

Negotiation Styles Employed by Organisational Founders in Biographical Films: *The Billionaire* (2011) and *The Founder* (2016)

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Abstract

Negotiation and communication are interdependent, both vital for societal and civilization progress. In cross-cultural business negotiations, entrepreneurs lacking cultural competence can face misunderstandings and miss opportunities for growth and expansion when engaging with individuals from different cultural backgrounds. It is important to recognize that cross-cultural negotiations are distinct from local ones, as overlooking cultural differences can lead to significant potential problems. Since negotiation studies generally concentrate on politics, there are relatively insufficient studies on negotiations in commerce that reflect organisational founders. Drawing on data from biographical films, this qualitative study aims to identify the negotiation styles of two organisational founders and to compare the styles used by both negotiators originating from distinct cultural backgrounds. Thomas-Kilmann's Conflict Styles (1974) and Geert Hofstede's Cultural Dimensions (updated in 2023) were employed as frameworks to facilitate the content analysis of the biographical films *The Billionaire* (2011) and *The Founder* (2016). The findings of the study suggest that there is an influence on the way individuals and society perceive the importance of negotiation skills in resolving disputes in daily life and on a global basis. Thus, this study could potentially enrich academia libraries by providing a foundation for future scholarly inquiry.

Keywords: *Communication, Cross Cultural, Cultural Barriers, Cultural Differences, Negotiation*

Introduction

Communication entails a two-way transmission of information that necessitates responses from all involved parties. Schoop (2021) posits that negotiation is both a communicative and decision-making process. Through this process, participants in the negotiation process mutually influence each other with the goal of persuading, sharing values and interests leading to agreements. In the course of negotiation, the manner in which information is exchanged might disclose negotiators' views, convictions, and beliefs as well as personality traits and tendencies towards aggression or defensiveness. Given these aspects, it is evident that verbal, written, nonverbal, and marketing communications are all integral to the negotiation process.

The cultural roots of a negotiator are immensely important in the context of global negotiation. Gordon (2022) asserts that culture does affect negotiation processes and outcomes. Although this influence may not be immediate, it is likely to have an impact owing to variations upon how negotiations are conducted across cultures. While negotiators adhere to the negotiation process, the outcomes can often be influenced by personal factors including the negotiator's values, norms, and cultural background. Different cultures often assign varying degrees of importance to negotiation outcomes, interests or objectives and conflict resolu-

tion. Consequently, cross-cultural negotiations often face challenges due to the diverse backgrounds of negotiators, leading to a tendency for inefficacy. As a result, culture holds significant potential to profoundly impact the context and dynamics of negotiations (Hart & Schweitzer, 2020).

Negotiation holds paramount importance in every organisation (Al Amiri et.al, 2020). The rise of globalisation has led to an increased frequency of face-to-face negotiations among individuals from diverse markets and cultures. This is evident in various business contexts, including international joint ventures, licensing agreements, seller-buyer relationships, distribution, and production agreements, as well as mergers and acquisitions. Business owners and managers are increasingly required to negotiate with people from different countries and cultural backgrounds in these arenas. According to Tabassum (2020) global managers devote more than half of their time to negotiations, highlighting the crucial role of this skill in their success within international commerce. Hence, negotiation plays a pivotal role in the corporate context mitigating potential misunderstandings in real-life situations and acting as a proactive measure against conflicts. However, for organisation founder, negotiation presents an opportunity; it serves as a foundation for collaboration and achieving shared goals within the venture. At the core of successful founders' achievements lies their capacity to build and nurture relationships. In essence, they must effectively persuade others to believe in their vision and invest significant time, capital, resources, and expertise into their organisations. The skill of negotiation is paramount in this context, as claimed by Singh (2018) that mastering negotiations skills is essential for entrepreneurial success.

In a cross-cultural negotiation, entrepreneurs who lack cultural competency will lead to misunderstanding and even missed the opportunities for growth and expansion when negotiating with individual of a different cultural background (Shonk, 2022). In addition, studies on negotiation within business and real-life applications, as the literature tends to concentrate on politics and economics, as observed in the book titled *Negotiating World Economy* (Dupont, 2002). According to Griffis et al., (2023), the captivating narratives of accomplished business founders have consistently been a subject for exploration, leading to a growing trend of portraying their stories in biographical films, exemplified by productions such as *Bohemian Rhapsody* (2018), *The Wolf of Wall Street* (2013), and *The Founder* (2016). These films serve as a significant platform to illuminate the dynamics of negotiation and communication strategies employed by influential individuals. Exploring the portrayal of negotiation skills in biographical films allows audiences to gain a deeper understanding into their negotiation prowess and decision-making processes and approaches used. There has also been limited studies that compares negotiation styles across cultures, especially between United States and Thailand. Therefore, corresponding to the minimal efforts done in the literature of negotiation studies across cultures, this study aims to fill in the gaps found by conducting research to identify the negotiation styles employed by an American and a Thai citizen as well as venture into the differences of negotiation styles be-

tween two distinct cultures. In order to meet the main aim of the study, these research questions are outlined to provide a clear and succinct overview of the study's focus;

1. What are the negotiation styles used by the founder of Tao Kae Noi in *The Billionaire* movie (2011)?
2. What are the negotiation styles used by the founder of McDonald's in *The Founder* movie (2016)?
3. How do the negotiation styles used by the founder of Tao Kae Noi brand in *The Billionaire* movie and the founder of McDonald's in *The Founder* movie differ?

Literature review

The approach to negotiations can vary significantly based on individual's cultural background and personality traits. According to Bacouel (2022), Western negotiators are proficient in putting strong suggestions across the negotiation table to get a result and are trained to concentrate on the content of their aims. However, they typically do not give enough thought to how they could negotiate more successfully by considering the underlying culture and mentality of the individual they are working with. Eastern negotiators, on the other hand, view the negotiation process as a continuous courtship that could result in a lasting and reliable relationship. Western and Eastern distinct cultural context and the use of negotiation styles can be explained by applying Hofstede's cultural dimension as a lens to gain new perspectives. For instance, individual rights, accomplishment, and recognition are generally held in high regard in individualist cultures, whereas harmony and collaboration within the family, organisation, and society are at the heart of collectivist cultures (Bacouel, 2022). Individualism-collectivism can affect not just the negotiation process in general, but also the timing and style of when favours, requests, offers, and complaints are made. Umminasrah et al. (2022) point out the fact that intercultural negotiations cannot be addressed in the same way as intracultural negotiations, primarily due to the cultural variations.

Understanding Negotiations and Conflicts

Hall's theory (1990) suggests that within business settings, individuals from high-context cultures might display creativity within their familiar structures. However, when faced with new situations, they tend to shift towards the lower end of the context scale. Conversely, low context individuals can exhibit creativity and innovation when facing new challenges, but they often struggle to break free from conventional approaches when operating within existing systems. In intercultural situations, low context individuals may find it necessary to provide more detailed explanations than they are accustomed to when communicating with high context individuals. Rudolf (2019) claimed that the application of Hall's theory is essential in cross-cultural negotiations because it defines the cultural pattern in which human communication styles differ across cultures. It is observed that, communication in high-context cultures prioritises harmony and face-saving, leading to reserved reactions. Additionally, strong commitment and responsibility among members

foster loyalty and long-lasting relationships in high context cultures, while low context communication values directness and honesty, which can lead to more fragile bonds and less enduring relationships, often resulting in conflicts.

Conflict arises when two individuals' interests seem to clash or be at odds. In order to understand these phenomena, the Thomas-Kilmann Conflict Mode Instrument was developed by Kenneth W. Thomas and Ralph H. Kilmann in 1974 to evaluate an individual's behaviour in such conflict situations along two dimensions: (1) assertiveness; the extent to which the person attempts to satisfy his own concerns and (2) cooperativeness; the extent to which the person attempts to satisfy the other person's concerns (Thomas & Kilmann, 2008). The five conflict resolution styles: (1) accommodating, (2) competing, (3) collaborating, (4) compromising, and (5) avoiding—can be used to determine these two dimensions. Umminasrah et al., (2022) places more emphasis on the aggressive and cooperative parts of this model to explore the segregation of eastern and western countries negotiating styles, preferences and consequently, the negotiation outcomes, particularly when two or more parties are attempting to meet their differences or contrasting objectives.

The first negotiation style is known as accommodating style (ACS), which considers the needs of the other party rather than one's own (Thomas & Kilmann, 2008). An accommodating negotiation style establishes a relationship that is essential for negotiators because they concentrate on retaining a friendly rapport by sacrificing some benefits in favour of the opposing party's interests. The second one is the competing style (CTS), which focuses on fulfilling one's own needs while disregarding the needs of the other party. A competitive negotiation style typically pursues their own needs at the expense of others. Competitive negotiators are results-oriented and intent on achieving short-term goals quickly rather than reaching mutually beneficial agreements because their desire for success motivates them (Umar, 2021). The third is the collaborating style (CLS), in which the negotiator is mindful of both the needs of the adversary and one's own. As the negotiator concentrates on ensuring that all parties' objectives are met in an agreement, they value establishing, fostering, and growing relationships without sacrificing the interests of their business.

Next is the compromising style (CMS), which falls somewhere between the assertive and cooperative levels. The outcome of compromising negotiation style produces a "win-win" outcome. When negotiating the details of the agreement, negotiators frequently forgo some terms to gain others. Simply put, a compromising negotiation style is a form of bargaining because it emphasises on reaching a reasonable agreement quickly while maintaining some relationship. A compromising negotiator seeks a quick middle-ground solution that results in moderate satisfaction of both parties' needs. Finally, there is the avoiding style (AVS), in which neither negotiator considers the needs of the other party or their own. An avoiding negotiation style is generally less assertive and apprehensive. If an agreement is reached and an avoiding negotiator

is dissatisfied with the outcome, they may attempt to exact revenge on the opposing party before the party is even aware that they were dissatisfied with the agreement.

Previous Studies

Utilizing Hofstede's cultural dimensions as a framework, one can dissect the portrayal of business founders in biographical films to uncover how cultural values are woven into their narratives. Films such as 'Bohemian Rhapsody' (2018), 'The Wolf of Wall Street' (2013), and *The Founder* (2016) provide more than just entertainment; they are a rich source for cultural analysis. The Power Distance Index, for instance, is reflected in the portrayal of the founders' approach to leadership and hierarchy (Griffis et al., 2023).

Individualism versus Collectivism is another dimension showcased in these stories. The films might highlight whether the protagonists are self-reliant mavericks or whether they emphasize teamwork and collective success. This can illuminate the cultural backdrop against which these individuals operate, revealing societal preferences for individual achievement or communal goals. In addition, the Masculinity versus Femininity dimension surfaces in the values the founders embody. Such portrayals can subtly inform the audience about cultural preferences for certain types of behaviours and values. In terms of Uncertainty Avoidance, these films often delve into how founders respond to risk and ambiguity. The representation of this dimension can reflect a culture's tolerance for uncertainty and its propensity for innovation or tradition. Long Term Orientation versus Short Term Normative Orientation is also depicted through the founders' visions and strategies. These character arcs can mirror societal attitudes towards time, tradition, and modernity. Lastly, the dimension of Indulgence versus Restraint comes to life in the personal lives of the founders as shown on screen. How they balance work and pleasure, and the extent to which they give in to their desires or adhere to societal norms, can be indicative of the indulgent or restrained nature of their cultures. Thus, biographical films about business founders are not just about individual achievements but are also a depiction of cultural narratives. They offer a window into the values and practices that shape business behaviours and leadership styles, reflecting and reinforcing the cultural dimensions identified by Hofstede (2023).

People from intolerant cultures tend to avoid or attempt to minimise situations that are dissimilar from what they perceive as normal, whereas people from risk-taking cultures accept new and unexpected situations, are at ease with the absence of rules, are more pragmatic, and are less emotion driven.

Methodology

In this study, interpretivism serves as the research paradigm. According to Nickerson (2022), drawing on interpretivism allows the approach to interpret an individual's realities through their own experiences, which may differ due to their sociocultural environment. Since the study intends to determine the negotiating styles employed by two organisational founders from different cultural backgrounds as well as to compare the dis-

parities of preferred negotiation styles, a qualitative approach enables the researcher to explore, discover and comprehend the contextual and cultural settings of negotiating styles across cultures (Abdifitah & Azrak, 2023). In addition, Thomas-Kilmann's Conflict Styles (1974) and Geert Hofstede's Cultural Dimensions (updated in 2023) were employed as frameworks to facilitate the content analysis of the biographical films. Vaismoradi and Snelgrove (2019) state that content analysis is a tool for identifying the presence of certain words or concepts within texts to develop a deeper understanding of the issue. In this study, content analysis examines the preferred negotiating styles across cultures, the global variations in communication styles and the trends in negotiating strategies used by the founders representing the different cultures.

Research Sample

Since this study aims to analyse the negotiation styles employed by the organisational founders and highlight the disparities between two distinct business cultures, American and Thai, a purposive sampling approach was chosen to be effective as main data sources due to the nature of the research design, aims and criteria (Business Research Methodology, n.d). The primary sample of this study are Ray Kroc and Itthipat Peeradechapan, who play the main character in the biographical films *The Billionaire* (2011) and *The Founder* (2016) respectively, who demonstrated numerous negotiating strategies all throughout the movie. Both main characters from each film were chosen as the primary data because they exhibit a significant number of negotiation skills that define their respective cultures and enable the researcher to discuss and compare their distinct negotiation styles using a cultural dimension lens.

Data Collection and Analysis Procedure

The researcher employed a four-step data extraction process to derive findings from the primary samples. First, the researcher watched the film to understand the concepts within the storyline. Second, the movie was rewatched to select and extract two scenes involving negotiation. Next, the selected extracts were transcribed into text form, and classified into negotiation styles based on the coding scheme in Table 1. Subsequently, all steps were repeated to select and extract additional negotiating scenes from the second film. Finally, after identifying, compiling, and categorizing the data, it was analysed through the lens of Hofstede's Cultural Dimensions Theory which is part of the conceptual framework of this study.

The Thomas-Kilmann Conflict Mode Instrument (TKI), which aligns well with the objectives of this study and the characteristics of the sample, served as the basis for the coding scheme used to categorise the negotiation styles. Given that the negotiators represent two distinct cultures—American and Thai—the identified negotiation styles were then compared based on their cultural backgrounds through descriptive analysis. Finally, after the negotiation styles were identified and categorised, the data were analysed using the cultural outlined in the conceptual framework, incorporating Hofstede's renowned dimensions; power distance,

individualism-collectivism; uncertainty avoidance; and masculinity-femininity which are typically influenced by their respective culture and society.

Table 1: Coding Scheme Based on Thomas-Kilmann Conflict Mode Instrument (TKI)

No.	Negotiation Styles adapted from Thomas – Kilmann Conflict Mode Instrument (1974)	Coding Scheme
1.	Accommodating Style	ACS
2.	Competing Style	CTS
3.	Collaborating Style	CLS
4.	Compromising Style	CMS
5.	Avoiding Style	AVS

Findings

In this section, the findings are presented based on the research questions. The first part of the findings is to identify Ray Kroc's and Itthipat Peeradechapan's negotiation strategies, depicted in a figure made up of scene transcripts that demonstrate the utilization. Secondly, the findings present the overall negotiation styles utilised by both founders to highlight the contrasts in their favoured strategies to conclude the primary results of this study.

Negotiation Styles Employed by Ray Kroc in *The Founder* (2016)

This section of the study presents three types of negotiation styles utilised by Ray Kroc from the selected scenarios ranging from Competing Style (CTS), Compromising Style (CMS) and Avoiding Style (AVS). The competitive style (CTS), is the most apparent negotiation style employed by Ray Kroc. It is notable that Ray relies on CTS five times in the two negotiation sequences that were chosen, making it his favoured negotiating method. The term CTS in this study refers to negotiators who stress their own goals and concerns without taking their opponent's demands and interests into account depicting negotiators' behaviour as representing a high level of assertiveness and a low level of cooperativeness, which corresponds to the conventional "I win, you lose" outcome.

CTS can be observed when the negotiator exhibits assertive actions, such as Ray boldly expressing his demands of needing contract renegotiation and rebelling against Dick by violating the terms of the agreement. Furthermore, Ray gives little to no collaboration with the other party since he believes the number of franchises he has now is lower than expectations. When he forces Dick to accept a renegotiation of his earnings, he also attempts to establish dominance and control over his opponent. The final indication that

Ray is using CTS is when he prioritises his objectives above those of the other party, demonstrating his lack of concern for sustaining the relationship with his business partner, which is another characteristic of a CTS negotiator.

In addition, Ray Kroc utilised the compromise style (CMS) twice in the extracts, putting it as his second frequently used negotiation technique. Based on the framework, CMS negotiators often exhibit the same degree of aggressiveness and cooperation, which is in tune with the outcome of "I win/lose some, you win/lose some." As a concrete example, initially Ray intends to increase the 1.4% portion of the profits he currently receives to reflect the extra effort that he put into making McDonald's a national brand. However, to at least gain something out of this negotiation, he is willing to offer a few percent of a concession. Although the plan failed, Ray's decision to give up a particular element to arrive at a solution is still regarded as CMS. Additionally, Ray's attempts to find a compromise between himself and Dick that would only partially satisfy each party's needs as opposed to continuing their dispute provide further proof that he relies on CMS. Ray also seemed to employ the avoiding strategy (AVS) only once, indicating that it is one of his least preferred negotiation styles. AVS stands for a negotiator who tends to withdraw or steer clear of conflict. This tactic typically results in a "I lose, you lose" situation because the negotiators who utilise it are less assertive and cooperative and primarily want to delay confrontation or avoid dealing with the issue at hand. Ray applies AVS to deflect Dick's attention away from the changes in his company's name. He also responds indifferently, exuding a feeling of apathy, and appearing oblivious to avoid engaging in discourse about the subject. On top of that, Ray's reluctance in disclosing to Dick his true motivation for changing the firm name strengthens the notion that he is using AVS in directing his conversation with Dick McDonald's.

Negotiations Styles Employed by Itthipat Peeradechapan in *The Billionaire* (2011)

This portion of the study assembled four types of negotiating strategies used by Itthipat Peeradechapan in selected scenarios spanning from Accomodating Style (ACS), Compromising Style (CMS), Collaborating Style (CLS), and Competing Style (CTS). It is observed that Itthipat Peeradechapan's primary negotiation style is the accommodating style (ACS). Due to the individual's high level of cooperativeness and low level of assertiveness, this style produces the outcome of "I lose, you win" which are in line with the goal of this strategy of yielding to other's demand.

When the negotiator prioritises building relationships with others, this is usually the primary indicator for ACS. For instance, in order to preserve the relationship with his adversary, Itthipat refuses to bribe the quality assurance officer. In addition, he exhibits active cooperation and flexibility when he is keen to meet the needs of the other party and inquiring about what has to be better in his factory. Furthermore, Itthipat exemplifies the act of yielding to his adversary's request to establish harmony and an advantageous con-

nection. As a means to start the negotiation off on the right foot, he asked his staff to take care of the problem right away.

Itthipat Peeradechapan utilised the compromise style (CMS) twice in the extracts, much like Ray Kroc did, making it his second regularly used negotiation style. CMS negotiators frequently display the same level of assertiveness and cooperation, which is in line with the outcome of "I win/lose some, you win/lose some." For instance, Itthipat's attempt to bargain for the price of the PS2 is a clear indication of his determination to compromise and offer a price range that would not result in a substantial loss for the owner. Itthipat also put a high value on preserving the relationship with the other party, saying that he would swear to be trustworthy to the owner by refusing to compare PS2 costs at other outlets. Simultaneously, he is focused on finding a practical solution as he subconsciously aims to strike an agreement that is considered as a fair and feasible solution to both negotiators in this scene. Beyond that, Itthipat displays adaptability and flexibility during negotiations by being open to modify his initial preferences to accommodate the interests of the opposing party. He further demonstrated his utilisation of CMS during the conversation by showing his willingness to make immediate improvements to reach a mutually accepted resolution.

The least frequently used negotiation strategy by Itthipat is the competitive style (CTS). In the two negotiation snippets that were picked, Itthipat only makes use of CTS once. In the aforementioned example, Itthipat employs CTS by establishing dominance and control over the negotiation process. He made a threat to leave the conversation if he did not get the price he was hoping for. Here, it is apparent that Itthipat is focused on reaching a "I win, you lose" result, demonstrating his "win at all costs" mentality through the use of assertive tactics. The Thomas-Kilmann framework reveals that the CTS negotiator's behaviour showed a high level of assertiveness and a low level of cooperativeness, like what Itthipat demonstrated during the peak of the negotiation resolution.

Comparison of Negotiation Styles Employed by Ray Kroc and Itthipat Preeradechapan

The overall usage of negotiation styles was utilised by both founders. As evidenced by the data collected, Ray Kroc frequently employs the CTS negotiating approach throughout the film *The Founder*, using it five times in the two negotiation scenes. Additionally, he often makes use of CMS since the style has been utilised twice. Last but not least, Ray only employs the AVS strategy once, indicating that it is one of his least frequent methods, and there is no evidence that he ever employs the ACS or CLS methods in the scenes that were extracted.

Itthipat Peeradechapan, on the other hand, proves to be the complete opposite of Ray in terms of the negotiation styles he employs. It has been reported that Itthipat used ACS three times in the selected scenes from the film *The Billionaire*. As Itthipat utilises CMS twice, it was placed second overall. Along with that,

Itthipat only utilises CLS and CTS once, making it apparent that Itthipat does not favour any strategy over the other. However, there was no evidence of him using the AVS style.

In conclusion, Itthipat, as a Thai representative, is more prone to be an ACS negotiator while Ray, an American representative, is more dominating as a CTS negotiator. However, given that they both used the CMS tactic twice, it was undeniable that both of them were skilled at implementing it in negotiations. Finally, other negotiation styles such as AVS, CLS and CTS (for Itthipat) are only used once or none at all.

Discussion

This study involves a comparison of negotiation styles between two founders originating from different cultures. Based on the primary findings, the researcher identified both similarities and differences in the negotiation strategies employed by the founders. For example, both Ray and Itthipat utilised the CMS strategy twice in their respective negotiation scenes, but their preferred negotiation approaches were CTS and ACS, respectively. This idea is supported by previous Gordon (2022), which highlights culture as a fundamental aspect of human mentality and behaviour, suggesting that culture can act as a constraint in cross-cultural negotiations. Additionally, this study acknowledges that relationships can be either strengthened or damaged during negotiations, particularly when negotiators come from different cultural backgrounds. This aligns with the findings of Hart and Schweizer (2020) who emphasise the importance of relationship outcomes in their research papers. The findings section of this study demonstrates the aspect of relationship outcomes through the experiences for both negotiators. Ray's chosen negotiation strategy often resulted in damaged connections with his counterparts due to his competitive approach, whereas Itthipat tended to prioritise maintaining relationships by adopting an accommodating negotiation style.

Furthermore, the influence of cultural background on negotiation can also be observed through the representation of the Western and Eastern sides of the world. It appears that Western negotiators excel at presenting strong suggestions during negotiations to achieve desired outcomes, focusing primarily on the content of their objectives. However, they often overlook the importance of considering the underlying culture and mentality of the individuals they are working with, which could lead to less successful negotiations. In contrast, Eastern negotiators view the negotiation process as an ongoing courtship aimed at building lasting and trustworthy relationships. They employ a multi-layered strategy and frequently utilise "hot" or "cold" signals to reveal their opponent's true intentions. In line with this perspective, Umminasrah et al. (2022) suggest that the degree of aggressiveness and willingness to cooperate exhibited by individuals during negotiation is indicative of the diverse strategies they employ in different situations.

Finally, considering Hall's Context Theory, the United States and Thailand represent two different sides, with one being a low-context country and the other a high-context country. The findings of this study

align with Hall's (1990) assertion that individuals from high- context cultures communicate using a strong foundation of cultural norms, implicitly conveying their messages. This is exemplified by Itthipat, who masks his intended demands for discounts on the PS2 price using questions. On the contrary, Ray, who has no qualms about stating his needs directly, truly embodies the low-context culture of explicit and honest communication, even if it may portray him as selfish or domineering. Similarly, Ray Kroc's behaviour in the film reflects the characteristics of a low context culture, as he prefers to be direct and honest, which significantly affects his relationship with the McDonald's brothers severely. In conclusion, the differences observed in the usage of negotiation strategies between Ray Kroc and Itthipat Peeradechapan are largely supported by previous studies, which emphasise the influence of cultural background factors. It is also noted that the effectiveness of a strategy depends on the context and approach of the negotiator, aligning with the main purpose of the Thomas-Kilmann framework, which seeks to understand how individuals respond when faced with conflicts during negotiations.

Conclusion and Recommendations

This qualitative study aimed to identify the negotiation styles of two organisational founders and to compare the styles used by both negotiators originating from distinct cultural backgrounds. Thomas-Kilmann's Conflict Styles (1974) and Geert Hofstede's Cultural Dimensions (updated in 2023) were employed as frameworks to facilitate the content analysis of the biographical films *The Billionaire* (2011) and *The Founder* (2016). The findings of the study suggest that there is an influence on the way individuals and society perceive the importance of negotiation skills in resolving disputes in daily life and on a global basis. It demonstrated that by comprehending the dominant negotiation types and their associated outcomes, practitioners can enhance their negotiation methods and personalise their approach depending on specific circumstances. This is intended to ensure people can benefit from the findings' practical implications for decision-making, relationship management, and negotiating research and have resources at their disposal for enhancing their interpersonal skills in everyday interactions. For research in the field of negotiation styles and cultural variables, triangulating findings and validating qualitative ideas and quantitative data can lead to a stronger evidence for correlations between negotiation styles and social factors. Furthermore, investigating the influence of emotions on negotiation behaviours and styles across diverse cultural contexts, particularly how emotions impact decision-making, conflict resolution, and relationship-building, presents an intriguing topic for exploration due to the limited literature on negotiation in non-mainstream societies. Additionally, including samples with bicultural or multicultural backgrounds as study participants and considering the role of gender in negotiation can lead to more comprehensive and nuanced findings. In the context of business negotiation, future researchers have the opportunity to explore practical topics relevant to the corporate world, such as intercultural competence training in multinational organisations. By investigating the effectiveness of inter-

cultural competence training programs for professional business negotiators, researchers can assess the impact of such training on their ability to navigate cross-cultural challenges and achieve successful outcomes. This research can offer practical guidelines for businesses and stakeholders.

Author contributions

Ideas, conceptualization, methodology, formal analysis, and the original draft preparation, Nur Aribah Razali: supervision, review, writing-review and editing, Nur Huslinda Che Mat. All authors have read and agreed to the published version of the manuscript.

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Data availability statement

The data that support the findings of this study are available on Netflix.

Conflicts of interest

The authors declare that they have no conflict of interest.

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