

Doctoral Dissertation

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Model negocjacji wewnątrzorganizacyjnych w grupie kapitałowej
(A Model of Intra-Organizational Negotiations in a Capital Group)

ABSTRACT

The doctoral dissertation addresses the issue of intra-organizational negotiations conducted between companies belonging to the same capital group, with particular emphasis on capital groups with the participation of the State Treasury. The starting point of the analysis is the assumption that the process of internal negotiations in such structures differs from the classical, model-based approaches to negotiations described in the literature, which assume the autonomy of the parties, their equality, and decision-making flexibility.

In capital groups, negotiations are embedded in a multi-level organizational structure characterized by hierarchy, formalized procedures, limited autonomy of subsidiary companies, and the presence of a superior actor in the form of the parent company. As a result, internal negotiations perform the function of a coordination mechanism, rather than merely serving as a tool for dispute resolution. In this context, intra-organizational negotiations should be perceived not as incidental events, but as recurrent processes embedded in the management system of a capital group.

The main objective of the dissertation is to develop a model of intra-organizational negotiations in a capital group that makes it possible to describe and understand the mechanisms shaping the course of negotiation processes in complex organizational structures.

The model was developed on the basis of:

- a review of the literature,
- an analysis of internal documentation of capital groups,
- the results of empirical research conducted among 119 respondents representing 49 capital groups with diverse structures, sizes, and ownership forms.

The main objective was specified through the following partial objectives, formulated in the dissertation in an enumerative manner:

- C1. To review and classify negotiation models.
- C2. To identify the specificity of negotiations in capital groups, particularly in companies supervised by the State Treasury.
- C3. To analyze the nature of decision-making (centralized and decentralized) in the context of intra-organizational negotiations.

- C4. To identify internal relationships and dependencies between companies within a capital group.
- C5. To empirically determine the factors and conditions influencing intra-organizational negotiations.

The main hypothesis presents the assumption according to which the process of intra-organizational negotiations between companies within a single capital group, particularly in companies with the participation of the State Treasury, has its own specificity and differs from other model negotiation processes widely described in the literature.

Specific hypotheses:

- H1: The main determinant of the model of intra-organizational negotiations in a capital group is the organizational structure.
- H2: An integrative style dominates intra-organizational negotiations in a capital group.
- H3: In the process of intra-organizational negotiations in a capital group, actors other than the parties to the dispute are also involved.
- H4: In intra-organizational negotiations in a capital group, decision-making competences are distributed across different organizational levels.

The first chapter presents capital groups as specific organizational forms of a network character. The analysis includes both definitional and typological issues, as well as matters related to their genesis, organizational structure, and mechanisms of coordination and internal control. Particular attention is paid to the relationships between the parent company and subsidiary companies, which define the decision-making and organizational framework for negotiation processes.

The second chapter focuses on negotiations from a theoretical perspective. It presents the essence of negotiations, basic approaches and models of negotiation processes, as well as their structure and phases. These considerations are supplemented by an analysis of negotiation styles, strategies, techniques, and tools, which made it possible to distinguish intra-organizational negotiations as a separate category of negotiations requiring a different research and interpretative approach.

The third chapter presents the methodological assumptions of the author's own research. It includes the definition of the research objective and subject, the selection of research methods and techniques, a description of the research process framework, and the characteristics of the adopted research sample. The justification for the application of methodological triangulation—combining quantitative and qualitative approaches as well as expert research—is also provided, enabling a multi-faceted analysis of the examined phenomena.

The fourth chapter is empirical and analytical in nature. It presents the course of quantitative, qualitative, and expert research, followed by a detailed analysis of the obtained results. The chapter concludes with a synthesis of the research findings and the formulation

of conclusions and recommendations that constitute the direct basis for the construction of the author's model of intra-organizational negotiations.

The fifth chapter presents the author's model of intra-organizational negotiations in a capital group, developed on the basis of theoretical findings and empirical research results. The model conceptualizes negotiations as a complex, multi-level process embedded in the organizational structure of a capital group, in which ownership relations, decision-making mechanisms, and the degree of autonomy of individual companies play a key role. An integral element of the model is the described negotiation style specific to intra-organizational negotiations, identified on the basis of the research results, which reflects the actual negotiation practices observed in the examined capital groups. This style, positioned between classical integrative and distributive approaches yet clearly distinct from them, is characterized by a focus on substantive argumentation, operational efficiency, and the subordination of negotiations to the overarching objectives of the capital group. The chapter concludes with recommendations for management practice, relating to the improvement of negotiation processes and the enhancement of coordination and decision-making mechanisms in multi-entity structures.

Empirical research confirmed the main hypothesis as well as hypotheses H3 and H4, while hypotheses H1 and H2 were falsified. This means that:

- organizational structure is not the main determinant of the course of negotiations,
- the integrative style does not dominate internal negotiations; in practice, a substantive style focused on arguments, facts, and operational efficiency prevails,
- negotiations are multi-stakeholder and multi-level in nature,
- decision-making competences are dispersed, and the negotiation process is iterative.

On this basis, a model of intra-organizational negotiations was designed that integrates the structural, decision-making, and relational dimensions, treating negotiations as a systemic management mechanism in a capital group, rather than as a one-off negotiation event.