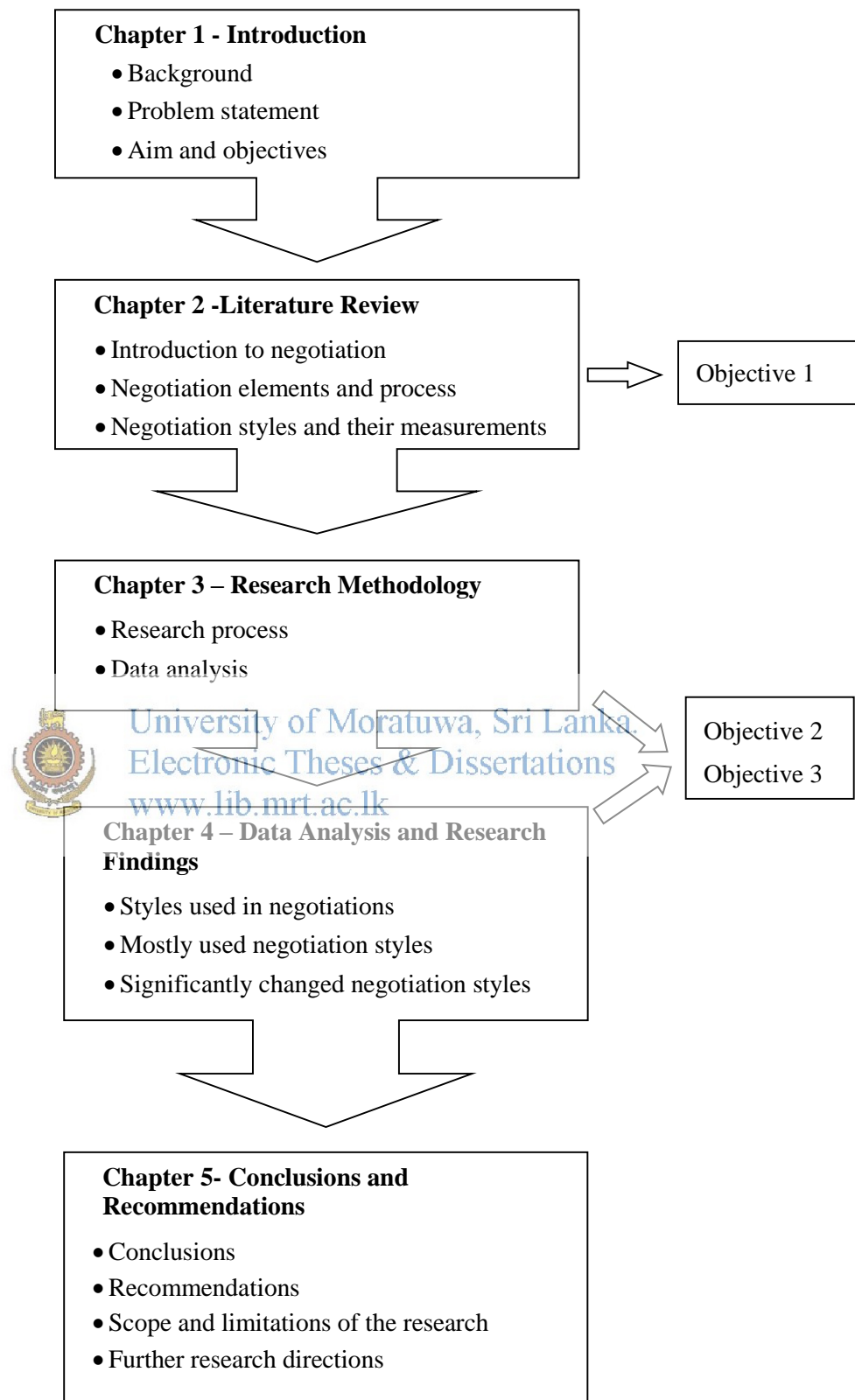


Figure 1.1 Chapter Breakdown

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

Under the literature review, it was intended to investigate the existing level of knowledge of the research area which has been documented so far. Further, this survey aimed to scrutinize whether the research problem is valid to research.

The main focus of the literature review was to find existing models of negotiation styles and methods available to measure such styles.

2.2. Negotiation

The word “negotiation” originated from the Roman word *negotiari*, meaning “to carry out business”. It was derived from the Latin root words *neg* (not) and *otium* (ease or leisure) (Moran & Stripp, 1991; Salacuse, 2003; Volkema, 1999).

Most interpersonal conflicts are resolved through a process of discussing among the disputants. Virtually all cooperative conflicts are resolved through discussions.



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Dasgupta (2005) defines negotiations as “the process of communicating back and forth for the purpose of reaching a joint agreement about differing needs or ideas”.

According to Fisher and Ury (1981), negotiation is a basic means of getting what a party wants from other party. It is back-and-forth communication designed to reach an agreement.

Raiffa (1982) differentiated negotiation as an art and a science. The art of negotiation refers to all practical and personal skills necessary for negotiation while science of negotiation refers to resolving a problem by proper examination of a situation.

All researchers have identified negotiation as a back and forth communication process to reach a joint agreement about a differing need, goals, aims or interests.

2.3. The Need for Negotiation

Conflicts are inevitable in interaction between parties or individuals. Conflict germinate when both parties need same goal, but both parties either want the same outcome or want a very different arrangement (Lewicki, Saunders, & Minton, 2001). Conflict also occurs due to different preferences on how to complete a task, and these differences become a building block to achieve what the party wants (Shapiro & Kulik, 2004). According to Berkovich, Kremenjuk, & Zartman (2009), It is difficult to find a situation which is free of conflict, and the presence of conflict is always in the heart of human societies.

Raiffa (1982) described that negotiation is one of the established ways for settling disputes. Schellenberg (1996) identified five main approaches in dealing with conflict: the use of coercion, negotiation and bargaining, adjudication, mediation and arbitration. This was supported by other scholars (Goldman & Rojot, 2003; Kimura, 1999; Manning & Robertson, 2003; Plantey, 2007), that negotiation is one of the major tools for resolving conflicts if the use of force to settle disputes is not acceptable or not possible. Zartman (2009) asserted that negotiation was employed not only to resolve conflicts, but also to prevent conflicts from escalating, at the same time managing the conflicts and transforming them into cooperative relationships.

Scholars have different views on when negotiation is required:

Hendon, Hendon, & Herbig (1996) wrote that negotiation is required when: (1) two or more parties are having a clash of interest; (2) there are no procedures or accepted guidelines for resolving the conflict, or the parties prefer to come up with a better way to settle the conflict; and (3) the parties opt to search for an agreement. Alternatively, Adler (2002) concluded that negotiation should be resorted to when any of the following conditions are present: (1) the trust level is high; (2) sufficient time is available to explore parties' different needs, resources and options; (3) one party's power position is lower than the other

party; and (4) commitment is required to ensure that agreement is carried out. Lewicki et al. (2001) added that negotiation is necessary when: (1) two or more interdependent parties are involved and the parties need each other in order to accomplish their goals; (2) there is a conflict of interest between two or more interdependent parties; (3) the two parties think they can get a better deal by using some strategic move, rather than simply accepting what is being offered by the other party; and (4) the parties involved prefer to reach an agreement, rather than to engage in a win-lose competition.

(Hashim ,2010, pp. 25)

2.4. Element of Negotiation

Many scholars describe that negotiation consists of four basic elements: the negotiating parties, their interests, the negotiation process, and the negotiation outcome (Fatchi, 2008; Thompson, 1990; Zartman, 1994). According to Thompson (1990), a party to a negotiation is a person or a group of persons with common interests who act according to what they want from the negotiation. The negotiation interests are the utilities or resources that are to be shared among the negotiating parties (Hashim,2010). The negotiation process is the communication and interaction that occurs between the parties before they reach the outcome, which is the end-product of the bargaining situation.

2.5. Negotiation Process

Negotiation process consist of several steps starting with the parties first convene and ending up with the parties reach an agreement. Scholars have different thoughts regarding the numbers steps(phases) involved in the negotiation process (Churchman, 1995). Many have categorised steps into three or four phases whereas, very few have categorised them into five or even up to six phases.

According to Bangert and Pirzada(1992) and Berridge(2002), negotiation process has three phases: (1) predisposing factors or pre-negotiation; (2) process or

conceptualization; and (3) outcome. The pre-negotiation phase refers to criteria that influence the parties to prefer negotiation over use of force or other means. The conceptualisation phase, according to Bangert and Pirzada (1992), is the phase where the actual process of negotiation takes place and there are many factors that influence this phase. The nature and channel of communication, negotiating terms, negotiating parties' perceptions of each other and its structure, the relative importance of people versus issues, the bargaining styles adopted are the main factors which influence this phase. The third phase: outcome depends on the first two phases and is the result of the process of decision-making by the parties and how the agreement is formed (Bangert & Pirzada, 1992).

Churchman (1995) has categorised negotiation process in to four phases:(1) preparation;(2) exploration; (3) bargaining and (4) closing. The preparation phase includes identifying issues, defining one's own needs and learning as much as possible those of the other party. The exploration phase involves explaining the parties needs to each other and establishing bargaining phase. The bargaining phase consists primarily of offering and discussing specific proposals. The closing phase involves reaching an agreement between the parties.



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Dreher and Glasglow (2011) has given five phases categorisation summarising the previous research on negotiation process. This include;(1) preparation: knowing the facts and what self and others want, developing strategy, identifying what must be there;(2) developing objective criteria: this phase includes laws, policies, precedence, moral standards and community norms as possible criteria ;(3) communicating interests and needs; (4) searching for mutually acceptable solutions;(5) finalising the agreement: this phase ensures the clear agreement on the details, time frame and outcome.

2.6. Styles of Negotiation

Most scholars agreed that negotiators developed certain styles or preferences when approaching others during negotiations (Berry, 1996). However, they have the option to choose what type of styles to use when they are entering negotiations. They can enter the negotiations either with competitive or cooperative styles, or a combination

of both, depending on their attitude towards relationships with the other party (Gosselin, 2007).

Blake and Mouton (1964) was the first to present a grid for the classification of handling conflicts. They proposed a model considering the leadership styles of managers. The model consisted of two dimensions with one representing managers' concern for production and the other representing concern for people. This model is widely cited as Dual Concern Model of leadership (Ogilvie and Kidder, 2008).

Thomas (1976) reinterpreted this scheme and took into account the intentions of the party. He described conflict handling styles distributed over two dimensions, considering the cooperativeness and assertiveness of the party. Style that was high on both dimensions was known as "Collaborating", while low on both dimensions as "Avoiding". Styles that were high on one dimension and low on other were known as "Competing" and "Accommodating". The style that was at the middle of the dimensions was known as "Compromising". Graphical representation of the work, suggested by Thomas (1976) is shown in Figure 2.1.

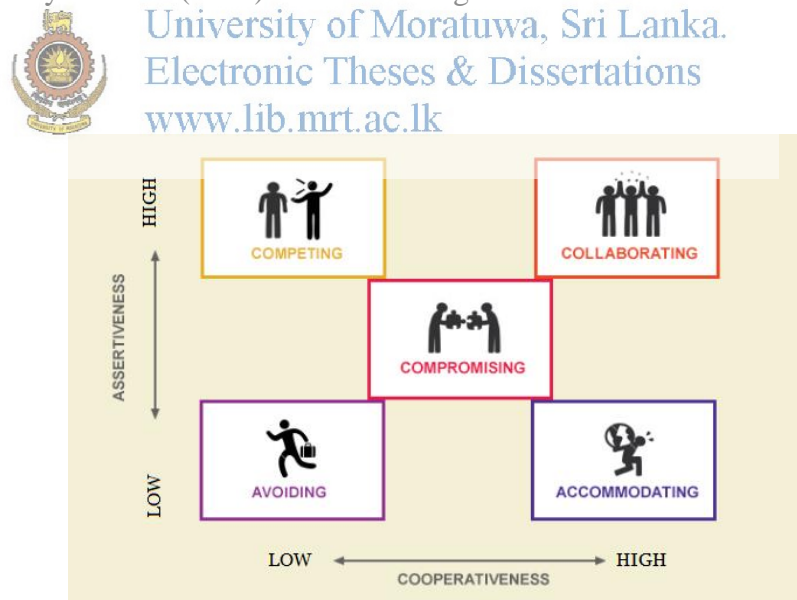


Figure 2.1: Graphical Representation of the Model, Suggested by Thomas(1976)

Source: Adopted from www.cpp.com

Using a conceptualization similar to that of Blake and Mouton (1964) and Thomas (1976), Rahim and Bonoma (1979) differentiated the styles of handling interpersonal conflict along two basic dimensions: concern for self and concern for others. The first dimension explains the degree (high or low) to which a person attempts to satisfy his or her own concerns. The second dimension explains the degree (high or low) to which a person wants to satisfy the concerns of others. Combination of the two dimensions results in five specific styles of handling interpersonal conflict, as shown in Figure 2.2.

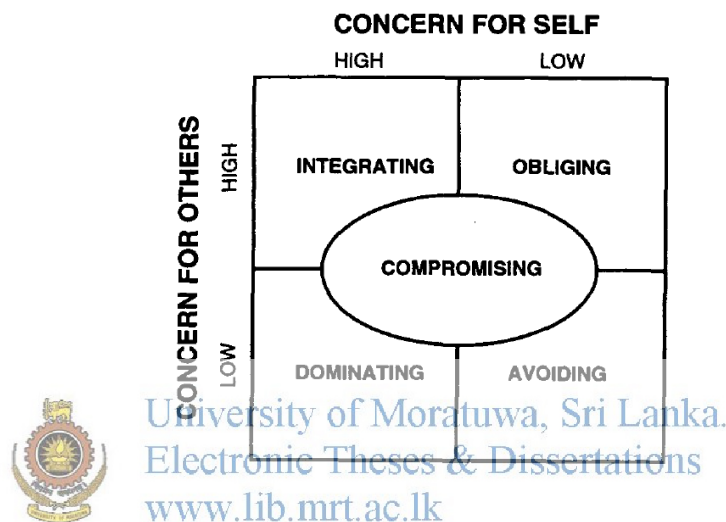


Figure 2.2 : Dual Concern Model of the Styles Handling Interpersonal Conflict

Source: Adopted from Rahim (1995)

Pruitt and Rubin (1986) proposed a two-dimensional framework which comprised of four negotiation styles considering the party's concern about outcome of the negotiation. They called this the Dual Concern Model. This Model was derived from Blake and Mouton's (1964) managerial grid theory and suggested four styles an individual could adopt in negotiation, namely contending, yielding, inaction and problem-solving.

Contending is used when the individual only cares about his desired outcome rather than the other party's outcome. The individual may use threats, punishment and intimidation in the process. Yielding is the strategy when the individual does not care much about his desired outcome, but instead is more concerned about the other party's outcomes. In other words, it is alright to lose as long as the other party gains. Inaction,

is when the individual is not concerned about the outcomes of both parties, and it is often synonymous with withdrawal or doing nothing. Problem-solving is when the individual is very much concerned about both his own and other party's outcomes, and both parties will actively pursue means to gain the most out of the conflict.

Lewicki et al. (2001) added another component to the strategies, which they called compromising. In this strategy, an individual shows a moderate effort to pursue his and another party's outcome. In other words, both parties are ready to employ a give and take strategy to satisfy their negotiation outcomes. The Dual Concern Model with the modification made by Lewicki et al. (2001) is shown as Figure 2.3.

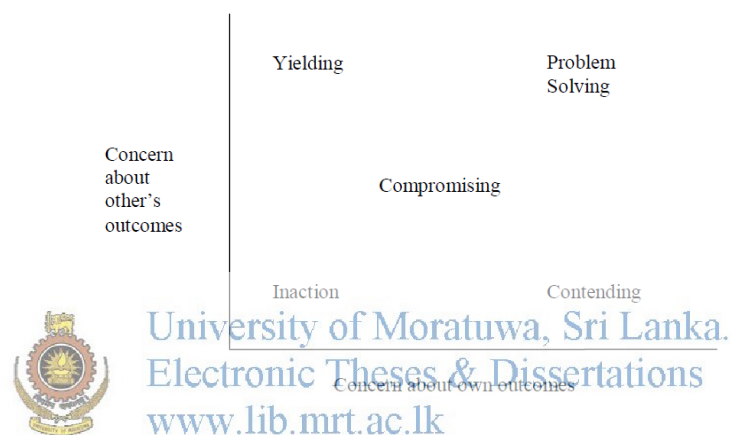


Figure 2.3 : The Dual Concern Model


Source: Adopted from Lewicki et al. (2001)

Several other conflict resolution and negotiation scholars adopted the same approach as the Dual Concern Model, but placed more emphasis on the relationship of the negotiating parties, rather than the outcome of the negotiation (e.g. Cellich & Jain, 2004; Goldman & Rojot, 2003; Manning & Robertson, 2004; Shell, 2001). However, the negotiating style concepts produced by this alternative model were the same as the Dual Concern Model.

Shell (2001) provided a useful explanation of the strengths and weaknesses of each of the five styles as shown in Table 2.1.


Rahim (2002), as shown in Table 2.2, described situations where conflict handling styles are appropriate or inappropriate.

Table 2.1: Strengths and Weaknesses of Five Negotiation Styles

Negotiation Style	Strengths	Weaknesses
Integrating	<ul style="list-style-type: none"> • Enjoy negotiations. • Enjoy solving tough problems in interactive ways. • Good at using negotiations to discover reasons for conflicts. • Enjoy continuous flow of negotiation and encourage involvement of everyone. 	<ul style="list-style-type: none"> • Sometimes transform simple situations into more complex occasions, and this may irritate others. • May be at risk when negotiating with a highly competitive party, who will let the collaborator solve the problem and then play his game.
Obliging	<ul style="list-style-type: none"> • Get satisfaction from solving other peoples' problems. • Often have good relationship-building skills. • Sensitive to other negotiators' emotional states, body language and verbal signals. • Good when working in a team and providing customer services. 	<ul style="list-style-type: none"> • Sometimes place more weight on relationship aspect of negotiations rather than the task. • Vulnerable to more competitively-oriented negotiators. • When taken advantage of, may experience resentment and becoming less effective.
 Dominating	<ul style="list-style-type: none"> • Like to negotiate as it gives the opportunity to win. • Valuable when the stakes are high, time is limited and bluffing is possible. 	<ul style="list-style-type: none"> • Can sometimes be hard on relationships. • May overlook issues that may yield substantial value, since they focus more on winning
Compromising	<ul style="list-style-type: none"> • Eager to close the gap in negotiations based on fair standards or formulae. • Valuable when time is short or when the stakes are small. • Relationship-friendly or reasonable person 	<ul style="list-style-type: none"> • Often rush the negotiation process unnecessarily to reach the agreement, and may make concessions too readily. • Do not discriminate carefully among various fair criteria that may be advantageous to them. • Tend to be satisfied with any outcome as long as it is supported by any face-saving reason.
Avoiding	<ul style="list-style-type: none"> • Other negotiators may find this tact and diplomacy, and put aside the confrontational aspect. 	<ul style="list-style-type: none"> • Can be a bottleneck in the flow of important information. • Will make matters worse when interpersonal conflicts aggravate. • Often miss many good opportunities to negotiate

Source: Adapted from Shell (2001)

Table 2.2: Situations where Conflict Handling Styles Are Appropriate or Inappropriate

	Situations where appropriate	Situations where inappropriate
Integrating	<ol style="list-style-type: none"> 1. Issues are complex. 2. Synthesis of ideas is needed to come up with better solutions. 3. Commitment is needed from other Parties for successful implementation. 4. Time is available for problem solving. 5. One party alone cannot solve the problem. 6. Resources possessed by different parties are needed to solve their common problems. 	<ol style="list-style-type: none"> 1. Task or problem is simple. 2. Immediate decision is required. 3. Other parties are unconcerned about outcome. 4. Other parties do not have problem-solving skills.
Obliging	<ol style="list-style-type: none"> 1. You believe that you may be wrong. 2. Issue is more important to the other party. 3. You are willing to give up something in exchange for something from the other party in the future. 4. You are dealing from a position of weakness. 5. Preserving relationship is important. 	<ol style="list-style-type: none"> 1. Issue is important to you. 2. You believe that you are right. 3. The other party is wrong or unethical.
Dominating	 <ol style="list-style-type: none"> 1. Issue is trivial. 2. Speedy decision is needed. 3. Unfavorable decision by the other party may be costly to you. 4. Necessary to overcome assertive subordinates. 5. Unfavorable decision by the other party may be costly to you. 6. Subordinates lack expertise to make technical decisions. 7. Issue is important to you. 	<ol style="list-style-type: none"> 1. Issue is complex. 2. Issue is not important to you. 3. Both parties are equally powerful. 4. Decision does not have to be made quickly. 5. Subordinates possess high degree of competence.
Avoiding	<ol style="list-style-type: none"> 1. Issue is trivial. 2. Potential dysfunctional effect of confronting the other party outweighs benefits of resolution. 3. Cooling off period is needed. 	<ol style="list-style-type: none"> 1. Issue is important to you. 2. It is your responsibility to make decision. 3. Parties are unwilling to defer, issue must be resolved. 4. Prompt attention is needed.
Compromising	<ol style="list-style-type: none"> 1. Goals of parties are mutually exclusive. 2. Parties are equally powerful. 3. Consensus cannot be reached. 4. Integrating or dominating style is not successful. 5. Temporary solution to a complex problem is needed. 	<ol style="list-style-type: none"> 1. One party is more powerful. 2. Problem is complex enough needing problem-solving approach.

Source: Adapted from Rahim (2002)

The following is a summary of the taxonomies of conflict styles proposed by different scholars (Rahim and Magner, 1995):

1. Two styles: cooperation and competition (Deutsch, 1949, 1990; Tjosvold, 1990).
2. Three styles: non confrontation, solution-orientation, and control (Putnam & Wilson, 1982).
3. Four styles: yielding, problem solving, inaction, and contending (Pruitt, 1983).
4. Five styles: integrating, obliging, dominating, avoiding, and compromising (Blake & Mouton, 1964; Follett, 1926/1940; Rahim & Bonoma, 1979; Thomas, 1976).

Dual Concern Model of the styles handling interpersonal conflict of Rahim and Bonoma (1979) was selected to use in the study since that model has been based on the previously published concepts of Blake and Mouton (1964) and Thomas (1976) which have been widely accepted by the many scholars.

2.7 Measurement of Negotiation Styles

Number of psychometric researchers have designed questionnaires, or “inventories” to assess the negotiation style preferences of individuals. In early 60s and 70s, four instruments have been used for measuring behaviour in handling conflicts. The instruments were those designed by Blake and Mouton (1964), Lawrence and Lorsch (1967), Hall (1969), and Thomas and Kilmann (1974). In 80s, another instrument was developed by Rahim (1983). This instrument is currently known as Rahim Organisational Conflict Inventory (ROCI-II).

2.7.1. The Blake-Mouton Instrument (1964)

The Blake-Mouton instrument on conflict consists of five statements, each describing one mode of handling conflict. As used in Managerial Grid labs, subjects had been asked to select the single statement which best described them (Thomas & Kilmann, 1978).

2.7.2. The Lawrence-Lorsch Instrument (1967)

The Lawrence-Lorsch instrument consists of 25 proverbs describing the five modes of handling conflict. Subjects rate these proverbs on how well they describe the behavior of the people within their organization. The response categories ranged from "(1) not at all-this behavior never occurs" to "(5) to a very great extent-this behavior usually occurs." (Thomas & Kilmann,1978).

2.7.3. The Hall Instrument (1969)

The Hall instrument has 12 groups of statements. Preceding each group of five statements, there is a general introductory sentence about conflict phenomena followed by a question about the subject himself. The subject is required to rate each of the five statements from 1, "completely uncharacteristic," to 10, "completely characteristic." Moreover, subjects are not allowed to assign the same ratings to any two of the statements, so that subjects in effect both rate and rank the statements (Thomas & Kilmann,1978).

2.7.4. The Thomas-Kilmann Instrument (1974)

The Thomas-Kilmann instrument has 30 pairs of statements describing modes of handling conflict. Each mode is paired with the other four modes an equal number of times. Subjects are asked to choose the statement in each pair that best describes their behavior in a conflictual situation. A profile of behavior for handling conflict is obtained by summing for each mode the number of statements the subject endorses. This instrument is specifically designed to minimize the effect of social-desirability response bias (Thomas & Kilmann,1978).

This instrument is used widely to assess an individual's typical behaviour in conflict situations and it is now widely referred as the Thomas-Kilmann Conflict MODE Instrument (TKI).

2.7.5. The Rahim Instrument (1983)

Rahim developed an instrument called Rahim Organisational Conflict Inventory in 1983 minimising some weaknesses existed in previous instruments.

This instrument is widely used in study of conflict handling styles (Cheung et al. 2006) and named commonly as ROCI - II. Ben-Yoav and Banai, (1992) found that higher internal consistency reliability scores existed for the ROCI-II than for the MODE in a comparison study between MODE and ROCI-II instruments. ROCI -II has been used in a study carried out by Cheung et al in 2006 in the context of construction industry. Since the publication of ROCI – II, its use in empirical studies has been so extensive as to make it the expected instrument to use when measuring conflict styles (Ogilvie and Kidder, 2008). Therefore, ROCI – II was used in the research to measure negotiation styles of project managers.

The questionnaire in ROCI - II has been designed to measure a disputant's preference for using each of the five negotiation styles. For each the five styles, the questionnaire yields a score which represents the respondent's preference when playing a particular role in a negotiation with the other party.

ROCI – II consists of 28 questions which assess negotiator's styles. Each question is allocated a mark on 5 point Likert scale (5 indicate 'Strongly agree', 4 indicate 'Moderately agree', 3 indicate 'neutral', 2 indicate 'Moderately disagree' and 1 indicate 'Strongly disagree'). Average marks of questions (1) 1,4,5,12,22 and 23;(2) 2,10,11,13,19 and 24;(3) 8,9,18,21 and 25;(4) 3,6,16,17,26 and 27;(5) 7,14,15 and 20 give the score for "Integrating", "Obliging", "Dominating", "Avoiding" and "Compromising" negotiation styles respectively.

2.8. Summary

According to this literature review several models of negotiation styles developed by previous scholars were identified. The Dual Concern Model of handling interpersonal conflict of Rahim and Banoma (1979) was considered appropriate for proposed study as it has been widely used by many previous researches.

Several instruments which identify behaviour of a person in relation to conflict management styles were identified. These instrument are usually used to identify negotiation styles of a person as well. Rahim Organisational Conflict Inventory (ROCI-II) was selected to be used for proposed as it has better results than other popular instrument.



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CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

This chapter describes the research methodology that was used to conduct this research and explains about the adopted pathway to achieve the objectives of the study. The research design, research process, methods of data collection, analysis and the statistical tools are discussed in following sections.

3.2. Research design

According to Brian (2009) “The research design is the overall plan for connecting the conceptual research problems to the pertinent (and achievable) empirical research”. Tan (2002) stated that converting a research problem in to a conclusion can be defined as a research design. Meanwhile Punch (2005) mentioned that a research design must be in such a way that at the outset the research gap is identified and thereafter steps are taken to reduce that gap so that finally a solution is reached. Moreover, the research design articulates what data is required, what methods are going to be used to collect and analyse the data, and how all of this is going to answer the research question. The true answer to the research question depends on the data and methods, and the way in which they are configured in the research project.

3.3. Research process

According to Punch (2005), research process consists of steps that are described in the following Figure 3.1.

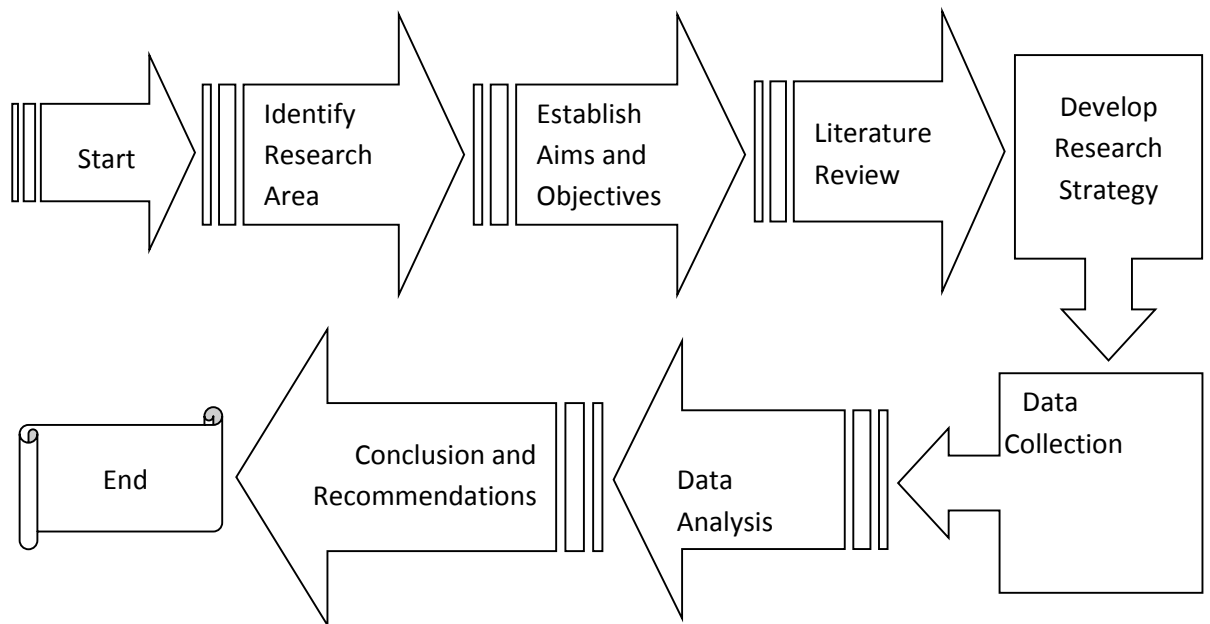


Figure 3.1: The research process (Adapted from Punch, 2005)

All steps as depicted in Figure 3.1 were followed in the research and described in following sections.



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3.3.1. Research area, aims and objectives

Research area including the aims and objectives were discussed in sections 1.1 to 1.4 in Chapter 1.

3.3.2. Literature review

Under the literature review, the existing models of negotiation styles were studied in detail using peer reviewed journal articles, text books (print and electronic), periodicals (print and electronic), thesis and dissertations, reports, web pages, other online works, and unpublished materials. Further the existing tools for measuring negotiation styles were studied and one prominent tool which was used by many researches was selected for the proposed study. It was found that literature on negotiation styles of Sri Lankan project managers are very rare.

3.3.3. Research approach

Niglas (2004) described three research approaches namely qualitative, quantitative and mixed methods. Fellow and Liu (2003) explained that the quantitative approach collects factual data to study the relationships between them. Additionally, the way such relationships and facts match with the theories are examined. Thereafter the findings of the study are compared with the existing knowledge and they are justified. Bryman (2001) explained that the qualitative research method is based on the words not the quantifications whereas quantitative based on analyzing of data in an unbiased manner collected through the questions. Cohen, Manion and Morison (2000) stressed that the principal of data source in qualitative approach is what is naturally available.

Bhawna and Gobind (2015) explained that a researcher should select a research approach depending upon the data needed to respond to the research question. Data can be numerical, textural or combination of both. When the research question requires numerical data then quantitative approach is recommended and when textural data is required then qualitative approach is recommended. if the research requires both numerical and textural data then mixed approach is recommended. Creswell (2005) explained that quantitative research approach is suitable to study educational type of research where numerical data collected through the questions are converted into the solutions of the research problem.

Since the research problem of this study required numerical data, in response to a questionnaire derived from ROCI- II instrument, quantitative research approach was used to find answers to the research question.

The main objectives of the research were discussed in Section 1.4 in Chapter 1.

In order to accomplish the objective 1, a comprehensive literature survey was carried out by. A questionnaire survey, shown in the **Appendix D** was designed to accomplish other objectives of the research. Klandermans and Smith (2009) described that a questionnaire survey is a set of various questions to test about the opinion, knowledge, attitudes of the respondents to achieve the goals of the intended research. When the

questionnaire is created, the priority must be given to which data is collected, analysed and interpreted (Fink, 1995).


3.3.4. Data collection method: use of questionnaire survey

A questionnaire survey was used to collect data for the study. The questionnaire was basically based on Rahim Organizational Conflict Inventory (ROCI - II). ROCI - II consists of 28 questions and participants are requested to answer the questions on 5 point Likert scale.

Questionnaires were distributed personally and explained the purpose of the researched. Participants were requested to fill them at a convenient time and returned to the researcher. A reminder was sent for the participants those who had not responded a week after sending the original request.

3.3.4.1. Sample Size and Selecting a Sample

After considering the feasibility and reviewing the literature on sample sizes, the sample size was decided to be more than 30.

 Project managers from contractor organizations whose CIDA grading of C3 (Building and Civil Engineering), EM3 (Electrical Mechanical Services) and SP3 (Specialised Constructions) or above were selected for the study, since they involve more in large scale projects in the country than project managers in lower grade organisations. In large scale projects, disputes are attempted to be resolved professionally since qualified professionals are involved in such projects. The purposive sampling technique was used to identify the project managers for the questionnaire.

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Project managers who have experiences in dealing with both Client and Consultant organizations got involved in the research since it was dedicated to project managers who have such exposures.

3.4. Data analysis

Statistical analysis techniques were used, since the objectives 2 and 3 of the study, given in Section 1.4, can be accomplished using such techniques. Techniques used are described in sub sections below.

SPSS data analysing software was used for data analysis since SPSS has been widely used in statistical analyses and is freely available.

3.4.1. “t – Test”

t-test, in statistics, a method of testing hypotheses about the mean of a small sample drawn from a normally distributed population when the population standard deviation is unknown (Massey and Miller).

It was tested statistically whether the mean usage of particular negotiation style has been changed or not, using the t test statistics.

3.4.1.1 Confident Interval (CI)

Confidence interval is used to describe the amount of uncertainty associated with a sample estimate of a population parameter. The confidence level describes the uncertainty associated with a sampling method (Massey and Miller).

Gardner and Altman (1986) stated that a researcher can select the degree of confidence associated with a confidence interval though 95% is the most common choice. Therefore 95% confidence interval was used in the study.

3.4.1.2 Degree of Freedom (d.f)

The degrees of freedom refer to the number of independent observations in a set of data and is calculated as below.

$$d.f = n - 1$$

where,

n = sample size

3.4.1.3. t Score

The t score of the two sample test is given by

$$t = (\bar{x}_1 - \bar{x}_2) / SE (\bar{x}_1 - \bar{x}_2) \text{ or}$$

$$t = \frac{\bar{X}_1 - \bar{X}_2}{S_{X_1X_2} \cdot \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}}$$

where,

$$S_{X_1X_2} = \sqrt{\frac{(n_1 - 1)S_{X_1}^2 + (n_2 - 1)S_{X_2}^2}{n_1 + n_2 - 2}}$$

n_1 : Number of respondents (project managers) where data was collected when dealing with Client organization

X_1 : mean average score given by ROCI II for a particular negotiation style when dealing with Client organization

S_{X_1} : Standard deviation of the scores given for the particular negotiation style when dealing with Client organization

n_2 : Number of respondents (project managers) where data was collected when dealing with Consultant organization

X_2 : mean average score given by ROCI II for a particular negotiation style when dealing with Consultant organization

S_{X_2} : Standard deviation of the scores given for the particular negotiation style when dealing with Consultant organization

$S_{X_1X_2}$: The pooled standard deviation

3.5. Summary

This chapter explained the research methodology followed during the research. Research process described by Punch (2005) was adopted in the study. Steps followed up to data analysis, as depicted in Figure 3.1 were described in this chapter and last step “Conclusions and Recommendations” is described in chapter 5.

CHAPTER 4

DATA ANALYSIS AND RESEARCH FINDINGS

4.1 Introduction

The previous chapter described the methodology that was adopted for the collection of data. This chapter describes the findings of the study. Research findings are explained under the following headings: General details of the respondents to the questionnaire survey, styles used in negotiations and the mostly used negotiation styles by Sri Lankan project managers. The last section describes the significantly changed negotiation styles when dealing with Client and Consultant organizations.

4.1.1 General details of the respondents to the questionnaire survey

The questionnaire was emailed to 20 project managers and handed over to 25 personally. Thirty-two (32) project managers responded to the questionnaire. Hence the response rate for this questionnaire survey was 71.1%. Table 4.1 and Figure 4.1 describe the respondents in terms of their work experience.

Table 4.1: Frequency distribution of the study sample by work experience in years

Work Experience (years)	Number of Respondents	Percentage
<5 years	8	25
6-10 years	10	31
11-15 years	7	22
>16 years	7	22
Total	32	100

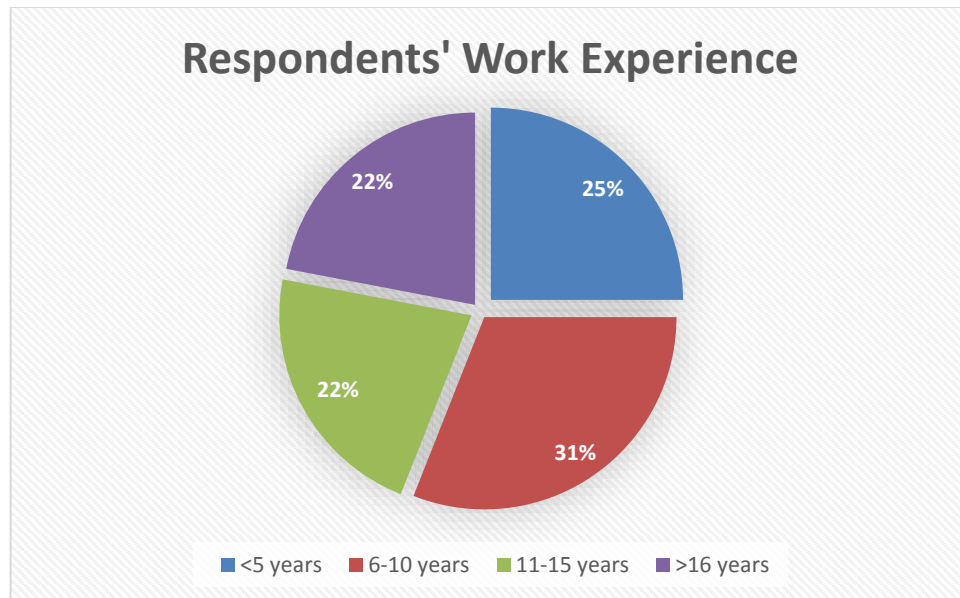


Figure 4.1: Distribution of participants by Work Experience (in years)

Highest responses (31%) have been received from 6-10 years' experience group. Other age groups too have responded at more or less the same response rate which is around 25%. 75% of respondent had a work experience of more than 5 years. This has increased the reliability of the responses. Eagly and Chaiken (1993) stated that work experience of a person in the related subject is a significant in obtaining reliable and accurate information on that particular subject.

4.2 Styles used in negotiations

The objective one of this study was to identify different negotiation styles used in negotiation. A comprehensive literature review was carried out in Chapter 2 regarding this objective. Several models of negotiations styles identified by various scholars were discussed in section 2.6 and the Dual Concern Model of the styles handling interpersonal conflict developed by Rahim and Banoma (1979) was identified as the most suitable model for the study.

4.3 The mostly used negotiation styles by Sri Lankan project managers

The second objective of this study was to identify the mostly used negotiation styles by Sri Lankan project managers. ROCI – II was used to measure the relative usage level of each negotiation style of project managers in the study. Spreadsheets were used to calculate average scores for each negotiation style resulting from the 28 questions of ROCI – II instrument. The results are shown in **Appendices A and B** indicating the average scores of negotiation styles when dealing with Client and Consultant organizations respectively. These average scores of negotiation styles were then inserted to SPSS software version 19 for analysis.

4.3.1 Interpretation of ROCI -II score

ROCI – II scores in Tables 4.2 and 4.3 below indicate the tendency to use the particular style by a project manager relatively to the other four styles. The formulae of calculating ROCI – II scores are given in **Appendix A and B** and method of calculation was discussed in Section 2.7.5. Value of ROCI-II score varies between 1 and 5. If the value of ROCI-II score equals 5 then the style is used by the person almost at every negotiation, while a value of 1 indicates the particular style is used very rarely.

A value of 3 for ROCI -II score indicates that the tendency of using the particular style is neutral. This indicates that the person who is answering the ROCI -II questionnaire has no particular interest to use the style over the others. If all the ROCI - II scores of five negotiation styles of a person got equal to 3, which is very rare to happen, then it would indicate that the person has no noticeable preference at all to use particular style over the others. He may use one style in one occasion and another in another occasion.

4.3.2 The mostly used negotiation styles when dealing with Client organizations

The Table 4.2 shows the results obtained from SPSS software indicating the relative usage level of each negotiation style when dealing with Client organizations.

Table 4.2: Relative usage level of each negotiation style when dealing with Client organizations

Negotiation Style	Mean ROCI-II Score	Standard Deviation
Integrating	4.01	0.41994
Obliging	3.68	0.42108
Dominating	3.00	0.62631
Avoiding	3.28	0.56549
Compromising	3.54	0.56121

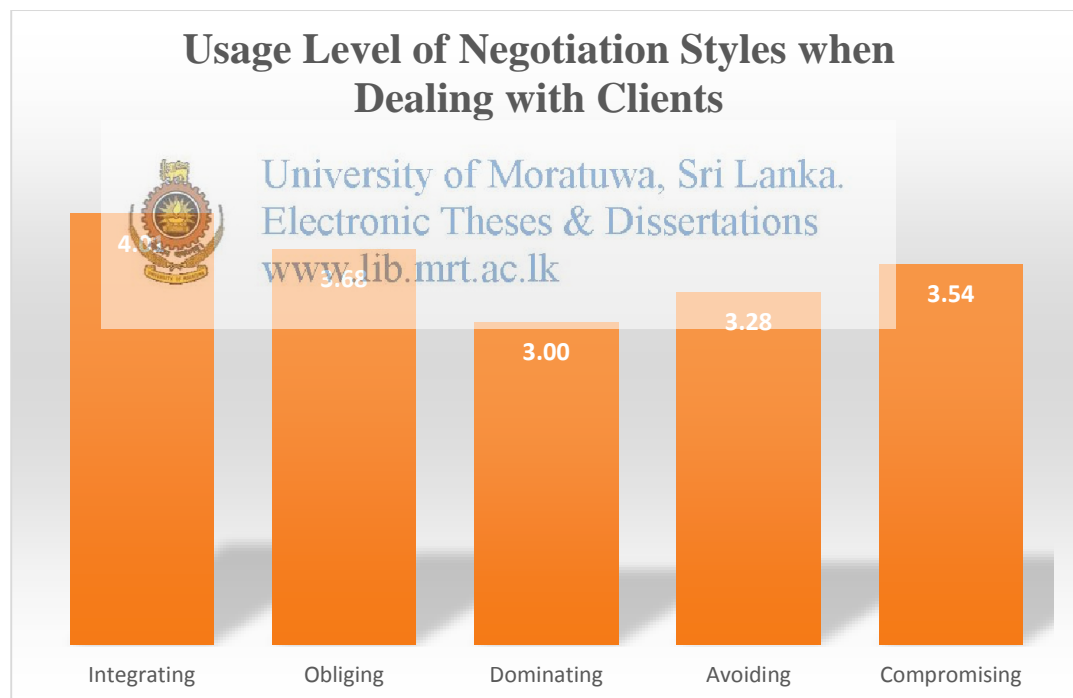


Figure 4.2: Relative usage level of negotiation styles when dealing with Client organizations

According to the Table 4.2, Integrating style is more often used by Sri Lankan project managers than other styles when dealing with Client organizations. Obliging style is the next highly used style while Dominating style being the least.

Integrating style, as indicated in Table 2.1 under Section 2.6 is used to solve tough problems in interactive ways. Further, concern of one party on the other party is at its highest level as identified in Dual Concern Model in Section 2.6. This is the most favourable negotiation style, out of 5 styles, which brings both parties a winning situation. Highest preference for this negotiation style by Sri Lankan project managers of Contractor organisations shows a positive sign for Client organisations to attempt to resolve conflicts through negotiations further, since the Contractor organisations (project managers) are willing to find solutions in more innovative ways, which will be beneficial for both parties.

Obliging is the second highly used style. High preference for this negotiation style by Sri Lankan project managers indicate that they are more concern to satisfy Clients' needs even without concerning their own. This is even better sign for Client organisation to attempt to resolve problems through negotiation with Contractors, since this style indicates a party pays low concern about satisfying own needs while paying high concern to satisfy other party's needs.

Compromising and Avoiding are the next highly used styles after the Obliging style. Compromising style, as indicated in Table 2.1 is used when a party tries to maintain relationship with other party for mutual benefits. However, they sacrifice something in exchange of some benefit for them. Avoiding style is used when party try to avoid confrontational situations.

Dominating is the least used style. A party may use this style when they are not caring about the relationship with the other party. Less usage of this style indicate that Sri Lankan project managers of Contractor organisations pay high attention to develop relationships with Client when negotiations are made.

As indicated in Table 4.2, The least standard deviation was found in Integrating style. This indicates that all respondents use Integrating style at more or less same level of usage when negotiating with Clients than other styles. Highest standard deviation was found in Dominating style. This indicates that there is a wide range of variation regarding the usage level of Dominating style among the respondents.

The Table 4.3 shows the most preferred negotiation style and the number of project managers who use that negotiation style (as a percentage).

Table 4.3: The most preferred negotiation style and the number of project managers who use that style

Negotiation Style	Number of project managers who use that style as their most preferred style	Percentage
Integrating	20+1* = 21	66% (21/32%)
Obliging	6+1* = 7	22% (7/32%)
Dominating	1	3% (1/32%)
Avoiding	1	3% (1/32%)
Compromising	3	9% (3/32%)

* One project manager prefers to use Integrating and Obliging style at the same level of preference. Therefore, he was counted for both Integrating and Obliging negotiation style calculations.

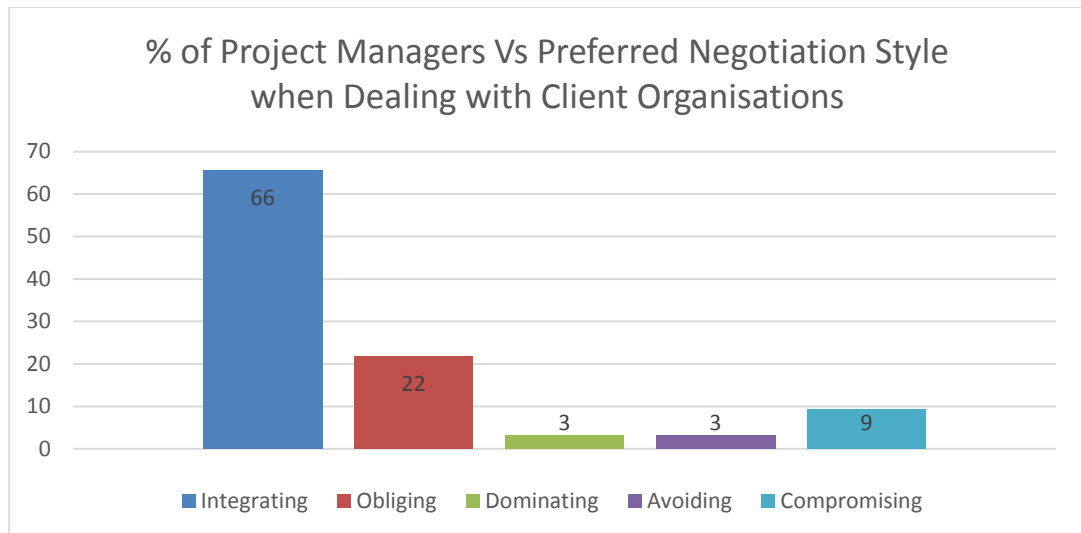


Fig 4.3: Percentage of project managers who use the negotiation style as their most preferred style when dealing with Clients.

According to Table 4.3, the most preferred style when dealing with the Client organization is the Integrating style (66%) while the Dominating (3%) and Avoiding (3%) styles are least preferred.



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4.3.3 The mostly used negotiation styles when dealing with Consultant organizations

The Table 4.4 shows the results obtained from SPSS software indicating the relative usage level of each negotiation style when dealing with Consultant organizations.

Table 4.4: Relative usage level of each negotiation style when dealing with Consultant organizations

Negotiation Style	Mean ROCI-II Score	Standard Deviation
Integrating	4.12	0.44309
Obliging	3.38	0.54707
Dominating	2.98	0.71004
Avoiding	3.23	0.66767
Compromising	3.56	0.47941



Figure 4.4: Relative usage level of negotiation styles when dealing with Consultant organizations

According to the Table 4.4, Integrating style is more often used by Sri Lankan project managers than other styles when dealing with Consultant organizations. Compromising style is the next highly used style among the project managers while Dominating style is the least.

As discuss in Section 4.3.2, integrating style is used when parties try to solve problems in innovative ways. Highest preference for this style by Sri Lankan project managers is a positive sign for Consultant organisations to resolve problems through negotiation when dealing with them. Preference to use this style by project managers when dealing with Consultant organisation has increased further (from 4.00 to 4.12) than with Client organisations. This is probably due to the fact that project managers have more design related conflicts with Consultants which should be resolved in innovative ways.

Compromising is the next highly used style after Integrating. This style indicates a party may offer concessions expecting some gain for them as well. This shows that project managers of Contractor organisations expect some gain for sake of resolving

the problem through negotiation. Preference level of the project managers for this style is at almost same level (3.54 and 3.56) when dealing with Client and Consultant.

Obliging is the third highly used negotiation style when dealing with Consultant organisations. There is clear decrease in usage of this style (3.68 to 3.38) by project managers when dealing with Client and Consultant organisation respectively. This style shows one party's interest to satisfy other party's needs when resolving conflicts. In comparison, the great decrease in this style indicates that project managers may not care very highly about losing the relationship with the Consultant than that of Client organisation in negotiation.

Dominating is the least preferred style when dealing with both Client and Consultant organisations. This style is used when one party tries to win a conflict situation using their power in the relationship. Least preference of this style indicates that the project managers' hesitance to use any power, which they have received through contractual rights, in negotiation activities with Client or Consultant organisations.



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The least standard deviation was found in Integrating style. This indicates that all respondents use Integrating style at more or less same level of usage when negotiating with Consultant than other styles. Highest standard deviation was found in Dominating style. This indicates that there is a wide range of variation regarding the relative usage level of Dominating style among the respondents.

The Table 4.5 shows the most preferred negotiation style and the number of project managers (as a percentage) who use that negotiation style when dealing with Consultant organizations.

Table 4.5: The most preferred negotiation style and the number of project managers who use that style

Negotiation Style	Number of project managers who use that style as their most preferred style	Percentage
Integrating	26+1* = 27	84% (27/32%)
Obliging	2	6% (2/32%)
Dominating	0	0% (0/32%)
Avoiding	2	6% (2/32%)
Compromising	1+1* = 2	6% (2/32%)

* One project manager prefers to use Integrating and Compromising style at the same level of preference. Therefore, he was counted for both Integrating and Compromising negotiation style calculations.

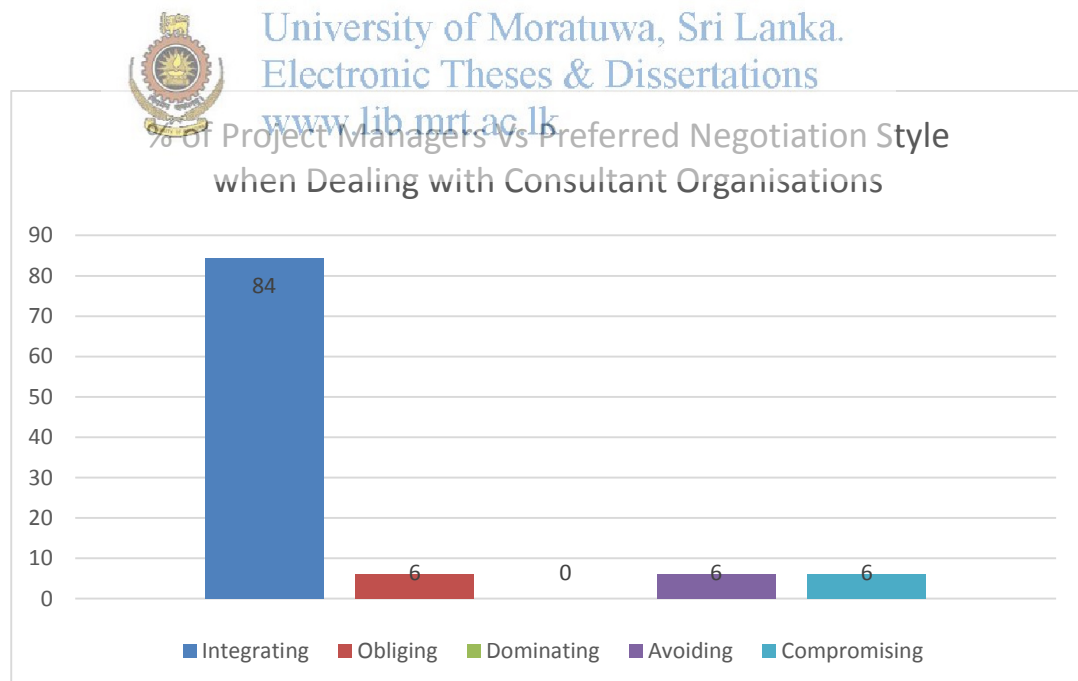


Fig 4.5: Percentage of project managers who use the negotiation style as their most preferred style when dealing with Consultants.

According to Table 4.5, the most preferred style when dealing with the Consultant organizations is the Integrating style (84%) and least preferred is the Dominating style (0%).

4.4 Significantly changed negotiation styles when dealing with Client and Consultant organizations

The third objective of this study is to investigate the significantly changed negotiation styles when dealing with Client and Consultant organizations. To fulfil this objective, the differences of relative usage levels of negotiation styles when dealing with Client organizations and Consultant organizations are compared using statistical tests. Each negotiation style is analysed separately to see whether statistically significant change has occurred or not. Null hypothesis and alternative hypothesis for the statistical test are as follows.

Null hypothesis H_0 : There will be no significant change in the usage level of negotiation style of project managers when dealing with Client organizations and Consultant organizations.



Alternative hypothesis H_a : There will be a significant change in the usage level of negotiation style when dealing with Client organizations and Consultant organizations.

Above hypotheses are tested for each of five negotiation styles separately to identify which styles have undergone a significant change under the two circumstances. The p value is used to determine whether a significant change has occurred or not. When the p value is less than to 0.05 ($p < 0.05$), the null hypothesis is rejected and Alternative hypothesis is accepted.

The relative usage levels of negotiation styles when dealing with Client and Consultant organizations were fed to SPSS software version 19 for analysis.

Variable names Integrating1, Obliging1, Dominating1, Avoiding1 and Compromising1 were used to denote the relative usage levels of Integrating, Obliging, Dominating, Avoiding and Compromising negotiating styles respectively when dealing Client organizations in the SPSS software. Similarly, variable names Integrating2, Obliging2, Dominating2, Avoiding2 and Compromising2 were used to denote the relative usage levels of Integrating, Obliging, Dominating, Avoiding and Compromising negotiating styles respectively when dealing Consultant organizations.

The paired t – test was used to check statistical significance. The results obtained from SPSS software for each negotiation style are tabulated in Table 4.6. The output of data analysis from SPSS software is given in **Appendix C**.

Table 4.6: Results of hypothesis testing

Negotiation Style	Mean difference	t - score	Degree of freedom(df)	95% confidence interval		p value
				lower	upper	
Integrating	-0.11161	-1.590	31	-0.25476	0.03154	0.122
Obliging	0.30208	3.590	31	0.13046	0.47371	0.001
Dominating	0.01875	0.185	31	-0.18795	0.22545	0.854
Avoiding	0.05208	0.835	31	-0.07510	0.17927	0.410
Compromising	-0.02344	-0.291	31	-0.18751	0.14063	0.773

Based on 5% significance level, it can be seen from the Table 4.6 that only Obliging negotiation style has got a p value less than 0.05 ($p < 0.05$). Therefore, only Obliging style has a statistically significant change when dealing with Client and Consultant organizations.

Obliging style, as indicated in Table 2.2, is usually adopted by parties when they are dealing from a position of weakness against the other party. It can be observed from above result that the weakness of project managers has significantly decreased, when the negotiating party change from Client organizations to Consultant organizations.

Integrating style also has changed to a considerable extent although the change is not statistically significant ($p > 0.05$). Integrating style is usually adopted by parties when they prefer to solve the issues in concern in innovative ways. It is observed from the results that tendency to find innovative solutions has greatly increased when negotiating with Consultant organizations than Client organizations.

The Competing, Avoiding and Compromising styles of Sri Lankan project managers remain more or less same when negotiating party changes from Client organizations to Consultant organizations.

4.5 Summary

This chapter was dedicated to analyse the findings in order to accomplish the objectives of the research. The aim of the research is to identify how the negotiation styles of Sri Lankan project managers change when dealing with client and consultant organizations during construction stage of projects. The questionnaire was submitted to 45 project managers who engaged in project management activities in Contractors' firms. 32 project managers responded to the questionnaire resulting a 71.1 % response rate.



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It was revealed that majority of project managers tend to use Integrating negotiation style more often than other styles when dealing with Client organizations as well as Consultant organizations during the construction stage of the projects. Dominating style is the least preferred negotiation style when dealing with both Client and Consultant organizations among Sri Lankan project managers.

It was found that only Obliging negotiation style shows a statistically significant change when dealing with Client and Consultant organizations. The Integrating negotiation style too has shown a great change (an increase when negotiation change from Client organization to Consultant) although the change was not statistically significant at 5% significance level.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter of the study. It gives a brief summary of the study, conclusions made from analysing the data, recommendations, directions for further studies and finally the scope and limitations of the study.

5.2 Summary of the study

Construction industry is perceived to be adversarial. Factors such as competing needs of project team members of all contractual parties, lack of common goals, inequitable risk allocations, changes in specification and drawings during construction stage, contradictory and erroneous information may contribute to germination and manifestation of disputes. A dispute is always negotiated first before other resolution types are considered (Cheung et al 2006). During negotiation, characteristic specific to disputants such personality, their culture, experience, attitudes towards negotiation are important for negotiation outcome. Previous studies carried out at various aspects of negotiations are mostly associated with western cultures. This study aimed at identifying different negotiation styles and their relative usages in Sri Lankan context with respect to construction industry.

Chapter 1 of this report includes the back ground of the study, problem statement, aim, objectives, summary of the research methodology and chapter break down. Chapter 2 describes the literature review of the subject. Although substantial amount of publications on negotiation styles is available from other countries, publication regarding Sri Lankan context was very rare. Chapter 3 describes a comprehensive account on research methodology. Quantitative techniques were used in the study. The chapter 4 discusses findings of the research study. The conclusions and directions for future studies are given in this chapter.

5.3 Conclusions

The objective one of the research was to identify different styles used in negotiations. In order to accomplish this objective, a comprehensive literature review was carried out. Models consisting of two, three, four and five styles that are used to classify negotiation styles in the past were identified. The Dual Concern Model of the styles handling interpersonal conflict of Rahim and Bonoma (1979) was used in the study since it has been widely used in negotiation style studies including studies carried out in relation to construction industry.

The second objective of the research was to identify the mostly used negotiation styles of Sri Lankan project managers when dealing with Client and Consultant organizations. It was found that Integrating negotiation style is more often used by Sri Lankan project managers than other negotiation styles when dealing with Client organizations. Obliging is the next highly used style while the Compromising, Avoiding and Dominating styles are very rarely used. When dealing with Consultant organizations, Sri Lankan project managers use the Integrating style again as the most preferred style than the other styles. The preference level of Integrating style when dealing with Consultant organizations is a fairly higher level (about 18% more) than dealing with Client organizations. Obliging, Avoiding, Compromising and Dominating styles are very rarely used when dealing Consultant organizations.

The third and final objective of the research was to investigate the significantly changed negotiation styles when dealing with Client and Consultant organizations. Obliging style was found to be the only changing negotiation style which has a statistical significance at 5% significance level. This style is often adopted by parties when they are dealing a position of weakness against the other party and also when they concern satisfying other's needs rather than their own. The results revealed that Sri Lankan project managers' such weakness against the other party has significantly reduced when the other party changes from Client organizations to Consultant. Integrating style also showed a considerable change though it was not a statistically

significant at 5% significance level when dealing with Client and Consultant organizations.

The findings of the research revealed that Integrating style is the most preferred negotiation style when dealing with both Client and Consultant organizations by the Sri Lankan project managers, during the construction stage of projects. The Obliging style showed a statistically significant change when dealing with Client and Consultant organizations.

5.4 Recommendations

It was found that Sri Lankan project managers of Contractor organisations use Integrating negotiation styles as their most preferred style when dealing with both Client and Consultant organisations.

Parties have options to choose which type of negotiation styles should be used when entering to negotiation, as discussed in Section 2.6. If parties use cooperative type of negotiation styles when entering to negotiations, the possibility of solving the conflict is high.



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Therefore, Client and Consultant organisations are suggested to use Integrating type of negotiation style when entering to negotiations, since there is a high possibility of resolving conflicts through negotiations when both parties use Integrating style.

5.5 Further research directions

1. This study was limited to identify how the relative usages of negotiation styles of Sri Lankan project managers change when dealing with Client and Consultant organizations during the construction stage of projects. Factors affecting for such changes were not studied under this research. Therefore, a research is needed to identify factors which are affecting the project managers to behave differently when dealing with Client and Consultant organizations.

2. A research will be helpful to identify same objectives with other professionals involved in construction stage of projects such as Engineers, Architects and Quantity Surveyors, so that a conclusion across the different professionals could be drawn.
3. A research is needed to study the behaviour in other stages of projects so that differences in each stage of projects could be identified.

5.6 Scope and limitations of the study

The scope of this research is limited to negotiations carried out during construction stage of projects. Negotiations carried out by project managers were studied in the research. Therefore, generalizing the finding to other stages of projects and other professionals such as Architects, Engineers and Quantity Surveyor will not be appropriate.



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Project managers of Contractor organizations which has CIDA grading C3, EM3, SP3 or above were involved in the study. Therefore, study is limited to project managers employed in middle to higher level construction firms.

In this research, negotiation styles of a project manager refer to his habitual negotiation styles when dealing with Client or Consultant organisations. A project manager may access his negotiation behaviour with respect to any recently concluded negotiation activities with any representative of the Client and Consultant organisations.

Consultant's representatives are not considered as Client's representatives in this research since the study is about investigating negotiation styles of Contractors' project managers when dealing with those organisations separately.

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Appendix D:

Negotiation Styles of Sri Lankan Project Managers in Dealing with Client and Consultant Organizations

Dear Sir / Madam,

Dissertation – M.Sc. in Construction Law and Dispute Resolution

I am following a M.Sc. course on Construction Law and Dispute Resolution at the Department of Building Economics at University of Moratuwa. In order to fulfil the requirements of this degree program, I am required to undertake a research and produce a dissertation. The topic I have chosen is “Negotiation Styles of Sri Lankan Project Managers in Dealing with Client and Consultant Organizations”.

I would be grateful if you could complete the attached questionnaire within your busy work schedule. **The information provided by you will be treated with strict confidence, it will be used only for the purpose of fulfilling requirement for module dissertation in the above course and there would not be specific references to any individual or an organization.**

Thank you.

Yours faithfully,

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QUESTIONNAIRE SURVEY

Negotiation Styles of Sri Lankan Project Managers in Dealing with Client and Consultant Organizations

Information given by you will be used for the academic purposes only.

Basic information about you

(Please "X" your answers in appropriate cage

Your experience in years as a Project Manager

0 - 5 years

6 - 10 years

11 - 15 years

16 years or above



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Instructions to fill attached Questionnaire

Questions should be answered considering the negotiations carried out during **construction period** only.

Try to recall as many recent negotiations (conflict situations) as possible in answering these statements.

Please indicate your agreeableness or disagreeableness for the statements in the questionnaires in following scale;

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

You are kindly requested to fill both sections.

SECTION - 1

Please rate your usual negotiation behaviour with **Client** organizations during **construction period** of a project. Try to recall as many recent conflict situations as possible in ranking these statements.

Key:

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

1	I try to investigate an issue with the Client to find a solution acceptable to	1	2	3	4	5
2	I generally try to satisfy the needs of the Client .	1	2	3	4	5
3	I attempt to avoid being “put on the spot” and try to keep my conflict with the Client to myself.	1	2	3	4	5
4	I try to integrate my ideas with those of the Client to come up with a decision jointly.	1	2	3	4	5
5	I try to work with the Client to find solutions to a problem which satisfy our expectation.	1	2	3	4	5
6	I usually avoid open discussions of my differences with the Client .	1	2	3	4	5
7	I try to find a middle course to resolve an impasse.	1	2	3	4	5
8	I use my influence to get my ideas accepted.	1	2	3	4	5
9	I use my authority to make a decision in my favour.	1	2	3	4	5
10	I usually accommodate to the wishes of the Client .	1	2	3	4	5
11	I give in to the wishes of the Client .	1	2	3	4	5
12	I exchange accurate information with the Client to solve a problem together.	1	2	3	4	5
13	I usually allow concessions to the Client .	1	2	3	4	5
14	I usually propose a middle ground for breaking deadlocks.	1	2	3	4	5
15	I negotiate with the Client so that a compromise can be reached.	1	2	3	4	5
16	I try to stay away from disagreement with the Client .	1	2	3	4	5
17	I avoid an encounter with the Client .	1	2	3	4	5
18	I use my expertise to make a decision in my favour.	1	2	3	4	5
19	I often go along with the suggestions of the Client .	1	2	3	4	5
20	I use “give and take” so that a compromise can be made.	1	2	3	4	5
21	I am generally firm in pursuing my side of the issue.	1	2	3	4	5
22	I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.	1	2	3	4	5
23	I collaborate with the Client for a proper understanding of a problem.	1	2	3	4	5
24	I try to satisfy the expectations of the Client .	1	2	3	4	5
25	I sometimes use my power to win a competitive situation.	1	2	3	4	5
26	I try to keep my disagreements with the Client to myself in order to avoid hard feelings.	1	2	3	4	5
27	I try to avoid unpleasant exchanges with the Client .	1	2	3	4	5
28	I try to work with the Client for a proper understanding of a problem.	1	2	3	4	5

SECTION - 2

Please rate your usual negotiation behaviour with **Consultant** organizations during **construction period** of a project. Try to recall as many recent conflict situations as possible in ranking these statements.

Key:

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

1	I try to investigate an issue with the Consultant to find a solution acceptable to us	1	2	3	4	5
2	I generally try to satisfy the needs of the Consultant .	1	2	3	4	5
3	I attempt to avoid being “put on the spot” and try to keep my conflict with the Consultant to myself.	1	2	3	4	5
4	I try to integrate my ideas with those of the Consultant to come up with a decision jointly.	1	2	3	4	5
5	I try to work with the Consultant to find solutions to a problem which satisfy our expectation.	1	2	3	4	5
6	I usually avoid open discussions of my differences with the	1	2	3	4	5
7	I try to find a middle course to resolve an impasse.	1	2	3	4	5
8	I use my influence to get my ideas accepted.	1	2	3	4	5
9	I use my authority to make a decision in my favour.	1	2	3	4	5
10	I usually accommodate to the wishes of the Consultant .	1	2	3	4	5
11	I give in to the wishes of the Consultant .	1	2	3	4	5
12	I exchange accurate information with the Consultant to solve a problem together.	1	2	3	4	5
13	I usually allow concessions to the Consultant .	1	2	3	4	5
14	I usually propose a middle ground for breaking deadlocks.	1	2	3	4	5
15	I negotiate with the Consultant so that a compromise can be reached.	1	2	3	4	5
16	I try to stay away from disagreement with the Consultant .	1	2	3	4	5
17	I avoid an encounter with the Consultant .	1	2	3	4	5
18	I use my expertise to make a decision in my favour.	1	2	3	4	5
19	I often go along with the suggestions of the Consultant .	1	2	3	4	5
20	I use “give and take” so that a compromise can be made.	1	2	3	4	5
21	I am generally firm in pursuing my side of the issue.	1	2	3	4	5
22	I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.	1	2	3	4	5
23	I collaborate with the Consultant for a proper understanding of a problem.	1	2	3	4	5
24	I try to satisfy the expectations of the Consultant .	1	2	3	4	5
25	I sometimes use my power to win a competitive situation.	1	2	3	4	5
26	I try to keep my disagreements with the Consultant to myself in order to avoid hard feelings.	1	2	3	4	5
27	I try to avoid unpleasant exchanges with the Consultant .	1	2	3	4	5
28	I try to work with the Consultant for a proper understanding of a problem.	1	2	3	4	5