

The Role of Gender and Culture in Business Negotiations: A Thematic-Synthesis Study

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Abstract

Negotiation is a social and economic process people engage in daily. Business negotiations may involve negotiating as an employee to justify tasks or remuneration while a personal negotiation might include negotiating with a seller to get the best deal out of a purchase. Thus, being an effective negotiator becomes an essential part of communication and transactions. But how an individual develops an effective negotiation behaviour is a question asked in multiple ways. Researchers have observed the effect of culture on business negotiations with respect to the development of communication patterns, construction of goals, choice of strategies, and the relative outcomes of the negotiation. Researchers have also observed the role of gender in business negotiations by analysing the impact of social role theory, relational accommodation theory, gender stereotypes, and morality on the outcomes achieved by male and female negotiators. This study aimed to connect the two dimensions of negotiation research i.e. culture and gender by asking what is the nature of current literature about culture and gender in business negotiations, and, are there any intersections or gaps in the literature? This study is constructed under the interpretative paradigm, applying thematic-synthesis to review and synthesize relevant literature published from 2008-2017. The findings highlight two main categories i.e. the research focus and the research design. The first category (research focus) shed light on research about culture and gender relating to ethics, aspiration levels and goals of the negotiating party, cognitive and behavioural moderators, and perceptions and stereotypes. The second category (research design) highlighted the implications of research methods and participant profiles for business negotiation research. Overall, this research project develops analytical themes and propositions from negotiation research at the intersection of culture and gender. The project was conducted in preparation for the design of future discourse negotiation research with emphasis on both, culture and gender.

Keywords: business negotiations, culture, gender, intersectionality

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Attestation of Authorship

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Yashika Chandhok

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Chapter 1: Introduction

This study focusses on the intersectional effect of culture and gender on business negotiations. The motivation to conduct this research was my personal interest in this topic. I attended a module on business negotiations while I was completing my masters at Singapore Management University in 2015. The module covered various concepts around negotiation including BATNA, ZOPA, the effect of culture, and mediums of negotiation. One of the compulsory parts of the class was to participate in negotiation simulations structured around different roles and situations every week. While participating in these simulations, I noticed a trend in the negotiating behaviour of my classmates. I was especially intrigued by the negotiating behaviour of fellow Indian women classmates who were very competitive in the simulation and used value-claiming strategies for negotiation.

I found this observation of extreme interest and wanted to know more about the same. After looking for literature to explain how the intersectional identity of Indian women shaped these negotiation behaviours, I realised that there was a gap in the literature which did not link the culture and gender literature in business negotiations. There were various studies which addressed the impact of culture on inter- and intracultural negotiations (Brett & Okumara, 1998; Drake, 2001; Fisher, 1980). Research around Indian culture suggested that as India is low trust culture, Indians pursue heuristic trial and approach for negotiations ending with sub-optimal outcomes (Gunia, Brett, Nandkeolyar, & Kamdar, 2011). The honour culture and presence of high competition in Indian culture makes for a highly competitive and value-claiming negotiating behaviour. (Gunia, Brett, Nandkeolyar, & Kamdar, 2011). I found this explanation in line with my observations about the Indians during simulations in the negotiation module. However, the ideas intersected when I accessed the gender literature around negotiations.

I could not find even a single research project which addressed the negotiation skills and behaviour around Indian women. Even the studies addressing the Indian culture had a male-dominant research profile with less than 20% of females as their research participants. This left me with general research conducted around women in business negotiation. A majority of studies constructed around gender in business negotiations did not address the other social categories like culture, that might have shaped their negotiation behaviour. Women in business negotiations were perceived as accommodating who followed relational goals during negotiations (Bowles & Babcock, 2013; Eckel, De Oliveira, & Grossman, 2008). This theory was constructed on the basis of social role theory which expected women to assume relational roles which would promote coherence and harmony (Babcock, & Laschever, 2003).

Though this theory fits the gender roles of most of the Indian households, I did not align with the negotiation behaviour I observed in the class and otherwise. The women around me, including my family members, friends and colleagues were always very competitive and tried to get the best deal possible. However, the lack of literature did not explain these two conflicting observations. This was true for other cultures, too. This research project was framed to identify these gaps in the literature and answer the question of what was the overlapping impact of culture and gender on business negotiations. This thematic-synthesis is my first step in the research journey to build a framework for future primary research, especially addressing my interest in understanding the negotiation skills of Indian women.

1.1 Aim of the Study

The primary aim of this study is to understand the intersectional role of gender and culture in business negotiations. It focusses on addressing the issues of generalizing the negotiation behaviour of individuals on the basis of one social category (for instance age, gender, or culture), ignoring the interdependence of these social factors on each other.

The goal of this research is to synthesize the literature on culture and gender in business negotiations together to understand what the focus of researchers in this subject area has been and how the researchers designed those studies. It addresses the main question: “What is the role of both culture and gender during business negotiations? The research questions specifically developed for this study are:

1. What are the most prominent themes in the literature (2008-2017) of business negotiation studied through the lens of culture and gender?
2. What factors are at the intersection of culture and gender in business negotiations?
3. What are the gaps and complexities at the intersection of culture and gender in business negotiations?
4. What are the future possibilities for primary research about the intersection of culture-gender experiences of business negotiations?

1.2 Organization of the Study

This dissertation includes five chapters. Chapter one outlines the rationale of this research by addressing my motivation for this research. It highlights the gap in the current literature about the integrating effect of culture and gender in business negotiations and informs the aim of the study by detailing the research questions answered in this study.

The second chapter reviews the theoretical literature that underpins the study. The chapter begins by answering what is negotiation? The important concepts of the negotiation process, integrative and distributive negotiation processes, negotiation strategies/ styles, and the role of interests, rights, and power in the negotiation are canvassed. Secondly, the chapter reviews how the literature on culture has been framed. Covering the concept of culture and different cultural frameworks such as Hall (1989) and Hofstede’ theories (1984) are applied to develop the theories of intercultural business negotiations. Lastly, this chapter provides an overview of gender research in business

negotiation by addressing the social role theory and current issues in business negotiations.

The third chapter elucidates on the research methodology adopted for this dissertation. It explains the underpinning philosophical framework behind this study by reflecting on the concepts of relativist ontology under the constructivist epistemology and interpretative paradigm applied to the dissertation. It introduces the tool of intersectionality in qualitative research and covers the use of intersectional reflexivity by the researcher. The chapter also throws light on the process of selection of journal articles published from 2008-2017. It details the concept of thematic-synthesis applied to the dissertation to generate this qualitative research by detailing the process of collecting, coding and categorizing using NVivo. Lastly, the chapter identifies the two research categories from the thematic-synthesis that informed the development of the analytical themes of this study.

The fourth chapter of this study presents the research findings of this thematic-synthesis. The findings are presented in two main categories: *research focus and research design*. The two categories look at the culture and gender literature together to uncover what has been the focus of researchers in the past ten years (2008-2017) and how this research has been framed by the researchers. The category of research focus was further bifurcated in the sub-categories: business ethics, aspiration level, and goals of the negotiating parties, cognitive and behavioural moderators, and perceptions and stereotypes. These sub-categories address each of the topics in relation to culture and gender literature together. The category of research design includes the sub-categories: research participants, negotiation tasks/ issues, and data collection and analysis. It analyses the methodology adopted by the authors of the selected journal articles to find the gaps and complexities in the current literature. This chapter informed the development

of the following intersecting themes from the literature of culture and gender in business negotiations:

T1: Understanding negotiating behaviour in the context of inter vs. intracultural and inter vs. intragender based negotiations

T2: There are conflicting results in culture and gender research in business negotiations

T3: Stereotypical gender-based negotiation strategies and outcomes are affected by the difference in social status across cultures

T4: Research based on negotiation simulation lacks consideration of the macro and micro environment

The last chapter, Discussions and Conclusions is divided into two sections. The first sections explicitly detail the themes generating in the Research Findings and develop the following propositions:

P1: Relationship between the negotiating parties is the key to future investigation of the negotiation process from the dual lens of culture and gender.

P2: Researchers need to analyze the negotiations on the dyadic level to incorporate the change in negotiating behaviour as per the gender or culture of the involved negotiating parties

P3: Business negotiation research from the context of culture and gender has focused on the comparative analysis of one group with other (men vs. women, East vs. West).

P4: There is a generalization of the concept of gender and culture in business negotiation research overlooking the complexity of cultures within cultures (For instance, Khasi and Kharbi in Indian culture) and genders (LGBTQI).

P5: A change in social status affects the power of an individual changing their negotiating behaviour.

P6: Research on business negotiation should incorporate the social status and power structure of an individual developed from their intersectional exclusivity.

P7: Business negotiation research should understand the overdependence on negotiation simulations which oversimplify the negotiation process.

P8: There is a need for application of discourse-based analysis for understanding the underlying factors of the negotiation process which include the rationale behind negotiator's goals, strategies, and outcomes of the negotiation.

The second part of Discussions and Conclusions chapter answer each research question by applying the findings and propositions developed in the earlier chapters. It then includes my personal interpretation of these results under the concept of intersectionality. This chapter concludes with the limitations of the study, recommendations for future research and the final remarks.

Chapter 2: Literature Review

2.1 Introduction

This chapter reviews the literature on about business negotiations from the perspective of both, culture and gender. It begins by defining the concept of negotiation by exploring the literature on the key concepts like the negotiation process, integrative and distributive negotiation processes and power, interest, rights, and power-based negotiations. Secondly, the focus shifts to the concept of culture and its role in business negotiations. The discussion focusses on literature that investigates models and processes of negotiation conducted in an international space. The aim is to identify processes that enabled negotiators to gain the best outcomes during intercultural negotiations. Thirdly, this review seeks to examine how the role of gender in business negotiations has been studied in the past and identify gaps in negotiation literature about the intersection of culture and gender. The research process that underpins the literature is identified in order to critically evaluate the strengths and weaknesses of the journal articles used as. This chapter concludes with a discussion about the interdependence of gender and culture in business negotiations and introduces the concept of intersectionality currently lacking in negotiation research on gender and culture.

2.2 What is a business negotiation?

Negotiation has been defined as a “*social interaction, conducted between two or more parties with the objective to resolve a conflict or achieve a perceived goal*” (Carnevale & Pruitt, 1992, p. 532). It involves a process of back and forth communication involving the exchange of priorities and interests until the parties involved reach an agreement (Pruitt, 1981; Ury Brett, & Goldberg, 1988). Thompson (2005) broadened the definition of negotiation by adding that negotiation moves beyond business transactions to affect the way people negotiate in both personal and business spheres for instance, in personal relationships, negotiating salaries, and making career decisions. While some

authors posit that the main aim of the negotiator is to influence the other parties to make a decision beneficial to them, the others suggest that it is a constructive process where the parties work together to achieve collaborative goals (Adler, 2002; Zartman & Berman, 1982). This chapter examines literature that examined the influence of culture and gender on goal-setting and decision-making regarding strategies to be employed.

Types of business negotiation referred in this literature include negotiating amongst individuals or teams coming from a same or two or more different organisations who bring their values, interests, and priorities (Cohen, 2002; Pruitt & Rubin, 1986). Inter-business negotiations involve parties from two different organisations, for example, buyer-seller negotiations in terms of products, services, or mergers and acquisitions. Intra-business or workplace negotiations are conducted by individuals belonging to the same business group or organisation. These include negotiations between the employees about job roles, working conditions, appraisals, salaries, grievances, conflicts, and promotions.

2.2.1 The Negotiation Process

A negotiation process starts with strategy and planning before the actual negotiation and ends with the final outcomes (Thompson, 1991). The three main phases comprising the negotiation are *preparation for the negotiation, the actual negotiation, and its outcomes* (Ghauri, 2003; Salacuse, 2003). The first phase i.e. the preparation of negotiation involves understanding the issues to be negotiated and the parties to the negotiation. The preparation stage is often considered more important than the actual negotiation as one can negotiate for themselves only when they prioritize their interests by categorising the issues which would be essential and the ones which could be trade-offs (Fisher, Ury, & Patton, 1991; Sebenius, 2017). The parties' interests are the motivators that drive the issues being negotiated. One aim in the preparation phase is to

identify the BATNA i.e. the *Best Alternate to the Negotiated Agreement* (Fisher et al., 1991; Sebenius, 2017). The BATNA is considered as one of the most important tools during any negotiation. It informs the negotiator about the next best alternative available to the current negotiation. A negotiator can understand if the outcome or incentive presented by the counterparty is a good one only if she/ he is able to compare it with another alternative. It is often referred as a reservation price in the buyer-seller negotiations which increases the bargaining power of the negotiator by providing her/ him the boundaries for the outcome being negotiated (Lax & Sebenius, 1985; Sebenius, 2017). Another important concept which arises from BATNA is the concept of ZOPA (Fisher et al., 1991; Raiffa, 1982; Sebenius, 2017). ZOPA i.e. the Zone of Possible Agreement, refers to the common ground or range where the goals of the negotiating parties intersect and an agreement could be made. An important part of the preparation of the negotiation is to also ponder upon the counterparty's expectations. To prepare competently, a negotiator needs to consider or assume the role of their counterpart to understand their objectives, priorities, and BATNA in the current circumstances of their negotiation. The two BATNAs provide the boundaries for ZOPA in which the outcomes for the negotiation are said to be located (Fisher, et al., 1991; Sebenius, 2017).

The second part of the negotiation process comprises of the actual negotiation conducted on the bargaining table (Ghauri, 2003; Salacuse, 2003). This is a complex process which is affected by the participating parties' goals, behaviour, and strategies. The negotiation types, strategies and other factors influencing the negotiation are covered later in this chapter. The last major element of the negotiation process is the outcome. Negotiation outcome is the final agreement which has been decided mutually by the parties involved in the negotiation. This outcome is dependent on the effective implementation of the preparation and process of negotiation. The negotiation outcomes can be fair, relational, collaborative, or compromising but can only be reached and

decided upon after the agreement of all parties in the negotiation. Whether or not the negotiating parties reach an agreement is dependent on the effectiveness of the negotiation process.

2.2.2 Integrative and Distribute Negotiation Processes

The literature predominantly examines two main approaches to negotiation, *integrative* negotiation, and *distributive bargaining*. Distributive negotiation is referred to as *slicing the pie* where the parties involved are fighting against each other to claim as much value as possible. (Brett, 2000; Robbins & Judge, 2017). It is often sighted as a short-term approach where the objective of the party is to win over the counterparty. Distributive negotiation literature often suggests a lack of a strong relationship and trust amongst the parties deducing in sharing the least amount of information about their interests. This deficiency of direct communication about the interests and priorities results in inefficient and suboptimal negotiation outcomes.

On the other hand, integrative negotiations are regarded as *expanding the pie* where parties attempt to identify a range of creative options for resolution. The focus in this approach is to identify the issues that can be solved or discussed for mutually-benefiting outcomes. The participants using the integrative approach to the negotiations work on building trust by sharing information and aim to benefit an ongoing long-term relationship (Robbins & Judge, 2017). Research has shown that negotiations involving integrative negotiation process can achieve much better outcomes, both tangible and non-tangible (Brett, 2000; Kelley & Stahelski, 1970). Integrative negotiations are asserted to build trusting relationships on the basis where they are able to accomplish long-term goals *together*. The integrative strategy is said to be a collaborative approach and is often compared with the more competitive distributive process of bargaining. One question for

this research is to establish whether these comparative approaches have been applied to characteristics of gender and/ or culture in the previous research literature.

2.2.3 Negotiation Strategies/ Styles

Pruitt and Rubin (1986) identified four different types of negotiation strategies. They developed the Dual Concern Model which was a framework for analysing the relative approaches by self-interest or concern for others. They posited that a party's choice of negotiation approach is made by its prioritisation of one's and the counterparty's concerns or interests. (Ury et al., 1988). On the basis of these interests, negotiation strategy can be classified as competing, accommodating, avoiding, compromising, and collaborating (Pruitt & Rubin, 1986).

Competing negotiating style is adopted by parties who approach the bargaining table to win the negotiations. They are not interested in long-term relationships and are in the negotiation to claim as much value to meet their own self-interest as they can. The *accommodating* style is the opposite of the competing style where the negotiating party forgets about their own interests and values the other parties' interests with the focus on building and maintaining a strong trusting relationship. It results in an '*I lose, You win*' situation as the negotiators give into the negotiation (Pruitt & Rubin, 1986; Ury et al., 2015). Negotiators following the *avoiding* style may be passively-aggressive or dislike confrontation. They avoid talking directly to the other party and end up stalling the conversation or blocking the negotiation process from moving forward. The *compromising* negotiation strategy is one where the parties bargain making concessions meeting somewhere in the middle of the ZOPA but do not strive for achieving the best possible mutual outcomes. Compromising parties may rush the negotiation process and satisfy themselves with an economically viable and reasonable outcome by splitting the difference or halving the pie. The collaborating negotiation style has been proffered as

the best process for leading to a win-win situation which considers the interests and concerns of both the negotiating parties. The strategy helps the negotiators in achieving satisfaction about the outcomes and process, which enables the parties to build a strong and trusting relationship with each other. This secondary research will seek to see if there have been any research propositions that have aligned the four approaches with the gender or culture of negotiators.

2.2.4 The Role of Interests, Rights and Power

Ury et al. (1988) identified that a negotiating party uses their interests, rights, and power at different stages of the negotiation process influencing the goals as well as behaviour demonstrated by negotiators. As discussed, *interests* are the particular values, needs, and desires which an individual, or an organisation, want to fulfil through the negotiations. Interests drive the commitment of negotiators to reach a satisfactory outcome. These interests can be identified and formed by cultural norms. Negotiations under this paradigm attempt to meet the involved parties' interests by discussing their interests in detail. Interest-based negotiations mostly take the form of problem-solving negotiations with the objective to satisfy each the negotiators' interests (Brett, Shapiro, & Lytle, 1996). It is possible that gender and/or culture construct parties' interests that may influence their commitment during negotiation. How negotiation research considers gender identity and cultural norms when analysing interests of negotiators is an area of intersection that interests the researcher.

Rights include the law-abiding rules as well as social standards of fairness which empower the negotiators to bargain on the basis of justice and fairness. Rights-based negotiations usually occur when one of the parties on the negotiation table feel that their rights are being threatened or breached. The aim of rights-based negotiation is, therefore, to prove the factual evidence that illustrates and remedies the same threat or breach (Brett

et al., 1996; Ury et al., 1988). Given the importance of gender equality and prevention of cultural discrimination in business ethics, it would be expected that researchers would increasingly explore the processes and outcomes of a rights-based approach to negotiation.

Power-based negotiations focus on the balance or imbalance of power between the negotiating parties analysing who has more power or authority in a negotiation. Power can be defined as the influential ability to coerce other parties into making a decision (Ury et al., 1988). The party might have attained this power because of their social status or financial position, or from their BATNA. Research conducted by Brett, Shapiro, and Lytle (1996) claims that rights and power-based negotiations have a greater probability of ending as a distributive negotiation. The interest-based negotiations where negotiators focus on joint gains negotiation are more likely to result in integrative outcomes with a strong and trusting relationship. Whether there is literature pertaining to parties from particular cultures or gender identities who have experienced power or powerlessness and how that impacted on business negotiations is of particular interest in this research.

2.3 Culture in International Business Negotiations

Culture is regarded as a '*distinct character of a social group*' which creates the groups' shared values, beliefs, and norms (Brett, & Crotty, 2008, p. 2). Individuals of a particular social group are most likely to behave according to their beliefs and values (Hoebel, as cited in Salacuse, 2015). Culture frames the economic, social, political, and religious ideologies which are shared by institutional policies and practices thereby directing and controlling members of social groups within society (Brett, 2000). Salacuse (2015) identified four main elements of a culture i.e. behaviour, attitudes, norms and values. *Values* were at the core of culture, which frames the *norms* affecting the *attitude* of the members of society towards various issues of life. This attitude further dictates the *behaviour* of these individuals which is in line with the culture's boundaries of acceptable

norms and values. The social construction of culture integral to everyday life influences the way we behave in negotiation. Therefore, the choice of negotiation strategies adopted by different individuals may be determined by culturally specific behaviours of parties and their counterparts.

The concept of culture and its influence on negotiation was introduced in negotiation academic research by Fisher (1980). He asserted that international negotiations simply create cross-cultural *noise* which distracts the negotiating parties thus, affecting the outcomes of negotiations. The majority research in the field of culture and negotiation initiated with the underlying base of Hofstede's (1984) cultural traits and Hall's High-Low context (1989) cultures (Brett, 2000; Brett & Okumura, 1998; Drake, 2001). These two cultural aspects provided researchers with the underlying framework to compare the negotiating style of people across the cultures. Various studies used individualism vs. collectivism framework (Hofstede, 1984) and Hall's high vs. low context factor (1989) to analyse the trends and patterns in the negotiation goals, processes and outcomes achieved by the people particular culture (Adair, et. al., 1998; Brett, & Okumura, 1998; Tinsley, 1998; Tinsley, & Brett, 2001). The following section discusses the cultural frameworks constructed by Hall (1984) and Hofstede (1989), and how they enabled the cultural research in business negotiations.

2.3.1 Intracultural Negotiation: Hall's and Hofstede's Cultural Framework

In 1984, Hofstede formulated a framework to understand different cultures on an international level. The aim of his study was to understand how the institutions in the cultures were structured, the communication patterns people used, and the motivation of people within the organizations. He categorised aspects of culture, on the basis of four dimensions i.e. power distance, uncertainty avoidance, individualism vs. collectivism, and masculinity vs. femininity. The trait of *power-distance* related to the level of

hierarchy or egalitarianism in a culture. A high power-distance described a country with highly structured institutions where decision-making power remained with the higher level of management or an institution. The second dimension of *uncertainty avoidance* talked about the relative risk-taking capacity of individuals in a society. It ranks the countries as per their tolerance towards ambiguity about economic, political or any other factor. The dimension of *individualism vs. collectivism* analysed the cultures on the basis of importance an individual gave to her/ his association with the family, organisation or culture she/ he belonged to. It talks about one's degree of association and integration towards a particular social group. This trait often advocates one's underlying motivations about her/ his behaviour, career choices, and lifestyle. The last cultural trait recognised by Hofstede (1984) was *masculinity vs. femininity*. It defined culture as feminine or masculine depending on how the people of that particular culture framed their goals or a culture's preference for formulating their goals. The groups which placed greater importance towards cooperation and empathy for the advancement of the weaker sections of the society were perceived as feminine, while the cultures which prioritized individual development on the basis of their economic earnings and recognition were perceived as masculine. In more contemporary society where gender identity is considered fluid, the categorisation by feminine and masculine may omit identities such as gay, bisexual, transgender, or gender neutral androgyny. This suggests this research project should consider more recent literature.

Hall's book, *Beyond Culture* (1989) also became a base to understand the role of culture in business negotiations. He introduced the concept of high vs. low context cultures in his cross-cultural study. He asserted that *low-context cultures* included such groups which relied on direct communication. These groups communicated explicitly, and one did not need to understand the underlying assumptions or context of the message communicated. However, *high-context cultures* rely on indirect, non-verbal cues which

are to be understood by the receiver of the communication. They do not only value the words, but also the tone and the gestures of the communicator to comprehend the ulterior meaning of the conversation (Hall, 1989). Various countries across Asia including China, India, and Arab nations are often cited as high-context cultures, while German, American and Scandinavian cultures are cited as low-context cultures (Hall, 1989). These two frameworks provided the base for researchers to look for patterns in the negotiating behaviour of individuals from different cultures (Drake, 2001; Ghauri, & Fang, 2003; Volkema, & Fleck, 2012). Hofstede's (1984) cultural dimension about individualism vs. collectivism has been interpreted for the negotiation goals formulated by the negotiators and Hall's high vs. low context cultures provided the causal contributor for the patterns of communication and strategies used in the negotiation.

In 2000, Brett constructed a model of culture and its impact on negotiation. She explained that individuals from two different cultures bring different preferences and negotiations strategies on the bargaining table. These, in turn, affect the integrative potential and interaction patterns of the negotiation respectively, thus dictating the negotiation outcome. Researchers have compared the negotiation outcomes, process as well as behaviours undertaken by parties from different cultures using the traits of individualism vs. collectivism, egalitarianism vs. hierarchy, and high vs. low context cultures.

Research on culture and negotiation has often concluded that when people from individualistic and collectivistic cultures clash, they result in distributive negotiations with sub-optimal outcomes. This is asserted to happen because people from individualistic cultures often set very high personal goals and their aim in the negotiation shifts from finding solutions for the organisation to demonstrating their own proficiency (Brett, 2000; Brett, & Gefland, 2005; Zhao, 2000). Another cultural determinant studied heavily in negotiation literature is the egalitarian vs. hierarchical structure. The aspect of

power rules the negotiations undertaken in the hierarchical vs. egalitarian cultures. While the negotiators in egalitarian structures depend on their BATNA for the power, the negotiators from hierarchical structures use their position to coerce the other parties to reach an outcome (Brett et al., 1998; Brett, & Okumura, 1998; Brett, 2000). This leads to comparative research which draws the conclusion that cultures following the hierarchical structure extensively use power-based negotiations while the cultures in an egalitarian structure use interest-based negotiation strategy.

Hall's concept of high vs. low context cultures affects the interaction pattern of negotiation. It affects both the willingness to share the information and comprehension of the shared information. In a research conducted in 1998, it was discerned that while intra-cultural negotiations undertaken by low-context and high-context cultural groups can result in integrative, optimal solutions; the results were not the same inter-cultural negotiations (Brett et al., 1998). Negotiators from low-context cultural groups often rely on heuristic trial and error approach which involves a continuous exchange of proposals between the involved parties. They fail to share and/ or understand each other's preferences or goals that lead to distributive negotiations with sub-optimal outcomes (Brett, 2000). For instance, a research conducted by Chua and Gudykunst (1987) concluded that Chinese belonging to high-context cultures used indirect strategies to present their proposal as well as resolve conflicts while Americans belonging to the low-context cultures communicated directly and openly about their priorities and interests to negotiate for optimal outcomes. These different patterns thus, collide in the inter-cultural negotiations for the two cultural groups resulting in cross-cultural *noise*.

What is also intriguing to note is that most of this research has mostly been conducted with a focus on American culture and its comparison with mainly European or South-East Asian (specifically Japanese) culture (Brett, Gunia, & Teucher, 2017; Gunia,

Brett, & Gelfand, 2016). They have contributed to the popular East vs. West comparisons with marginal being conducted on Indian, Brazilian, Filipino, Turkish and Arab cultures.

2.3.2 Culture and Negotiation through the lens of trust, and dignity, face and honour cultures

Contemporary research about culture and its impact on negotiation focuses on cultural dimensions of trust and, dignity, face and honour (Aslani et al., 2016; Brett et al., 2017). Aiming to provide a framework to future researchers Brett et al. (2017) argued a need to shift to the constructs of trust, tightness-looseness of culture, and similar cultural determinants to understand the anomalies in the current literature. Researchers are now focusing on how the concepts of trust and power across cultures affect the negotiation process and negotiation outcomes (Brett et al., 2017; Brett, 2017; Gunia, Brett, & Nandkeolyar, 2014; Kong, Dirks, & Ferrin, 2014). Such elements go beyond Hofstede's and Hall's cultural frameworks as they investigate how the levels of trust or a culture's identification with the concepts of dignity, face and honour affect an individual's behaviour. These new approaches intersect with Ury's (1988) interests, rights, and power-based negotiations as they claim that a culture of collectivism and high-context could be riddled with lack of trust which would force its members to use a heuristic trial-and-error distributive bargaining approach in business negotiations. Heuristic trial and error approach is a negotiation approach where parties involved in the negotiation use indirect communication to negotiate. Instead of exchanging their priorities and information, they keep exchanging proposals back and forth making concessions or compromising until one of the parties accepts one (Brett, 2000).

In 2011, Leung and Cohen expanded on concepts of dignity, honour and face culture. They explained dignity culture as the one where an individual's behaviour is guided by his/ her own conscience. One's worth in this culture is not based on others'

views, but their own morality and success. An honour culture is where a person's respect is dependent on his/ her reputation and image perceived by others. It is a system where one acts in a certain manner to earn accreditation or respect from people around him/ her (Leung, & Cohen, 2011). A face culture is very similar to honour culture, but its pattern is devised on the basis of settled hierarchies. Individuals in the face culture work together to *save their and others'* by avoiding any conflicts. The harmony in face culture is preserved by working along in the hierarchy with humility (Leung, & Cohen, 2011).

Aslani et al. (2016) suggest that dignity culture focuses on an individual's moral ethical choices while the honour culture depends on other's perception of their actions and subsequent reputations. The face culture is influenced by the status hierarchy in society. This suggests that the prevalence of high competition in honour and face cultures forces individuals into distributive behaviour resulting in poor outcomes (Aslani et al., 2016). Aslani et al. (2016) concluded that Qatari and Chinese negotiators, belonging to honour and face cultures, began by setting very high aspirations and thus rejected acceptable optimal solutions. Whereas Americans, following the dignity culture, did not follow the value-claiming strategy and were able to achieve higher-joint gains using interest-based negotiation. The latter were more cooperative with their goal-setting as well as the strategy which enabled them to achieve higher joint-gains. The dignity, face and honour theory emphasises the reasons negotiators behave in a competitive or cooperative manner. However, I believe that the elements of dignity, face and honour might coexist in the same nation states, communities, religions or organizations depending on what is valued: personal, moral, ethical, decision making, reputations or perception of others within those organisational structures. Thus, it is important to study the negotiating behaviour at the micro-level which might have the greatest impact.

Gunia, Brett, and Nandkeolyar (2014) explored the importance of trust in negotiations. They stated that the level of trust amongst parties affected the interaction

patterns of the negotiations. However, the level of trust did not depend on the organisational group they were negotiating with, but on the culture, the organisations belonged to. Organisations from the low-trust cultures were not comfortable in sharing important information on the bargaining table. This hesitation resulted in distributive negotiation strategies driven by heuristic trial and error approach (Gunia et al., 2014; Kong, Dirks, & Ferrin, 2014). Trust during negotiations across cultures and genders is a critical factor in business negotiations. One proposition to consider is whether the process or substantive agreements reached during negotiation are enduring where trust is low.

A cultural trait that affects the choice of negotiation strategies, in addition to the level of trust is cultural tightness or looseness (Gunia et al., 2011). A culture where the societal norms and acceptable behaviour are clearly defined, pronounced, and adapted by its members is considered a *tight* culture. The members belonging to a tight culture adjust their behaviour as per these norms and construct their business accordingly. A culture is considered *loose* when the individuals belonging to the culture make choices about their behaviour independent from the norms of the culture; the individual is not as strict and persistent as a *tight* culture. A study conducted by Brett et al. (2017) concluded that negotiators from cultures with tight societal norms often choose substantiation and offers (S&O) strategy irrespective of the level of trust in the society. However, people from the high trust but culturally loose societies were found to use the question and answer (Q&A) strategy as they are open to share information and adopt innovative solutions (Brett et al., 2017). This research raises the question of whether trust and cultural tightness or looseness can be influenced by or related to gender.

This section enlightened us about how negotiation research has been framed around different aspects of culture. The dimensions of individualism vs. collectivism, high context vs. low context cultures, trust, and dignity, face and honour cultures have been researched. The researchers have focussed on how these cultural traits shape the

negotiating style with respect to their ethical positions, communication strategies, and goal formation. There is, however, room for critique of this cross-cultural research. For example, is it possible to categorise cultures by country without taking into account differing dimensions across geographical lines within the same country? And, importantly to this research, what does the literature say about how culture intersects with gender during a negotiation?

2.4 Gender and International Business Negotiations

Gender is a growing subject in contemporary research in negotiation literature. One of the prime reasons for this explosion is regarded to the extensive gender-wage gap prevalent in across countries and/ or cultures. Gender research in negotiations has taken a comparative lens to answer questions such as who presumes an ethical negotiation behaviour or who negotiates a better salary or price when comparing men and women (Kolb, 2009). Traditionally researchers have related negotiating behaviour of women to be cooperative and accommodating which focuses on relationship building more than the economic outcomes of the negotiation (Bowles & Babcock, 2013; Eckel, De Oliveira, & Grossman, 2008; Miles, 2010). It is argued that this can be attributed to their cooperative and accommodating behaviour which aimed to build long-term relationships. These results are construed on the basis of social role theory (Miles, 2010).

2.4.1 The Social Role Theory in Business Negotiations

Social role theory argues explicit roles are reflected by an individual belonging to a particular group whose norms dictate the part or position a person should play in the society. It includes gender roles which depict how men and women should behave who are evaluated on the degree to which their behaviour aligns to these roles. Social role theory has thus, given rise to the gender stereotypes that a women's role in society is of one who is selfless. It creates an expectation that women need to show more concern

towards society and adjust their behaviour to promote coherence and harmony. Conversely, the stereotype for men expects them to be assertive in their negotiations by focusing on their desire to compete and win. Researchers posit that as these gender roles are ingrained in the women's personality, they tend to be more cooperative and accommodating. Babcock and Laschever (2003) argue that women often do not ask for solutions or outcomes better-suited to them. Various academic researchers have shown that women hesitate in both initiating a negotiation as well as expecting or demanding more better outcomes (Babcock, Gefland, Small & Stayn, 2002; Small et al., 2007).

The generalisation that women are more accommodating in business negotiations as compared to men is also explained with the notion of relational accommodation. Structured on the base of social role theory, the relational accommodation theory construes that women prioritize the non-tangible outcomes of a business negotiation over the tangible ones. Research conducted by Curhan, Neale, Ross, and Rosencranz-Engelmann (2008) compared the negotiation outcomes achieved by men and women in terms of economic efficiency and relational capital. They suggested that while men were focussed towards achieving high economic outcomes in the negotiation, women focused on the relational capital that included maintaining business relationships and goodwill. Thus, this acceptance of lower economic outcomes in exchange to gain relational capital by women is theorised as the relational accommodation theory. However, one needs to ask if the women assume this accommodating role because that is how they are, or they assume this role to serve the expectations of their pre-designed social role? This question brings us to the double bind faced by women negotiators that is addressed later in this chapter.

Gender research in business negotiation has also focused on the role of power and its impact on the negotiating behaviour and outcomes of women. (Aloni & Desivilya, 2013; Curhan et al., 2008). Researchers posit that female negotiators achieve lesser

economic outcomes in an egalitarian structure than in a hierarchical one. This behaviour can be interpreted by gender and power-based negotiation research. Hong and van der Wijst (2013) deduced that women with high power were able to achieve better outcomes resulting in an insubstantial difference between the outcomes achieved by men and women. However, there was a substantial difference between the outcomes achieved by women with lesser or no power when compared to men at the same level (Hong & Van der Wijst, 2013). The role of power and gender in the context of cross-cultural negotiations represents a lacuna in the present literature that is yet to be explored.

2.4.2 Current issues in the gender research in business negotiation

In a literature review about gender and negotiation research, Kolb (2012) proffers that role congruity theory or a double bind affects the negotiating behaviour, as well as depicted, from women. It is stated that negotiators expect a woman to be more cooperative during negotiations if not, a woman's self-assertive behaviour is then associated with negative masculinity (Amanatullah & Tinsley, 2013). This theory clashes with the research conducted by Small et al. (2003). Their study encourages women to ask for better alternates and be self-assertive. However, this behaviour may also attract backlash from other parties on the bargaining table. Thus, while the relational accommodation theory penalizes women for giving away the economic outcomes in a business negotiation, self-assertive behaviour targets them for being too masculine. The researchers proposed that this leaves women negotiators wondering how they should formulate the goals of their negotiation and the strategy they should adopt to achieve those goals.

In a 2009 review, Kolb critiques negotiation research for a focus on distributive negotiations claiming that they are better undertaken by men than women. If the researchers had focused more on integrative or multiple-issue negotiations; the results on the outcomes achieved by men and women might have been different (Kolb, 2009). The

gender difference in negotiation research is also heavily dependent on the context of negotiations (Mazei et al., 2015). A majority of the gender research in business negotiation focuses on the distributive simulations conducted over salary settlement. Research conducted by Bear and Babcock (2017) explored the effect of negotiation context on the negotiation outcomes achieved by men and women. Their study inferred that the surplus achieved by women in the simulations constructed around a feminine context was much higher when compared to their surplus in the masculine context. It is debatable whether negotiation simulations credibly capture real-world experiences or deeply-held values and interests to identify their influence across gender or culture.

In a critique about the gender stereotypes in negotiation research, Kolb (2012) suggested three ways in order for the research in negotiations to be gender-neutral. Firstly, she advised future researchers to choose gender-neutral negotiation topics. The review asks future researchers to shift from wage/ salary negotiations and move towards integrative and multi-issue negotiations that focus on building relationships and trust amongst the negotiating parties. The second recommendation was to avoid dichotomizing role choices on the basis of gender. This suggestion arises from the issue of finding the right balance between the intersecting roles identified as the double bind. Gender research in business negotiation has focused on ethical vs. unethical strategy or competitive vs. cooperative behaviour which analyses women's negotiation behaviour on the basis of the choice they make between the two options. However, it is of interest to analyse if the negotiator has to make one choice or they can use multiple strategies together, for instance, being cooperative for some issues and distributive for others in the same business negotiation. This study will explore if the research conducted in the last ten years has been able to free itself from the negotiation simulations constructed in a male-centric context and explore the differences in the results of the research conducted from a gender-neutral narrative based perspective if any.

Third and the most important reflection was for researchers to be specific about which women (or men) were the subjects of the research. Kolb (2012) identified that the majority of research is conducted on white, heterosexual, middle-class women and their behaviour is generalized as the negotiating behaviour of all women or men. A research study conducted in Spain and Netherlands on women's negotiating behaviour concluded that there was no consistency in the behaviour of women across the two countries (Elgoibar, Munduate, Medina, & Euwema, 2014). Business negotiation research assumes the gender of an individual as an individual separate factor and as identified by Kolb, *"this individualistic treatment of gender raises a number of concerns"* (p. 516, 2007). Gender roles pronounced in society are made in conjunction with its cultural and institutional norms. Looking at the role of gender alone to find the patterns of women in business negotiation thus, downplays the role of these cultural factors, which introduces the importance of applying the concept of intersectionality to research.

Intersectionality is defined as a *"system of interactions between inequality creating social structures, symbolic representations and identity constructions that are context specific, topic oriented and inextricably linked to social praxis"* (Winker, & Degele, p. 54, 2011). The concept of intersectionality is an analytical approach based on the belief that the inequalities experienced by an individual are not based on their gender, but its intersection with other social categories. These other social categories include, but are not limited to, race, culture, and age (Acker, 2012). It provides the researchers with a research approach to overlook the social categories in an inter-, intra- or anti-categorical approach. The concept of intersectionality and its relevance for this study is further explained in the next chapter, 'Research Methodology'.

2.5 Conclusion

This chapter, firstly, defined the concept of business negotiations by detailing the types of business negotiations, negotiation styles and summarising the interest, rights, and

power-based negotiation approach. Secondly, it explored the concept of culture and the cultural frameworks used in the research in business negotiations. The review enabled us to understand that while the researchers are shifting to the contemporary frameworks built around trust and dignity, honour and face cultures, the focus still remains on the East. Vs West phenomenon. Business negotiation research needs to be more inclusive by not only adding more cultures in the research profile but also moving away from this comparative analysis which creates stereotypes about who is a better negotiator. For instance, integrating the two sections from dignity, face and honour discussion and the role of interests in the negotiation process, we can identify the importance of understanding a negotiator's interests on the basis of culture they belong to and how it influences the interest-based negotiating behaviour.

The chapter reviewed gender research in business negotiations, the motivation behind gender research in business negotiation, and the theories of social role and relational accommodation that remain at the heart of this research area. The chapter encompassed the current issues in gender negotiating research highlighting the need for an intersectional approach in business negotiation. The chapter gives an overview of the concepts relevant to the study and also emphasizes the need for amalgamation of gender and culture research in business negotiation. This study will adopt an intersectional lens analysing and synthesising from literature, examining the gap where there is a lack of intersection in gender and culture research in business negotiations. This dissertation will contribute to the research by examining overlapping theoretical frameworks by reviewing, categorising and synthesising all the journal articles published from the year 2008 to 2017, to identify what has been the focus of the research questions and how the research has been designed to understand the results. The following chapter, 'Research Methodology' will explain how this study investigated the underpinning research methodology of the journal articles read. The conclusion chapter will suggest future

possibilities for expanding primary research at the intersection of gender and culture together in business negotiation literature.

Chapter 3: Research Methodology

3.1 Introduction

The previous chapter identified the aspects of culture and gender on business negotiations studied separately with respect to personality traits, the negotiation process, information exchange, priorities and interests of parties and outcomes of negotiation. However, one gap in the negotiation research literature identified in Chapter 2 is the influence of cultural and gender together during a negotiation process. The aim of this study is to analyze the past ten years of research literature on culture and gender by investigating the research question, “What is the role of both gender and culture during business negotiations?”

Specifically, this study focuses on answering the following research questions:

1. What are the most prominent themes in the literature (2008-2017) of business negotiation studied through the lens of culture and gender?
2. What factors are at the intersection of culture and gender in business negotiations?
3. What are the gaps and complexities at the intersection of culture and gender in business negotiations?
4. What are the future possibilities for primary research about the intersection of culture-gender experiences of business negotiations?

There are, currently, few studies which investigate the role of culture and gender together during negotiation (Ma, 2010; Semnani-Azad, & Adair, 2011; Egloibar, et. al, 2014; Shan, et. al., 2016). It is intriguing to note that the authors who have studied the influence of culture on different negotiation aspects collect the demographic information about their participants including age, gender, and education status. However, their analysis only looks at them as categorical variables and does not explore the interaction of these variables on the researched negotiation process (Atewologun & Mahalingam,

2018). They also omit the complexity of gender such as gender neutrality, gay and lesbian identities. In addition, the literature does not analyze the complexities of culture with regards to factors of such as education, faith, language, religion, class, status, income, age, ability or ethnicity.

This chapter addresses the philosophy and design of this research project to answer the aforementioned questions. It begins with the philosophical framework, including the ontology and epistemology, and explores intersectionality as a tool for research. Secondly, the chapter explains the research design of the thematic-synthesis and the method used to search, select and analyze relevant journal articles.

3.2 Philosophical Framework

The philosophical framework behind research emerges from the researcher's stance on ontology, epistemology and the research paradigm. These are intertwined aspects of the author's approach towards conducting research (Gray, 2014). Crotty (1998, p.10) explained ontology as "*the nature of human life incorporating human beliefs and values*". It seeks to answer the questions of what is knowledge and how it exists (Pringle & Booysen, 2018)? A researcher's ontological perspective may be of a realist or a relativist lens. Realist ontology refers to an objective manner of seeking 'one truth' underlying the reality of life (Gray, 2014). A researcher following the relativist ontology believes in the idea of multiple realities which are created by entrenching different meaning to the same things following personal thoughts, experiences, and perspectives (Gary, 2014). These ontological perspectives become the base for developing an epistemological stance for the research (Grant & Giddings, 2002). This study is based on the relativist approach as it seeks to identify how different realities or perspectives of culture and gender have been experienced in business negotiations. My underlying motivation for this research has been based on the belief that each individual brings her/his own experiences, values, beliefs, learnings and understandings to the negotiation table

which affects their goals, strategy, behaviour, and outcomes. These elements are framed or modelled by the culture they belong to and the gender they identify with. An individual may approach the same negotiation with different perspectives and motivations. Therefore, it is important to understand the varied truths of these individuals to understand how their particular culture and gender together would have shaped them as a business negotiator.

This research follows an inductive process to uncover the patterns emerging from the literature. Gray (2014) explains two main approaches a researcher can adopt in their research as deductive or inductive. The deductive approach involves a researcher to begin with a working theory or hypothesis and undertakes the research in order to “*confirm, modify or refute*” the same (p.99). Whereas an inductive approach starts with a question followed by gathering information in the form of facts, case studies, or any other relevant data. The researcher then analyses the data to observe the patterns which could be generalized to construct inferences or conclusions. Gray (2014) accepts that the inductive approach is based on some form of preconceived notions or ideas about the research projects as “*the very fact that an issue has been selected for research implies judgements about what is an important subject for research, and these choices are dependent on values and concepts*” (p. 103). However, the purpose of research may be to reflect on the preconceived notions and patterns or themes in the collected data. This study is conducted to identify the multiple ways reality has been conceived and interpreted by different authors on negotiation. The authors’ publications and readings provide the sample for research (Prasad, 2005). While it would be interesting to analyze the ontological perspective assumed by these authors to conduct the research, most of the journal articles do not mention the philosophical stance and thus, the conclusions about their ontological or epistemological beliefs are based upon applied research design.

Based on the relativist ontological belief of multiple realities, this study focusses on exploring the analytical themes arising from secondary data. It is built from a subjectivist ontological perspective that questions the epistemological relationships between researcher and frameworks for research.

Epistemology is defined as the “*nature of the relationship between enquirer and the known*” (Grant & Giddings, 2002, p. 12). It explains how the researcher understands the knowledge and defines the proportion of subjectivity in their analysis (Crotty, 1998; Gray, 2014). The choice of epistemology then makes the researcher a discoverer, constructor, or interpreter of knowledge (Grant & Giddings, 2002). Constructivist epistemology construes that knowledge is constructed by constant interaction with the object and the meanings embedded to them by research participants (Crotty, 1998; Gray, 2014). A constructivist approach is appropriate for this study even though it is a secondary research as it enables the examination of two bodies of literature (culture and gender) to identify the common constructs and analytical themes in business negotiation research. This research was dependent on secondary rather than primary data and thus, the collection and interpretation of the journal articles’ methodology and results was the only communication between me and the data. The constructivist epistemology required me to ask critical questions about how the primary researchers: collect, categorize and analyze the data, and draw conclusions or interpret meanings of the acquired knowledge.

The other component necessary for a researcher to define their research methodology is the choice of paradigm. Paradigms are the theoretical perspectives which allow the researcher to build a framework for their methodology (Grant & Giddings, 2002; Pringle & Booysen, 2018). It incorporates the researcher’s value system and creates a path to conduct research. There exist various schools of research which have given rise to multiple paradigms of which some of the most used are positivism, post-positivism, interpretivism, and critical-theory (Grant & Giddings, 2002).

Building on relativist ontology and constructionist epistemology, this research is positioned under the interpretive paradigm. The overarching paradigm of interpretivism is dependent on the researcher's understanding of the meaning the participants embed as per their knowledge or experiences (Grant & Giddings, 2002). Pringle & Booysen (2018) explain that this paradigm fits perfectly with the constructionist epistemology as it takes into account the existence of multiple realities and develops knowledge from the participant's perspective.

While I did not communicate with the research participants as this was a secondary research, my research is aimed at interpreting the results and analysis of the journal articles to ascertain the paradigm that underpinned research processes. A critical part of the interpretation of the results of the data was the analysis of the research design in journal articles to interpret the authors' perspective and epistemological stance.

3.3 Intersectionality and the research methodology

Intersectionality is regarded as a *“critical tool for capturing actors' socially constituted everyday subjective meanings in the context of unequal structural positioning of social categories”* (Atewologun & Mahalingam, 2018, pg. 150). Social categories are defined as per the groups of people who share similar identities based on their gender, age, income group, education qualification, etc. (McCall, 2005). However, as these groups overlap, it is necessary for the researcher to understand the intersectional complexity of the social groups in order to undertake in-depth and meaningful qualitative research. A researcher can embark on her/ his intersectional research in the form of inter-categorical, anti-categorical or intra-categorical complexity (McCall, 2005; Atewologun & Mahalingam, 2018). An understanding of these different approaches towards the research enabled me to uncover what approach was used in the studies selected as data.

Conducting research that investigates inter-categorical complexity, the researcher aims at studying advantages and disadvantages and simultaneously, examining the role

of various structures of society like gender, culture, income disparity, or social class (McCall, 2005). For instance, a study examining the education qualifications among people from different ethnic groups would also focus on the underlying effect of their gender and income group. An anti-categorical approach asks the researchers to go beyond the structural societal group by pushing the researchers to break the societal boundaries and to focus, instead, on the individuality of the research participants (McCall, 2005). In this research identifying individuality of research participants may not be possible. However, understanding the approach used by the journal article's authors to interpret their participants' behaviour and negotiation outcomes would help us understand how the researchers designed their studies and identify the approach to use for future studies to understand participants' perspective. The intra-categorical complexity perspective focuses on the experiences of 'marginalized' groups, and not the entire population (Atewologun & Mahalingam, 2018, pg. 152). The research under this category is often criticized for assuming and highlighting the disparities rather than presenting an unbiased perspective (McCall, 2005; Walby, et. al. 2012). The results of this thematic-synthesis study are a reflection of my personal interpretation of the intercultural perspectives and interest in Indian women in business negotiation. The motivation for this study came from one of the modules I studied in my masters at Singapore Management University. I observed a few similarities in my negotiating behaviour with fellow Indian women in the class that intrigued me to read further about the topic. Owing to a lack of studies that would explain these similarities, this secondary research dissertation will also aid me to conduct primary research in this future. My own perspective of being an Indian woman belonging to a particular societal class and education background will become a part of my interpretation of these results as well. As recommended by Gray (2015), a researcher can ensure the rigour of inductive research by basing their study on multiple cases or instances. The data for this study is based on 84 journal articles written by authors across

the world representing different cultures, genders, and background which ensure the reliability and consistency of my results.

Business negotiation research has been conducted with a focus on various samples of social groups such as education background, faith, ethnicity, and gender (Brett, 2017; Curhan, et. al., 2008; Lee, Adair, & Seo, 2013; Richardson, & Rammal, 2018). However, the majority of research has treated social identities as ‘categorical variables’ that overlook the psychological, emotional or behavioural impact of these social identities. For instance, researchers studying the impact of culture on business negotiations analyze the quantifiable negotiation outcomes by studying the outcomes achieved by people across different cultural groups (Drake, 2011; Vieregge, & Quick, 2010). These studies omit the underlying experiences and associations that would have impacted their negotiation goals and/ or their negotiating behaviour. The objective of this research was to analyze the relationship between culture and gender together that could provide the framework for conducting primary research in the subject area. This aims to better understand the influence of social identities at the intersection of culture and gender instead of separating and categorize them into separate social identities.

The area of research was inspired by the intra-categorical approach towards intersectionality which focusses on the experiences of people with the objective to raise awareness within social groups (Atewologun & Mahalingam, 2018). This research analyzes the topic of negotiation processes and leads to eventually successful approaches in terms of outcomes. The analysis seeks to identify and analyze research that interprets the negotiating behaviour of individuals based on the cultural background and gender of the individuals. When studying intersectionality as a methodological tool for diversity management, Antewologun and Mahalingam (2018) recommend five tools to conduct qualitative research on equality, diversity, and inclusion under the interpretivist or constructional paradigm situated under the relativist ontology.

The five tools are:

1. Cultivating Intersectional Reflexivity
2. Revealing Privilege and Penalty
3. Intersectional Identity Web
4. Photovoice Visual Data Collection

This research applies one of the recommended tools i.e. intersectional reflexivity to move beyond the consideration of culture and gender the gender as individual category variables, analyse them to understand their work together towards influencing the negotiating behaviour of different people. Intersectional reflexivity is a tool that can be employed during the design and set-up phase of the research. It calls for an analysis of the researcher's personal position to understand the social identities they relate themselves with (Atewologun & Mahalingam, 2018). Inspired by Yuval-Davis (2005), the authors recommend that the researchers should be self-aware of their own position so they can differentiate and attempt to understand the participants' perspective better.

When researching the perspective of ethnic minority compromising Indian women entrepreneurs in New Zealand, Pio (2007) calls on intersectional reflexivity where she talks about how sharing the similar cultural background as of research participants could affect the research. She mentions her insider status which might have given her some additional access to the personal stories of research participants as they could relate to her. She mentions that one of the research participants said: "you are like us..." (pg. 640). This reflection allows the researcher to understand her position in the research and also reflect upon the privileges or disadvantages as a researcher at that particular time. Similar insight was shared by Mahadevan (2015) when she concluded that her position of identifying herself as a bi-cultural enabled her to make observations which her colleagues were not able to infer during the Sino-German negotiations. Thus, intersectional reflexivity enables the researcher to understand their own position and

enhance situational understanding of narratives of different identities which is the foundation of the interpretive paradigm in research (Mehrotra, 2010).

The use of intersectional reflexivity allowed me to analyze my position in the research even though I did not have any direct communication with the participants. It explains my motivation behind selecting this research topic, and in turn, my wider goal in the field of business negotiation research. I identify myself as a third-generation refugee woman whose grandparents migrated from today's Pakistan to India due to their religious preferences. At the time India (and Pakistan) was celebrating its independence from British rule, a large number of people lost their homes and loved ones on both sides of the border (Lieder, 2015). My grandparents were one of those who lost their wealth and house during the partition. However, with the hard work and determination, my family was able to make their way from lower, middle and finally, to upper-middle class. This placed me in a privileged group of individuals who were able to obtain quality education in a private school in India. I was brought up in a religious Hindu family and in my household, the gender roles were defined as per the norms of religion, culture and social caste. Even though India is a multi-cultural country, I was always a part of the group of people with a similar cultural background during my early years. I was introduced to people from different cultures upon my migration to Singapore for higher education. My classmates brought different negotiating behaviours to the class influenced by their own upbringing, cultural background, and gender. There was also a visible difference between the negotiating behaviour of men and women which was intertwined with their cultural background. This motivated me to study extensively about the cultural-gender experiences of individuals in business negotiations. My privilege of being able to study at an international university allows me to not only understand the similarities in the behaviour of fellow Indian women, but also the perspective of others, men and women, belonging to different cultures or ethnicities. The tool of intersectional reflexivity

made me aware of my negotiating behaviour in terms of my gender, culture, and education qualifications. I aim to understand the studies conducted on a similar subject with the motive to not only grasp their results but also dig deeper to interpret their perspective towards the research.

3.4 Research Method

Thematic synthesis is a qualitative research method which allows the researcher to “*bring together two bodies of research that focus on the same topic*” (Feeley et al., 2015). Often regarded as a variant of thematic-analysis, thematic-synthesis is a method of systematic qualitative review which allows the researcher to analyze the patterns or themes prevalent in empirical qualitative research (Harden & Thomas, 2008). The aim of a thematic synthesis is to not only analyze but synthesize research conducted in the past with the aim to develop themes predominant in the literature. Henrik, Lars-Johan, and Jens (2017) used thematic-synthesis to generate the analytical themes present in academic research about negotiation conducted between 1995 to 2015. They discovered four main dimensions i.e. negotiating parties, negotiation context, negotiation process, and outcomes. Following the same pattern, this research follows the step-by-step guide proposed by Harden and Thomas (2008) to undertake the thematic synthesis. Their process of analysis following coding, categorizing and generating themes would justify the inductive approach to this study and help in developing the analytical themes across the literature of both culture and gender.

3.4.1 Data Collection

Research using secondary data is conducted when the researcher does not interact with the participants directly but uses the data which was gathered and/ or analyzed by some other research for a similar or different purpose (Houghton, Casey, Shaw, & Murphy, 2013). Qualitative research on secondary data requires a rigorous choice of the

empirical literature and systematic review systems (Harden & Thomas, 2008). While a quantitative meta-analysis focusses on searching for all the published studies of the relevant subject to analyze the statistically significant results, thematic synthesis such as this project requires the researcher to look for the ‘right’ studies which capture the context of literature to interpret the themes underlying the main research question. Through the process of data collection, I analyzed the results as well as the research design chosen by the authors of selected journal articles to understand the research under the culture-gender setting of business negotiations. Considering the time required to complete the dissertation, this research used ten years of literature published from 2008-2017.

In this study, I investigated the following databases: Emerald, PsycINFO, Web of Science, and Wiley Interscience using the Auckland University of Technology’s online library to find the journal articles relevant to this study. The articles which were not available through the AUT library were accessed using the inter-loan system. I began my preliminary research by using the term “Negotiat*” and ‘business AND negotiat*’(See Table 1). The basic search came up with more than 400,000 articles published under business, biological, political, and psychological literature. For instance, journal articles like *Utilization of Pheromone in Production Scheduling by Negotiation and Cooperation Among Customers* (Suginouchi, Kaihara, Fujii & Kokuryo, 2018) and *A Privacy Negotiation Mechanism for the Internet of Things* (Alanezi, & Mishra, 2018) were far from my developed research premises. This allowed me to understand that my research to look for the correct data would be a rigorous process. Later in my study, I also included the key term *bargain** as I noticed some of the articles used the terms like bargaining table for the negotiations. The term *sex* was also included later to identify the articles in the context of gender in business negotiations as a few authors had used the terms *gender* and *sex* roles interchangeably. The articles were then screened for their relevance to the

current research topic. Table 1 enlists the key terms used in multiple combinations to gather the correct group of journal articles.

Table 1: List of search terms

Search Terms	Negotiation	Culture	Gender
	negotiat*	Cultur*	Gender
	business AND negotiat*		Man OR Woman
	international AND Negotiat*		Men OR Women
	bargain*		Male OR Female
			Males OR Females
			sex

The next step was to read through the title of the journal articles to select the ones which were a part of the business negotiation subject and were positioned in the literature of culture and gender. All of such articles were downloaded and their abstracts were scrutinized to ensure that they were a part of the inclusion criteria. Table 2 lists the number of articles which were first downloaded and categorized for primary and secondary categories on the basis of gender, culture, or gender and culture.

A manual search was also conducted later by analyzing the reference lists of various journal articles, especially some recent meta-analysis to ensure all the relevant data was collected. However, as there are no global guidelines for naming the articles and assigning the keywords, the search might have missed some articles. A few journal articles added later to the thematic-synthesis used the name of particular cultures or countries instead of using the more general terms implying international business negotiation or cross-cultural negotiations. Thus, although the study aimed at collecting all the journal articles relevant to the context of culture or gender, these exceptions might have resulted in missing a few of these articles.

Table 2: Number of Journal Articles per category

Year	Culture		Gender		Culture and Gender	Total
	Primary	Secondary	Primary	Secondary		
2008	2	5	3	1	0	11
2009	2	1	4	3	0	10
2010	2	5	4	2	1	14
2011	5	8	3	1	1	18
2012	6	3	3	3	0	16
2013	5	7	6	5	0	23
2014	5	0	2	1	1	9
2015	6	2	8	3	0	19
2016	4	4	1	2	1	13
2017	2	2	6	2	1	13
Total	39	37	40	23	5	146

Inclusion Criteria

The inclusion criteria for the articles to be the data for this study was based on several factors. The first criteria were to select the journal articles which were written in English and published in the years 2008-2017 (inclusive of both years). The articles selected were available either through the AUT library database or the inter-loan facility. The criteria to include the articles was their objective and context as a study on business negotiations (both inter and intra-business) and excluded any other contexts such as political negotiations. The articles basing their structure on conflict management were also not included. Lastly, the articles selected were in the subject of culture, gender, or both in business negotiations and their research was primary research. It excluded all the secondary research articles.

Thus, a total of 85 articles was selected of which 39 were from the category of culture, 40 from gender, and 5 articles which covered the context of culture and gender.

3.4.2 Data Analysis

The data was analyzed as per the three-step guide suggested by Harden and Thomas (2008). The steps were as follows:

1. Coding of the text
2. Development of descriptive themes (or categories)
3. Development of analytical themes

The process of coding started with first uploading all the journal articles in the NVivo software. NVivo helps the researcher to organize and structure the qualitative data uploaded on the software. To start the process of analysis, I engaged in the initial reading of the articles to grasp the issues they addressed, how they were structured, and the methodologies they applied. During this time, I made notes that later helped me structure nodes created in NVivo.

Once I completed the initial reading, I started the formal process of coding by creating different nodes. Nodes in Nvivo are a collection of article references used to gather data about a concept or idea. They enable the researcher to organize together a common concept or idea from different journal articles or interview transcripts. New nodes were created while reading the journal articles to categorize the relevant statements into correct labels or categories. The nodes represented cultures addressed in the articles, the research focus of the articles, the research process, as well as the negotiation outcomes. Table 5 (in the Appendix) represents the list of parent and child nodes created during the coding process in NVivo. I did not use the introduction and literature review section of the journal articles as I wanted to focus on the primary research the journal articles were addressing. Following the same, I read the research methodology, analysis,

results, and findings or conclusion chapter in each article. While reading, I simultaneously identified what was relevant and how it could be classified or categorized under the nodes.

These nodes were later categorized into two main categories i.e. research focus and research design. These categories included the sub-categories that acted as the descriptive themes of the thematic-synthesis. They related very closely to the primary data i.e. the journal articles. The last step of a thematic synthesis is the development of analytical themes. Analytical themes go beyond the findings of the primary studies and directly answer the research question (Harden and Thomas, 2008). This step was crucial in the analysis as it allowed me to interpret the descriptive themes in the context of my research. The themes which emerged in this thematic synthesis are:

T1: Understanding negotiating behaviour in the context of inter vs. intracultural and inter vs. intragender based negotiations

T2: There are conflicting results in culture and gender research in business negotiations

T3: Stereotypical gender-based negotiation strategies and outcomes are affected by the difference in social status across cultures

T4: Research based on negotiation simulation lacks consideration of the macro and micro environment

These themes and the propositions arrived through these analytical themes are discussed later in Chapter 5: Discussions and Conclusions.

Figure 1: Step-by-step methodology review

Step 5: Development of Propositions	P1: Relationship between the negotiating parties is the key to future investigation of the negotiation process from the dual lens of culture and gender	P2: Researchers need to analyze the negotiations on the dyadic level to incorporate the change in negotiating behavior as per the gender or culture of the involved negotiating parties
	P3: Business negotiation research from the context of culture and gender has focused on the comparative analysis of one group with other (men vs. women, East vs. West)	P4: There is a generalization of the concept of gender and culture in business negotiation research neglecting the presence of other genders (LGBTQI) and other community cultures (For instance, Khasi and Kharbi in Indian culture).
	P5: A change in social status affects the power of an individual changing their negotiating behavior.	P6: Research on business negotiation should incorporate the social status and power structure of an individual developed from their intersectional exclusivity.
	P7: Business negotiation research should understand the overdependence on negotiation simulations which oversimplify the negotiation process	P8: There is a need for application of discourse based analysis for understanding the underlying factors of the negotiation process which include the rationale behind negotiator's goals, strategies, and outcomes of the negotiation
Step 4: Generation of Analytical Themes	T1: Understanding the negotiating behavior in the context of inter vs. intracultural and inter vs. intragender based negotiations	T2: There are conflicting results in culture and gender research in business negotiations
	T3: Stereotypical gender based negotiation strategies and outcomes are affected by difference in social status across cultures	T4: Research based on negotiation simulation lacks consideration of the macro and micro environment
Step 3: Coding and categorising	Research Focus	Research Design
Step 2: Uploading the data on NVivo	84 Journal Articles (Culture: 39, Gender: 40, Culture & Gender: 5)	
Step 1: Data Collection using AUT Online Library	Using Search terms	Manual Search

3.5 Conclusion

This chapter identified the relativist ontology applied in this study under the interpretivist paradigm. This chapter also expanded on the concept of intersectionality and described how the tool of intersectional reflexivity was used by the researcher to understand her position in the research and its impact on the interpretation of the journal articles. Thematic-synthesis was described in a step-by-step review to showcase how it was applied in the research. This chapter detailed the process of searching, selecting and categorizing the journal articles published in the literature of gender and culture in business negotiations. The search process also highlighted the gap in the amalgamation of gender and culture research in the negotiation by finding only 5 journal articles that attended the overlapping interaction of gender and culture during business negotiations. This chapter also introduced the coding process undertaken by the research which was followed by categorization of the codes which are explained comprehensively in Chapter 4 of this study. The next chapter will describe the categories identified during the research process which make the framework for the generation of analytical themes and the propositions to answer the research questions of this exploration.

Chapter 4: Research Findings

4.1 Introduction

The purpose of this study was to conduct thematic synthesis of research on business negotiation that examines the influence of culture and gender on the process and outcomes of negotiation. The aim was to identify whether and how the themes about gender and culture overlap. Chapter 2 i.e. the Literature Review assessed how the literature has evolved in the context of culture and gender in business negotiation. For culture, the literature highlights the shift from Hofstede's and Hall's framework to the constructs of trust and relationship. In the context of gender and business negotiation, literature identified how social role theory and relational accommodation theory impacts the negotiations. The frameworks used to analyze culture and gender suggested a relationship between them and negotiation goals, the process, and the outcomes of a business negotiation.

Following the literature review, Chapter 3 covered the research methodology adopted for this study. It detailed my philosophical stance for the study and also included how intersectionality of the researcher can impact the results. It examined the complete research design involving the process for selection of journal articles on culture and gender in negotiation, entry and data coding in NVivo. The data analysis was completed by coding the relevant elements of each journal articles' research methodology, participants, results, and findings. The codes were then categorized and synthesized to answer the research questions.

This chapter presents the two predominant categories under which the data was coded using the thematic-synthesis process. The two main categories of the data codes are the *focus of research* and the *research design*. These categories were further bifurcated into sub-categories which later enabled the development of the analytical

themes underlying the data. The analytical themes and propositions are identified in the final chapter of this study.

I analyzed the journal articles to construct the two following categories:

1. **Research Focus:** The category of Research Focus enabled me to answer the following two research questions:

- a. What are the most prominent themes in the literature (2008-2017) of business negotiation studied through the lens of culture and gender?
- b. What factors are at the intersection of culture and gender in business negotiations?

This category comprises of the topics which were most highly researched in both culture and gender research on business negotiations. It answers the question such as “*What makes for a successful negotiator?*” by enlisting all the factors researched and comparing how the findings differed from the perspective of culture and gender research on business negotiations. The articles included literature about business ethics, negotiation processes goals and aspirations, cognitive and behavioural measures, power structures, and perception (Figure 2).

2. **Research Design:** Focusing on the following research questions, the category of research design analyses how the research was conducted by the authors.

- a. What are the gaps and complexities at the intersection of culture and gender in business negotiations?
- b. What are the future possibilities for primary research about the intersection of culture -gender experiences of business negotiations?

This category systematically analyses the overlapping premises of how the research is conducted on culture and gender in business negotiations. It analyzes the literature under three major sub-categories i.e. the participants of the research, negotiation tasks/ issues selected to conduct negotiation simulations and lastly,

the methods of data collection and analysis (Figure 3). It allowed us to understand the core of research methodology used in empirical research over the last ten years to synthesize the results and the conclusions drawn from the first category.

4.2 Category I: Research Focus

Various topics of business negotiations attract particular interest from the researchers studying both gender and culture in business negotiations. These include: analyzing the negotiation behaviour (Boyer, et. al. 2009; Kopelman, 2016; Ma, 2010; Yuan, 2010), negotiation outcomes (Adair, et. al., 2013; Groves, et. al. 2015; Ribbinka & Grimm, 2014), goals and aspirations of negotiators (Liu & Wilson, 2011; Liu, 2012), and ethical appropriateness of negotiation tactics (Kennedy, Kray & Ku, 2017; Stefandis & Banai, 2014; Xiao & Ma, 2015).

This section answers the first two research questions (What are the most prominent themes in the literature (2008-2017) of business negotiation studied through the lens of culture and gender, and what factors are at the intersection of culture and gender in business negotiations?) by analyzing the most prominent topics studied in the research on culture and gender in business negotiations. It identifies the following (Figure 2) sub-categories from the research literature:

1. Ethics in Business Negotiations
2. The aspiration levels and goals of the negotiating parties
3. Cognitive and Behavioural Moderators
4. Power structure of the culture and the organization
5. Perceptions and Stereotypes

The authors of the selected sample of journal articles used negotiation simulations, interviews and scenario-testing to test the significant effect of culture or gender on the process and outcome of negotiations. The following section details how each topic has been interpreted by the research author through the lens of culture and gender.

4.2.1 Sub-Category I: Ethics in Business Negotiations

Ethics in business negotiation has been widely researched for both culture and gender. Researchers have been addressing the issue of the significance of gender and culture on ethical considerations of business negotiation and tactics. Lewicki and Robinson (1989) developed the SINS (Self-reported Inappropriate Negotiation Strategies) scale which allowed the evaluation of negotiator's unethical behaviour on the basis of five major categories namely, competitive bargaining, false promises, attacking the opponent, inappropriate information gathering and misrepresentation of facts. The five-factor model was later revisited in 2000 and is used by researchers to understand the behaviour and perception of unethical tactics of business negotiators (Robinson, Lewicki & Donahue, 2000).

From the cultural lens, Xiao and Ma (2015) explored the difference in perception of Canadians, Chinese and Taiwanese towards the use of unethical tactics. They based their study on Hofstede's cultural dimension of individualism vs. collectivism to conclude that Chinese and Taiwanese were more likely to accept the usage of unethical tactics like false promises and inappropriate information gathering than Canadians. They discussed the notion held by Westerners that the Chinese (including business executives from Mainland China and Taiwan) had lower moral standards was true. The results were replicated in another study conducted by Yang, Cremer, and Wang (2017) on American and Chinese students. They also explored the inter vs. intracultural dyads and theorized that the Chinese were more likely to use unethical negotiation strategies in intracultural negotiations than intercultural negotiations (Yang, et.al., 2017). Xiao and Ma (2015) also studied the effect of gender on the perception of unethical negotiation tactics and summarized that Canadian men were more likely to engage in the unethical practices of negotiation than Canadian women. Their data analysis developed that Canadian men considered it more acceptable to use unethical tactics including attacking the opponent or

misrepresentation of facts, than Canadian women negotiators. While this fits with the popular notion that women have stronger moral identities, which make them more intolerant towards unethical behaviour, Xiao and Ma's (2015) conclusion for the Chinese sample does not fit the paradigm of ethical standards and morality. Xiao and Ma (2015) found Chinese negotiators likeliness for using unethical negotiation tactics was not different amongst the men and the women. Moral identity can be defined as a person's concept of ethics and its relevance or importance in her/ his life (Zhu, Treviño & Zheng, 2016). People with stronger moral identity place the moral traits of being compassionate and fair as central to their personality and act or present themselves following these frameworks.

The research conducted by Kennedy, Kray, and Ku (2017) supports the social role theory that women were less likely to engage in opportunistic behaviour and other unethical practices when compared to men. They used the sample population from Amazon Mechanical Turk (MTurk) to test their hypotheses and developed that the effects of gender on ethical morality of negotiation practices was true. Research conducted by Kennedy, et. al. (2017) is important as it broadened the sample population by including working professionals where previous studies were solely focused on university students.

When we try to analyze these studies together, they lead us in two different directions where the cultural literature did not find any significant impact of gender on the ethical perspective, gender literature developed an interaction between the two (Arendall, & Padelford, 2011; Keneddy, et. al. 2017; Westbrook; Xiao & Ma, 2015, Yang, et. al., 2017).

The lack of significant impact of gender on the unethical negotiation tactics used by Chinese sample tested by Ma (2010) and Xiao and Ma (2015) highlights how a change in status can impact the pre-designed notions of social role theory. Ma (2010) identified that after the implementation of China's One Child policy “ *(women) had started to enjoy*

similar social statuses. As a result, they didn't show gender differences in perceived appropriateness of those ethically inappropriate negotiation strategies" (Ma, 2010, p. 132). This example suggests that a change in the status of men and women affect their negotiation strategies influenced by cultural norms. Thus, it is important for researchers to look at the perspective of ethics and morality from the dual lens of culture and gender. Focusing on intersectionality would allow a richer and deeper understanding of unethical negotiation tactics used by a particular group of individuals. Generalizing the results of a study can result in stereotypical distortions during the interpretation of individual negotiation behaviour.

4.2.2 Sub-category II: The Aspiration level and goals for the negotiating party

Creating an objective with a manageable aspiration is one of the prime aspects of the pre-negotiation process. It involves choosing which goals to pursue by prioritizing the importance of each, risking misinterpretation of the bargaining capacity and strategy of the negotiating party. The goals of negotiation can be categorized in various ways such as the dual concern model of being collaborative, competitive, avoiding or accommodative, and instrumental or relational. Liu (2011) explains competitive goals as the ones which force the negotiating party to engage in distributive strategies with the objective to claim as much as they can, while the cooperative goals are the ones where the negotiating parties work together for mutual success and satisfaction.

Competitive goals often translate to instrumental goals which result in an unequal distribution of joint profits while relational goals aim at expanding the pie to develop a long-term beneficial relationship (Riley & Babcock, 2002). The aspiration level of these objectives set the scale the negotiators want to achieve. In order to understand a negotiator's ambitions, most of the research is conducted in the context of distributive, zero-sum negotiations which assess the aspiration levels using a pre-negotiation survey (Faes, Swinnen, & Snellinx, 2010; Liu, 2011; Miles, 2010; Petrescu, 2016).

By analyzing ten years of empirical work on the impact of culture on goals and aspiration level of negotiators, I found three studies which compared the goals pursued by American negotiators and Chinese negotiators (Liu, 2011; Liu, & Wilson, 2011; Liu, Friedman, & Hong, 2012). All three studies revealed that Chinese negotiators tend to lean towards the competitive goals where their aim transforms into minimizing the other party's profits to claim more value from the table. They often ignore the possibility of integrative outcomes and use more distributive bargaining strategies than Americans. Authors concluded that the Chinese also set a very high aspiration level which becomes the moderator for following competitive goals (Liu, 2011; Liu, & Wilson, 2011). Liu, et. al. (2012) also analyzed the in-group/ out-group bias on the basis of the goals pursued in inter- and intracultural negotiation simulations and concluded that the Chinese reciprocated relational goals only when they were negotiating in a highly accountable situation with their Chinese counterparts. In- vs. out-group bias corresponds to one's inclination or preference for the people they associate with (in-group) or for the people they do not associate with (out-group). As mentioned above, the case of Chinese negotiators pursuing relational goals during intracultural negotiations held with Chinese counterparts can be referred to as in-group bias.

Liu et al. (2012) also paid attention to the role of gender while studying the goals pursued by the Chinese and Americans. The sample population used by Liu et al. (2012) was a balanced representation of both, men and women for Americans and Chinese, and they reported that gender did not have any significant impact on the dependent variable of negotiation goal. The other two research conducted by Liu (2011), and Liu and Wilson (2011) did not mention studying the impact of gender and thus, did not comment on the possible interaction of gender and negotiation goals.

Researchers Khakhar and Rammal (2013) conducted qualitative research to understand the important factors which play a role in developing the negotiating strategies

for Arab managers. They introduced the aspect of *wasta* which is interpreted as “*connected person*” (p. 584). The authors quote that the concept of *wasta* is engrained in the business negotiations and is present at all hierarchical levels which enables the executives to utilize their personal connections for a favourable outcome. Applying Hofstede’s (1984) concepts of individualism vs. collectivism, they explained that *wasta* is a predominant result of their collectivist culture which affects the negotiation behaviour by giving more emphasis on building trusting long-term relationships (Khakhar, & Rammal, 2013). It can be implied that this makes their negotiation goals more collaborative and relational. The authors also cite that the concept of *wasta* is very similar to *guanxi* which can explain why Chinese negotiators responded in a more cooperative and relationship focused manner in the intracultural negotiations (Liu, et al., 2012). The concept of *guanxi* is referred as a system of using social networks for facilitating business dealings (Liu, et al., 2012). However, it is important to note that Khakhar and Rammal (2013) concluded the negotiating behaviour on the basis of 30 interviews conducted of Lebanese men business executives and thus it lacked the representation of other gender identities.

Research on the impact of gender on the aspiration level of negotiators suggests that men enter into a negotiation with much higher goals and aspiration levels than women (Bowles, Babcock, & McGinn, 2005; Bowles, & Babcock, 2013). The journal articles analyzed in this topic conducted their research in the USA, Belgium, and the Netherlands (Miles, 2010; Faes, et. al., 2010). The research was conducted using distributive zero-sum negotiation games and resulted that men, in both the research papers, had set a higher objective for their opening offer than women. While the culture studies found no difference in the goals or aspiration levels between men and women in China and US, these studies conducted from the base of gender concluded that women’s negotiating behaviour was much more cooperative as well as practical as they had presented their

initial offers on a much realistic level (Faes et al., 2010). They theorize that women “*want relationships to be positive,... they will go over all details of the basic data in a negotiation more carefully. Thus, they will be more realistic in their goal setting*” (p. 90). These lower realistic aspiration levels point out towards the cooperative goals pursued by women more often than men.

However, as the cultural studies either did not analyze or found any impact of gender on the goals and aspiration levels of the population, they draw two different pictures. The intra-categorical research focused on one attribute of the societal group (culture) and ignored the other elements which might have presented a different result. While the study by Khakhar and Rammal (2013) focused only the male Lebanese managers, Liu, et al. (2011) and Liu (2011) did not look into the aspect of gender difference.

Shan, Keller, and Imai (2016) combined the aspect of gender and culture to compare the perception of competitive and cooperative goals amongst American and Chinese participants on the basis of their masculinity (femininity). They conducted intracultural Business-to-Business (B2B) and Business-to-Customer (B2C) negotiation simulations to understand if the competitive and cooperative goals were perceived differently. The authors established that Americans viewed competitive goals as masculine and cooperative goals as feminine in both B2B and B2C scenario. However, the Chinese negotiators viewed cooperative goals as masculine and competitive goals as feminine. The researchers suggested that the Chinese culture of collectivism lay emphasis on relational outcomes making the negotiators pursue cooperative goals for joint gains (Shan, et. al., 2016). Combining it with the concept of *guanxi*, we can interpret that pursuing relational and cooperative goals is not perceived as masculine but the appropriate approach for conducting business.

However, this research contradicts the model theorized by Liu et, al. (2011) which depicted that the Chinese pursued more competitive goals and focused on instrumental

outcomes of individual gain. While Shan, et. al. (2016) uncover the perception of masculinity and femininity of cooperative and competitive goals; none of the studies study the intersection of how the goals are formulated and pursued by a particular group of culture-gender dyad combination. The contradictory results in this theme need deeper discourse-based analysis to understand how the negotiation goals are articulated in the first place. This section allowed us to understand the research conducted on goals and aspiration levels is a critical part of business negotiation research from the context of both culture and gender. It also highlights the lack of intersecting studies in this field which can provide us with the causes behind these differences of goals and aspiration levels of people across culture associating to different genders.

4.2.3 Sub-category III: Cognitive and behavioural moderators

The research in the field of cognitive appraisal and behavioural trends allow us to understand the thinking and emotions displayed by the negotiators and how they affect the negotiator's behaviour (Boyer, et. al., 2009; Liu, 2009). This category of research is dependent more on the dyadic level of assessment as one's cognitive response is dependent on the dyadic exchange.

Business negotiation research in the field of cognitive appraisal has covered how and to what extent do people *feel* certain emotions i.e. the *interpersonal effect* and how these emotions are displayed during the negotiation i.e. *intrapersonal effect* (van Kleef, De Dreu, & Manstead, 2006). Journal articles covered in the thematic-synthesis focus more on the negative emotions like anger to interpret their effect on the change in negotiator's behaviour (Liu, 2009; Kopelman, & Rosette, 2008; Semnani-Azad, & Adair, 2011; Yurtsever, Ozyurt, & Ben-Asher, 2013).

A study conducted by Kopelman and Rosette (2008) analyzed how East Asian negotiators' acceptance of an offer changed as per the emotions displayed by their

counterpart. They concluded that East Asians were less likely to accept the same offer when it was presented by the people displaying negative emotions and actions like anger, persuasion, and ultimatums (Kopelman, & Rosette, 2008). However, one needs to note that men constituted for more than 75% of the sample in both the studies.

Two similar studies conducted by Liu (2009 & 2012) compared the effect of anger on intercultural negotiation dyads of Chinese and American descent. The results developed that even though Americans felt more anger and less compassionate during the intercultural negotiations, their emphasis did not change their competitive or cooperative goals. While both Americans and Chinese used more positional and distributive strategies through anger, Chinese negotiators focused more on the competitive goals of the negotiation.

The aforementioned research relates the strong negative response of East Asians towards the display of anger to their *face* culture (Kopelman, & Rosette, 2008). With *guanxi* deeply rooted in their business practices, East Asians, especially the Chinese focus on developing long-term profitable relationships using positive communication. Thus, their encounter with the negative emotions of anger and display of persuasion resulted in a shift if their goals and use of less integrative persuasive negotiation practices. This also links to the study conducted by Semnani-Azad and Adair (2011) who established that even though Canadians and Chinese both felt the emotion of anger equally, Chinese did not display these emotions as evidently as the Canadians. As their sample was equally distributed for gender, they also directed the research to study the impact of gender on the non-verbal cues displayed between men and women to conclude that gender did not have any impact on the emotions displayed or strategies undertaken (Semnani-Azad, & Adair, 2011). However, one needs to note that they conducted the research using same-gender*same-culture dyads only and thus, the results cannot be interpreted for the mix-

gender dyads where the difference between the emotions displayed by men and women could have been more evident.

Bowles and Flynn (2010) conducted a study to monitor how the behaviour of persuasion changed when the negotiators bargained with people from the same or opposite gender. They formulated that when confronted with naysayers, females negotiated with men counterparts in a highly persuasive manner. The level of persuasion was significantly lower when the opposing negotiating party was also a woman. The results showed a similar persuasive behaviour for men, irrespective of the gender they were negotiating with. Another study conducted by Boyer, et. al, (2009) expanded on the different negotiation strategies used by women with the change in the gender of the opposite party and posited that women used more integrative and collaborative styles when they were negotiating in a female-female dyad as opposed to a female-male dyad. This allows us to establish even further that the results formulated by Semnani- Azad, and Adair (2011) might have differed substantially if they had held the negotiation simulation for mix-gender dyads as well.

The research focus on cognitive appraisal and behavioural moderators develops that there is an interaction of culture and gender individually on the business negotiating behaviour and implicates the possibility of an overlap of culture-gender experiences which could facilitate this interaction.

4.2.4 Sub-Category IV: Power structures of the culture and the organization

Structures of power in the negotiation literature have been researched from various lenses. While some researchers reflect on the egalitarian vs. hierarchical structure of the culture or the organization (Curgan, et. al, 2008; Malik, & Hazar, 2016; Hong, & van der Wijst, 2013), others have interpreted how people from different power structures construct their negotiation strategies (Adair, et. al., 2013; Nelson, et. al., 2017;) and the effects of power distance theory (Graf, Koeszegi, & Pesendorfer; 2012).

Graf, et al. (2012) argue that power distance exists in both hierarchical and egalitarian structures. However, one's dependence on the power distance is what needs to be analyzed for interpreting their negotiating strategies. They conducted a buyer-seller negotiation simulation to posit that the use of power by the people from the same cultural group depends on the role they are playing in the negotiation. They conducted their research on East Asians (Taiwanese) and European (Austrian) MBA students and concluded that only the East Asians consuming the role of buyer used power-based negotiation strategies (Graf, et. al., 2012).

To analyze how people from different cultures structure their negotiation argument, Adair et al. (2013) followed a constructivist approach with the objective to ascertain if people from the same culture responded with power, rights or interest-based negotiations while negotiating with people belonging to other cultures. Their research concluded that the Chinese were more likely to negotiate in a power-based negotiating style during an intra-cultural negotiation while they shifted to an interest-based strategy in an inter-cultural negotiation with the Canadians. Canadians preferred using the interest-based integrative strategies irrespective of their counterpart's culture, however felt that the interest-based had a greater impact when negotiating with the Chinese counterparts.

While Chinese culture is considered more hierarchical with the influence of power concentrated in the higher levels, this change in the negotiating style can be attributed to their collectivist culture (Kopelman, et. al, 2016). Kopelman et. al. (2016) determined that East Asians, who followed the collectivist culture, adjusted their style as per their counterpart's especially when they were negotiating with a party that assumed higher power. While the resultant strategy after the adjustment was more competitive and distributive, the reason for this adjustment was their tendency to adapt to the hierarchical structures they are accustomed to.

While none of the articles looked at the results from the lens of gender, Graf, et al. (2012) analyzed the data for any significant impact of gender on the dynamics of power and the negotiation outcome and concluded that there was none. However, all the other journal articles analyzed in this thematic-synthesis in the category of power structures and gender had a contradictory result. Hong and van der Wijn (2013) and Nelson, et al. (2015) found that there was a direct and positive relationship between power and negotiation outcomes for women. The impact of gender was studied by conducting negotiation simulations and comparing the outcomes for men and women with high and low power variables. The results concluded that women achieved much higher joint profits in an egalitarian structure when they were given more power in the negotiation. The joint gains achieved by women in power were very similar to the joint gains achieved by men (Hong, & van der Wijn, 2013; Nelson, et al., 2015).

Synthesizing these contrasting results, one needs to observe that the research conducted by Graf et al. (2012) was a computer simulation conducted on Austrian and Taiwanese students, while the research conducted by Hong and van der Wijn (2013) and Nelson et al. (2015) were both face-to-face negotiation simulations conducted on students from Netherlands and Israel respectively. Thus, looking at the studies in totality enables us to establish that not only one needs to focus on the intersectionality of the participants before generalizing the results for the entire culture or gender but, also to focus on the medium of negotiation and its impact on the negotiations. The impact of different mediums of negotiation is covered in this chapter later.

4.2.5 Sub-Category V: Perceptions and stereotypes

Studying perception and stereotype has been a common theme for negotiation research from the lens of culture and gender. Researchers have conducted studies on cultural to understand whether the perceptions about individuals associated with a particular national or cultural identity negotiate better outcomes holds true. In the past ten

years, various researchers have tested the stereotype that Asians being are more focused on relationship building and cooperative goals than Americans (Aslani, et. al., 2016; Ready, & Tessem, 2009; Teng-Callega, Baquiano, & Montiel, 2015, Yuan, 2010). Negotiation research on gender focuses on establishing the basis for perceptions about women asking questions such as: are women easier to negotiate with and can they be misled easily? (Ready, & Tessem, 2009; Kray, Kennedy, & Van Zant, 2014) or, are women are less likely to initiate and more likely to avoid negotiation (Kang, Xiu, & Roline, 2015; Leibbrandt & List, 2015). This section allows the review of research constructed on the base of culture and gender with respect to perceptions and stereotypes to retrieve the corresponding depicted by the two contexts in business negotiations.

Yuan (2010) hypothesized that the Chinese would prefer negotiating with Americans more than Americans would prefer negotiating with Chinese as Americans are perceived as the ones who would rely their arguments on logic and information sharing. His analysis found the hypothesis true and concluded that Chinese did hold a higher perspective about Americans as better interest-based negotiators than their Chinese counterparts. However, Americans were not able to grasp the idea of *guanxi* to its entirety and thus, were not comfortable with verbal agreements (Yuan, 2010). Another study comparing the American and Chinese negotiators on their perception of fairness was conducted by Husseina et al. (2017). They conducted inter- and intra-cultural negotiation simulations to conclude that the Chinese saw the negotiation outcomes more as a win or loss and thus, concentrated on claiming higher value to gain the power in their relationship (Husseina, et. al., 2017). The interesting finding from the two studies can be interpreted that Chinese (Asians) held a negative perspective towards the people of their own culture and preferred doing business with Americans while the Americans preferred holding intra-cultural negotiations in comparison to the inter-cultural business negotiations with Chinese counterparts.

The popular stereotype from the gender socialization theory suggests that women are perceived to have higher moral standard than men and focus on their negotiations preparation by creating realistic and logical goals (Kray, et. al., 2014; Faes et al., 2010). Considering these fixes, one would have expected Chinese women to negotiate in the manner that Chinese perceived Americans would. However, these studies do not comment on studying the impact of gender on their sample population.

Research conducted by Ready and Tessem (2009) analyzed the perception of Malaysians and Americans towards negotiating with men and women. They determined that Malaysians men felt they were better negotiators than Malaysian women as they believed women as more “*agreeable, social, pleasant, and focused on others*” (p. 511). The researchers recognized this perception towards the male-dominated hierarchical culture of Malaysia. They did not find Americans to support this view as they felt there was no difference in negotiating with men or women. However, when Kray, et. al. (2014) conducted their research on gender stereotypes in the US, their results were contradictory as women were considered an easier negotiating counterpart. The results indicated that women were perceived as more likely to be misled and “*disproportionately targeted for opportunistic deception*” (p. 69). They also claimed that women were expected to assume welcoming behaviour and higher moral standards. The point to be noted is that these perceptions were formulated more by women rather than men. Similar results were presented in studies conducted in Romania (Petersecu, 2016) and Lithuania (Petkeviciute, & Streimikiene, 2017) which reciprocate the suggestions of role congruity theory.

On the other hand, results from Spain, Serbia and Netherlands contradicted the hypothesized perception towards the role congruity theory (Elgoibar, et. al., 2014; Dobrijević, 2014; Leibbrandt, & List, 2015). The studies did not find any results indicating that women received any less social support from their peers or avoided using competitive strategies. Leibbrandt, & List (2015) also suggested that women were as

likely to initiate a salary negotiation as men when they were informed that the salary was negotiable. Another factor which finds its presence in the category of perception in gender literature about business negotiations is the use of *feminine charm*. Kray, Locke and Zant (2012) define feminine charm as an “*impression management technique available to women that combines friendliness with flirtation*” (p. 1343). Kray et al. (2012) conducted their research to analyse the impact of feminine charm on the social and economic benefit in a business negotiation. They conducted four studies to test their hypothesis and concluded that feminine charm had an influence on both the economic and social outcomes of a business negotiation. They summarized that feminine charm constitutes of friendliness and flirting, and it is the balance of these two components which can enable women to achieve better economic and social goals. Women negotiators achieved better economic outcomes when they were perceived as more flirtatious than friendly (Kray et al., 2012). However, whether or not the construct of feminine charm leads to a positive outcome in every culture remains to be seen.

Hence, while there are studies that suggest a particular perception towards men or women negotiators which may result in an advantage or disadvantage, there is an extensive need to test these perceptions with regards to the cultural as well as situational factors for a more enriching appraisal of the negotiating behaviour.

4.2.6 Conclusion

The category of research focus allowed us to answer the first two research questions in the following manner (RQ1: What are the most prominent themes in the literature (2008-2017) of business negotiation studied through the lens of culture and gender? and RQ2: What factors are at the intersection of culture and gender in business negotiations?). First, Figure 1 represents the most prominent constructs which were researched upon in the literature of culture and gender in business negotiations. This section discusses the factors that were studied individually based on either culture or

gender literature and not a combination of both. Topics which found a space in the literature about the impact of culture on business negotiations included: trust (Gunia, et. al., 2011; Liu, Friedman & Hong, 2012), personality traits (Volkema, & Fleck, 2012), bi-cultural identity (Mahadevan, 2015), cross-cultural awareness training (Groves, Feyerherm, & Gu, 2015), and dignity, face, and honor cultures (Aslani, et. al., 2016). Similarly, the topics which were studied to understand the impact of gender on business negotiations were: gender roles (Amanatullah, & Morris 2010), agency behaviour (Chen, & Chen, 2012), negotiating with a team of friends (Herbst, Dotan, & Stöhr, 2017), and feminine charm (Kray et al., 2012). These were the most prominent themes for the research conducted in the last ten years. These factors were studied with respect to their impact on negotiation preparation and goals, negotiation behaviour, and negotiation outcomes.

The second research question: what the factors at the intersection of culture and gender in business negotiation research are was answered by identifying the following sub-categories common in culture and gender business negotiation research.

1. Ethics in Business Negotiations
2. Aspiration levels and goals of the negotiating parties
3. Cognitive and behavioural moderators
4. Power structures of the culture and the organizations
5. Perceptions and stereotypes

The contradictory results identified during analysis of this category were:

- Kennedy et al. (2017) supported the social role theory in their study which founded that women were less likely to engage in unethical tactics than men. However, the study conducted by Xiao and Ma (2015) concluded that Chinese women were as likely to use unethical tactics in negotiation as Chinese men.

- Majority of studies conducted for analyzing the effect of gender on goals of a negotiator found that women were more likely to pursue relational goals with a lesser focus on economic outcomes. Liu et al., (2012) reported that they did not find any difference in the goals pursued by American and Chinese men and women.
- Shan et al., (2016) suggested that Chinese, based on the concept of *guanxi*, prioritized relational and cooperative goals over economic outcomes as they perceived cooperative goals as masculine and the competitive goals as feminine. This notion clashes with the results of the study conducted by Liu et al. (2011) which suggested that Chinese tend to focus on competitive goals and distributive strategies only.
- A research conducted by Semnani-Azad and Adair (2011) posited that while the Canadians and the Chinese felt the same anger in a negotiation, Chinese did not display the negative emotions strongly and therefore, did not indulge in persuasive negotiations. They presented these results on the basis of intra cultural-intragender dyads only. A study conducted by Bowles and Flynn (2010) found that the persuasion behaviour of men and women was dependent on the gender mix of the negotiation dyad. Semnani-Azad and Adair's (2011) excluded the mixed gender dyads thus, leaving the readers unclear about the emotions displayed by the participants in a mixed gender setting.
- Hong and van der Wijk (2013) and Nelson et al. (2015) found that there was a direct and positive relationship between power and negotiation outcomes achieved by women however a study conducted by Graf et al. (2012) did not find gender as a moderator for the change in negotiation outcome with respect to the power structure.

- The perception of women identified as agreeable and easy counterparts on the negotiation table was also only true for Malaysians and not Americans (2009). Further, women from Spain and the Netherlands also believed that they received the same social support from the workers as their fellow male colleagues.

This section also partially answered the research question: what the possibilities of future research about the intersection of culture and gender in business negotiations are, by focusing on the lack of integration in the gender and culture literature with respect to factors like ethics, power structures, and perceptions and stereotypes. In the following category, this research will investigate the research question: what gaps and complexities in the research design are, continuing to explore the overlapping constituents of gender and culture in business negotiations.

4.3 Category II: Research Design

In the first category, I identified the factors which were at the focus of business negotiation (Figure 3). These included: ethics in business negotiation, goals and aspirations of the negotiating parties, cognitive and behavioural moderators, power structures, and perceptions and stereotypes. The sub-categories analyzed in this category are:

1. Participants of the research
2. Negotiation tasks or Issues
3. Data Collection and Analysis

4.3.1 Sub- Category I: Participants of the research

The research sample is the key to the findings of any research. Participants in the literature were involved in the research by using surveys, interviews, or observed behaviour during negotiation simulations. This suggests that competent analysis of the

research participants is vital for the synthesis. Majority of the authors of the journal articles analyzed conducted their research on university students completing their undergraduate and graduate degrees from their university's business schools (Sobral, Carvalhal, & Almeida, 2008; Miles, & LaSalle, 2009; Imai, & Gefland, 2010). The incentive for the students participating in the research was credit or vouchers in exchange for their participation.

There were only a handful of the studies that were conducted using working professionals as their sample population (Amatucci, & Swartz, 2011; Westbrook, et. al., 2011; Khakhar, & Rammal, 2013). However, Ribbinka and Grimm (2014) suggested that the university students' sample is a good representation of the bigger population as, "*in terms of outcome, the difference between the two groups is negligible*" (p.119). A similar justification was presented by Aslani, et. al. (2016) who also conducted research with university students to compare the negotiation strategies used in dignity, face, and honour cultures.

However, when synthesizing the contradictory results of a few studies conducted on similar factors like ethics or power structures, one of the prime differences in their research design was the choice of research participants. For instance, while there is a popular notion that men reach better negotiation outcomes in buyer-seller negotiations (Bear, & Babcock, 2012; Bowles, & Flynn; 2010), Yurtsever, et. al. (2013) did not find any impact of gender on the profit earned by men and women in the buyer-seller negotiation. Their sample population consisted of working professionals who were lower or middle-level managers.

A similar difference was observed in the studies conducted between students and working professionals who were either Chinese or Americans. When studying Chinese and American working professionals in upper-management roles who had experience in business negotiations, Yuan (2010) determined that Americans felt Chinese negotiators

were friendly and adopted cooperative negotiation, while the Chinese that Americans counterparts friendlier and more cooperative than their Chinese counterparts. However, when Liu, et. al. (2012) conducted a similar study by comparing the outcomes of inter and intracultural negotiation dyads' outcomes, they theorized that Chinese pursued relational objectives and used integrative strategies only when there were negotiating with other Chinese as they felt they were in a highly accountable situation (Liu, et. al., 2012). This difference in opinion of the Chinese negotiators about the use of integrative strategies in inter and intracultural negotiations occurred only when the researchers shifted their research participants from working professionals to university students. Similar trends can also be observed in the research about the use of unethical tactics in business negotiation (Kennedy et al., 2017; Westbrook et al., 2011).

Thus, the dependence on university students to analyze the negotiating behaviour of individuals from a particular group can restrict our results because of the restricted age-group and experience of the participants. The university sample also often does not show the diversity of age which can have an effect on the results. For instance, when Boyer et al. (2009) conducted their research on middle and high school students, they found that the female-female dyads had the best outcomes only when the sample was from high school. There were no significant differences in the outcomes of the same gender or mixed gender dyads comprising of middle school students (Boyer, et. al., 2009). This change in the behaviour and outcomes for female-female negotiation dyads could be attributed to the gender socialization theory where the women are acclimatized to a particular gender identity while growing up.

Another prominent flag in the sample population of the journal articles has been the geographical boundaries of the research. Most of the research had been conducted in the US. The majority of culture studies, which contrasted the behaviour of two cultures, was also restricted to the popular West vs. East theories (Amanatullah, & Morris, 2010;

Curhan, et. al., 2008; Miles, & LaSalle, 2009; Liu, 2009; Yuan, 2010; Imai, & Gefland, 2010). Even the studies which explored the individuals from different cultures and nations selected their sample from the students who were studying in an American university and thus, had been introduced to their people and culture (Miles, & LaSalle, 2009; Miles, 2010; Liu, 2009; Kern, et. al, 2012; Kray, et. al., 2014). Thus, future research in the field of business negotiations needs to represent the diversity of the population in terms of age, gender, occupation, and culture to ensure transferability to a diverse population.

4.3.2 Sub-Category II: Negotiation Tasks or Issues

This sub-category focusses on the negotiation tasks or issues chosen by the researchers to conduct primary research. Researchers used both inter and intra-business negotiations conducted with the roles of buyer-seller and prospective employer-employee simulations. The simulations included zero-sum distributive negotiations and multiple issue integrative negotiations which were conducted face-to-face or online. Out of the total journal articles analyzed, fifty-nine asked the participants to respond in the lab experiments or the scenarios based upon a particular negotiation task or game. This category analyzes the tasks or issues negotiated in these fifty-nine articles for their inclusivity, validity and precision to replicate the real negotiations.

Single-issue, zero-sum buyer-seller negotiation was the most used negotiation simulation where the negotiators used distributive strategies to claim as much as they could (Kopelman, & Rosette, 2008; Bowles, & Flynn, 2010; Miles, 2010; Cotter, & Henley, 2017). Multiple issue negotiations were also used which included distributive, integrative, and compatible issues (Lee, Adair & Seo, 2013; Gunia, et, al. 2011; Semnani-Azad, & Adair, 2011). Bowles and Flynn (2010) conducted their research under two studies, where the first was a single-issue, buyer-seller distributive bargaining while the second study was a multiple-issue negotiation with integrative potential. The results of the first study suggested that there was no difference in the persuasion tactics used by

men when they were negotiating with men or women for a single-issue distributive negotiation. However, the researchers found that gender had a significant effect on the persuasion tactics used by men in the second study which was conducted using a multiple-issue negotiation with integrative potential. This was the only research which conducted two different types of negotiation tasks and allowed the comparison of the two choices in the field of buyer-seller negotiations. The comparison is the base of this sub-category as it emphasizes the difference in results based on the type of task or issue being negotiated in the lab experiments.

Job contract negotiations like New Recruit and salary or wage negotiations were also used in both distributive and integrative category (Liu, 2011; Kennedy, et. al., 2017; Chen, & Chen, 2012; Kern, et. al., 2012). For the studies in gender-based negotiation research, the researchers focused on which gender group initiated and/or negotiated a better salary or if any particular group tried to avoid the same (Chen, & Chen, 2012; Kennedy, et. al, 2017). It was important to note that none of the researchers used a multi-party premise for exploring the negotiation behaviour in a multiple party-multi issue negotiation. The negotiation simulations were also conducted with the pre-set dyads with only a handful of simulations conducted in an intragroup setting (Curhan, et. al., 2008; Semnani-Azad, & Adair, 2011; Faes, et. al., 2010; Bowles, & Flynn, 2010).

Even a smaller number of studies were conducted using multiple-issue negotiations for mergers or acquisitions (Malik, & Yazar, 2016; Semnani-Azad, & Adair, 2011). Thus, the negotiation research on both gender and culture mostly used the same tasks or issues which were distributive in nature. These issues leave little freedom for the research participants to showcase their integrative strategies with cooperative goals, especially the games involving computer-mediated ultimatum bargaining (Kopelman, & Rosette, 2008). This style is often marked as the *masculine* premise and thus, does not do justice to comprehend the behaviour and strategies of all the negotiators (Shan, et. al., 2016).

This sub-category suggests the complexity in making choices about the right negotiation task or issue to be used for conducting the simulation-based negotiation research. The future business negotiation simulation research for gender and culture would be conducted with more inclusive negotiation tasks which allow the negotiators to display their strategies in multi-faceted situations.

4.3.3 Sub-category III: Data Collection and Analysis

The three main methods to collect data for conducting the negotiation research were surveys, negotiation simulations, and interviews. Some researchers used questionnaires and surveys to collect the data from their research participants about their perspective towards power structures and negotiation outcomes (Curhan, et. al., 2008), goals of the negotiation (Ready, & Tessem, 2009), standards of ethics and morality (Yuan, 2010; Ma, 2010; Westbrook, et. al., 2011), and initiating the negotiations (Bear, 2011). These questionnaires were developed using theories that had been tested in past for their applicability.

The negotiation researchers who used negotiation simulations to test the findings of their analysis used questionnaires or surveys conducted before or after the simulation which included a self-reported analysis of participants about their negotiation performance (Amanatullah, & Moriss, 2013; Imai, & Gefland, 2010; Miles, 2010; Yurtsever, et. al, 2013). The post-negotiation surveys informed the researchers about the economic gain of the negotiation as well as the negotiator's perspective on their respective negotiation strategy. Researchers that use only the pre- and post-negotiation survey from the negotiation simulations are thus, dependent on the participant's survey response to interpret the results. The participants are not experts on analyzing the behaviour evolved and cognitive responses to the negotiation strategies implied during the simulations. More rigorous and thorough results could have been achieved with the

interaction of researcher during the negotiation simulations in the form of observations and/or stimulating the thoughts of the participants by asking deep routed questions about their experience in the lab experiment. With only survey responses as their data, the researchers need to reflect on their dependability and worthiness.

Using the method of negotiation simulations for data collection, participants are often informed about their goals for the negotiation simulation. They are either asked to avoid impasse (Liu, & Wilson, 2011) or are informed about the points-based system which measures their performance on the basis of points earned (Miles, & LaSalle, 2009; Semnani-Azad, & Adair, 2011). The negotiation dyads which fail to reach an agreement are excluded from the analysis (Bowels, & Flynn, 2010; Rosette, et. al, 2012). This creates a divergence in the data as the readers are left unclear about the strategies or behaviour which would have forced those negotiators to reach an impasse. Instructing the negotiators beforehand about their goals as per the role to be played also makes me question how the negotiators might have performed had they formulated and pursued their own goals. Following exploratory research methods, the future research needs to make sense of the goals and objectives of individuals belonging to a particular gender and culture by giving them the liberty to formulate their own goals and articulate the theories responding to the complex intersectionality of gender and culture of the research population.

Another important method for collection of data was audio or video-recording the negotiation simulations which was followed by transcription for its analysis (Bowles, & Flynn, 2010; Faes, et. al., 2010; Liu, 2011). While some of the content analysis was conducted to transform the qualitative data into quantitative data by coding for the types of negotiation strategies used (Graf, et. al., 2012; Boyer, et, al., 2009) or the impact of emotions displayed in the negotiation (Liu, 2009), research by Liu (2011) only analyzed the content for counting the speaking turns for each negotiator. This analysis thus takes

away the qualitative aspect of the research and becomes dependent on uncovering the negotiating behaviour on the basis of the number of times they asked the questions or shared the information.

Only three studies used the interviews to understand the perspective of the negotiator by posing them with questions about their experience in the real world of business negotiations (Amatucci, & Swartz, 2011; Khakhar, & Rammal, 2013; Yuan, 2010). Three studies used an ethnographic approach to observe and conduct their research on the real business negotiations which were not conducted in the lab for the completion of the particular research (Mahadevan, 2015; Malik, & Yazar, 2016; Teng-Calleja, Baquiano, & Montiel, 2015). As most of the research is conducted using negotiation simulations, “*very little is known about real negotiations*” (Faes, et. al., 2010, p.91). The study conducted by Anderson et al. (2017) explored the negotiation strategies used by men and women in a matrilineal vs. patriarchal society by conducting both, a lab experiment and natural field observations. They concluded that females had a significantly different strategy in the two studies as their strategies and bargaining techniques were much tougher in the actual field experiment than in the lab experiments. This reinstates the presumption that negotiation simulations may not present authentic reality and thus, required the use of ethnographic techniques for formulating theories about real negotiations.

4.3.4 Conclusion

The category of research design provided a review of the research design implemented by the authors of journal articles to conduct their research. It answered the research question about the *complexities of conducting research in the field of culture and gender in business negotiations*, by analyzing the same with three sub-categories: the research participants, issues or tasks used in negotiation simulations, and the data collection and analysis methods. The research findings highlighted the overuse of

university students as research participants as one of the limitations of the studies conducted in the last ten years. The demographics of university students restricted the diversity about the age, culture, nationality and often gender. Some of the studies completed from the cultural perspective constituted of more than 80% male participants (Gunia, Brett, Nandkeolyar, & Kamdar, 2011; Yuan, 2010).

This section also analyzed the excessive implication of negotiation simulations and distributive issues as tasks in the negotiation simulations. Analysis for this category synthesized that there were studies which found a difference in the negotiating behaviour assumed by participants in the lab experiments and real negotiations or field experiments. The majority of the research was conducted using the deductive approach which involved hypotheses testing leaving little room for analyzing the themes which might evolve from the data collection. Referring to the research question: *what are the future possibilities for primary research about the overlapping interaction of culture and gender with business negotiations?* I believe a discourse-based analysis of real experiences of the business negotiators would help us in developing a deeper understanding of this subject. The inductive approach as used by Khakhar and Rammal (2013) and Nelson, Maxfield and Kolb (2009) went beyond the hypotheses testing to observe trends and develop new theories surrounding the experiences of the business negotiators. Conducting future research using inter-categorical approach and applying more tools of intersectionality like revealing privilege and penalty or the intersectional identity web would facilitate in understating the underlying effect of gender and culture which would shape the negotiating behaviour of all parties.

The next chapter discusses the intersectional themes and propositions that have emerged from the findings identified using categories and subcategories in Chapter 4.

Chapter 5: Discussion and Conclusion

5.1 Introduction

The literature review chapter identified and summarized the dominant literature has developed in the field of business negotiations from the lens of culture and gender. The methodology chapter explained the process of locating, categorizing and synthesizing journal articles based on primary research. The data were analyzed to answer the research questions at the intersection of gender and culture in business negotiations. The thematic synthesis conducted for the journal articles published from 2008-2017 in Chapter 4 identified the following intersectional themes:

T1: Understanding negotiating behaviour in the context of inter vs. intracultural and inter vs. intragender based negotiations.

T2: There are conflicting results in culture and gender research in business negotiations.

T3: Stereotypical gender-based negotiation strategies and outcomes are affected by the difference in social status across cultures.

T4: Research based on negotiation simulation lacks consideration of the macro and micro-environment.

This chapter draws conclusions from the intersectional themes where culture and gender research overlap in business negotiation. It identifies the gaps and complexities in the current literature and makes suggestions for future empirical research at the intersection of culture and gender.

5.2 Analytical themes for the thematic-synthesis

5.2.1 Theme 1: Understanding negotiating behaviour in the context of inter vs. intracultural and inter vs. intragender based negotiations

This theme integrates the research conducted in the past ten years about the negotiation goals and behaviour of individuals from different groups depending on their negotiating counterpart. The theme highlights the conflicting results found during the data analysis.

Brett's (2000) model of inter-cultural negotiations explains how people from two different cultures bring their preferences and strategies on the bargaining table. These preferences and strategies then interact with each other by creating integrative potential and interaction of patterns, respectively. The integrative potential of the negotiation and the interaction pattern thus, create integrative and distributive outcomes of the negotiation (Brett, 2000). While the model highlighted the exchange of preferences and strategies that affect the negotiation outcome, it did not consider how these preferences and strategies are created and used as per the constant exchange between the two parties. While one expects people from a particular societal group, men or women, American or Chinese, to negotiate with certain objectives following a certain strategy, the research demonstrated how the same group of people changed their goals and strategies depending on their negotiation counterparts.

During data analysis, the categories of ethics, goals, and negotiation behaviour distinctively pointed out the discrepancies regarding these negotiation factors in the literature from both gender and culture. Yang, et. al. (2017) stated that during the negotiation simulations, Chinese negotiators were more likely to use unethical negotiation tactics with fellow Chinese negotiators than the American negotiators. The conclusion goes against the general in-group bias that would have expected the Chinese to be more ethical while negotiating with the Chinese counterparts. Yang and others

(2017) posit this possible shift towards ethical practices could be motivated by creating a better country image.

Another study conducted by Liu et al. (2012) extended our understanding of this dynamic shift in negotiating behaviour. The outcomes of their research suggested that the Chinese negotiators would pursue relational goals only during the intracultural negotiation and not the intercultural negotiations. One would anticipate that an inclination towards pursuing unethical tactics towards fellow Chinese counterparts would also push the Chinese negotiators to prioritize competitive goals over the collaborative and relational ones. However, Liu et al. (2012) explained that the change could be explained by the social norms and the context of accountability. They suggested that the in-group preference become relevant in the negotiation context for Chinese negotiators when they face the situations of high accountability in the environment built around the social norm of *guanxi*.

Gefland and Realo (1999) first researched the case of accountability and its effect on the negotiating norms in individualistic and collectivist cultures. Their study developed a direct relationship between accountability and relational goals pursued by the negotiators and posited that with an increase in accountability of a particular negotiating party, there would also be an increase in the relational goals and use of ethical tactics of business negotiation. Liu et al. (2012) concluded that the relationship between accountability and negotiation strategies was strong in the case of intracultural negotiations for Chinese negotiators.

The concept of *guanxi* embedded in the Chinese culture acts as a mechanism for governance, facilitating interaction among the business groups providing them with some extra privileges or leverages in the economic context (Langenberg, 2007). Thus, when Chinese negotiators are conferring negotiations in a highly accountable situation with Chinese counterparts, they adopt interest-based negotiation strategies promoting a

healthy relationship. However, the concept of *guanxi* can enable some of the negotiators to use their relationships to gain leverage over their counterparts thereby applying unethical negotiation strategies to pursue negotiation goals. As the inter-cultural negotiations do not come with the burden of *guanxi*, the Chinese negotiators use power-based negotiations and distributive strategies to claim the bigger slice of the pie. Therefore, *guanxi* informs both the competitive distributive and interest-based collaborations which are dependent on the relationship of negotiating parties.

The in- vs. out-group bias was also prevalent in the literature based on the context of gender in business negotiations. Bowles and Flynn (p. 789, 2010) concluded in their study that “*women adapt their behaviour to the gender of their negotiating counterparts—becoming more persistent with male naysayers than with female ones*”. Their study posited that while negotiating in the mix gender dyads, women used the persuasion technique of business negotiation with an increased intensity but in an indirect manner. This was supported by another study conducted by Boyer, et. al. (2009) which summarized that women used integrative and collaborative styles when negotiating with women but shifted to a distributive and persuasive style when negotiating with men.

While these instances show how the in-group bias sometimes benefits and sometimes harms the fellow negotiators, what is important is to note that it changes the negotiating behaviour of the individuals. It reiterates the importance of conducting negotiation research on dyadic level rather than an individual level as “*negotiations and other interpersonal dynamics involve at least two parties, merely examining the main effect of the nationality (or any other social context) of the negotiator will be insufficient*” (Yang, et. al., p. 664, 2015).

This theme suggests that in- vs. out-group biases exist in both gender and cultural literature, however the current empirical work lacks the integrated research on the negotiation behaviour, strategies, as well as its outcomes under this focus. It shows the

current patterns existing in the literature but does not allow us to make a clear conclusion with respect to the interaction or negotiation patterns of a particular culture, or gender missing the possibility of wedding intersectionality during the business negotiation. Thus, future empirical work would require the researchers to look into the aspect of the interdependence of the negotiating behaviour of individuals on their counterparts and inspect the patterns thus created in those mixed group dyads. Therefore, the propositions developed from this theme are:

P1: Relationship between the negotiating parties is the key to future investigation of the negotiation process from the dual lens of culture and gender.

P2: Researchers need to analyze the negotiations on the dyadic level to incorporate the change in negotiating behaviour as per the gender or culture of the involved negotiating parties.

5.2.2 Theme 2: There are conflicting results in culture and gender research in business negotiations

This theme reflects the conflicting results of the journal article research conducted in the past ten years. It aims at making sense of the conclusions drawn by the authors to understand the gaps in the literature on the dial effects of culture and gender in business negotiations, I realized that the research conducted under both the contexts had different, and sometimes contrasting results for a similar research participant profile.

As noted earlier, the majority of the negotiation research has been conducted with East vs. West approach where the researchers have restricted the geographical boundaries of the participants as well as the research venues by focusing on cultures of South-East or East Asia and their comparison with the North Americans. Similar restriction can be observed in the case of gender studies which are conducted on the undergraduate and graduate students in the US. However, even with this controlled research population, the

results of research vary in terms of the strategies used, the behaviour displayed or the outcomes achieved.

For instance, the research conducted by Yang, et. al. (2017) posits that the Chinese negotiators are more susceptible to use unethical tactics of negotiation when compared to their North American counterparts. This is supported by the study conducted by Liu (2011) and Liu and Wilson (2011), which concludes that this motivation to pursue unethical tactics can be linked to their urge to chase the competitive goals as their aim in the negotiations is not only to claim a bigger piece for themselves but also to decrease the other party's incentives. Liu (2009) also posits that Chinese negotiators are more likely to use persuasive and positional statements while negotiating in an intercultural negotiation. These research projects paint a picture that one should be careful of the tactics used by the Chinese negotiators in the business context. However, when the studies are built and constructed from the interpretivist paradigm to dig deeper into the sense-making and perceptions of goals pursued by Chinese negotiators, a more complex picture emerges. Shan et al. (2016) established that Chinese negotiators were more likely to construct their negotiations around cooperative and relational goals by basing the business conducted on the concept of *guanxi*. They also posited that for the Chinese, these relational and cooperative goals are perceived as masculine as they are formed under their social norms, unlike the Western perspective who perceive a relational approach as a feminine premise. These contradictory results suggest that culture and gender intersect, influencing negotiation process and outcomes.

A similar case is seen in the research conducted from the lens of gender, too. The majority of the studies which assumed the impact of gender when comparing the behaviour and strategies of two different cultures found that gender did not have any impact on the factors like ethics, and goals of the negotiator (Elgoibar et al., 2014; Graf et al., 2012; Faes et al., 2010; Liu et al., 2012; Xiao, & Ma, 2015). However, sufficient

studies have shown that gender has an impact on ethical negotiation tactics, goals of the negotiator, the role played by the negotiator, and the negotiation style. For instance, researchers have shown that women have a higher moral identity and thus, they dismiss the use of unethical negotiation tactics (Keneddy et al., 2017; Ladhari, & Skandrani, 2015). However, Ladhari and Skandrani (2015) used a survey developed on the SINS approach by Lewicki and Robinson (1988) which assumed that the negotiators will act the way they have self-reported the survey. Observation studies are likely to paint a more authentic reliable picture.

Keneddy et al. (2017) used a distributive seller vs. buyer negotiation simulation (2017) which is interpreted as a masculine prime. Thus, while the results of these studies fit with the perceptions created around the social role theory, future researchers should be more precise about the choice of research methodology adopted to conclude results on these stereotypical notions. Research has also claimed that males outperform females in negotiations earning higher outcomes or claiming the bigger section of the pie (Miles, & LaSalle, 2009). However, when I synthesize these results with studies conducted by Leibbrandt and List (2015), and Bear and Babcock (2017) gender did not have any significant impact on the negotiation outcomes with the change in the negotiation prime.

Perception plays a very important role in the research conducted in the context of gender in business negotiations. While the researchers focus on how women and men perform in gender masculine, feminine or gender-neutral premises, the important thing is to ask what is *perceived* as masculine, feminine or gender-neutral? To understand this, we need to further ask the question of *whose perception* is being asked and what makes a premise masculine or feminine? Gender is defined as “a result of *social construction* which is developed by an individual with his or her socialization and interaction with the societal factors” (Holmes, p.40, 2007). It often translates to identifying oneself with a group of people with shared identities, preferences, and perspectives. On the other hand,

culture is defined as a “*community envirosystem*” which comprises of common ethos, and knowledge, that enable its members with the sense of identity, values, and beliefs to conduct their life (Reeves-Ellington, & Yammarino, p.21, 2010). These definitions and their interpretation by various researchers leave me questioning if gender can be constructed as a culture, a culture which a particular group of people relate to by identifying their values, preferences and the ways to lead a life?

Journal articles from the thematic synthesis intersect with each-other suggesting conclusions which are difficult to summarize for a particular demographic group of people, be it gender or culture. Henrik, Lar-Johan, and Jens (p. 495, 2017) posited that current research in business negotiations has “*a strong reliance on simplified ‘contextual factors’*” (*such as cultural characteristics and negotiator predispositions*). The research from the lens of both culture and gender has concentrated on the intra-categorical approach ignoring the overlapping factors which develop the individual’s perception of the goals they pursue or the behaviour they follow during the negotiations. This theme highlights the intercultural collisions observed through the thematic synthesis and presents the need to follow the inter-categorical approach to merge the overlapping contexts of culture and gender. There is a need for future researchers to not concentrate on one particular factor but to dive deeper into the intersectionality of these factors in order to understand how they shape the perception of negotiators framing their business ethics, goals, and strategies to conduct business negotiations. Thus, propositions which can be developed from this theme are:

P3: Business negotiation research from the context of culture and gender has focused on the comparative analysis of one group with other (men vs. women, East vs. West).

P4: There is a generalization of the concept of gender and culture in business negotiation research overlooking the complexity of cultures within cultures (For instance, Khasi and Kharbi in Indian culture) and genders (LGBTQI).

5.2.3 Theme 3: Stereotypical gender-based negotiation strategies and outcomes are affected by the difference in social status across cultures

As a distinguished author and researcher conducting research on gender and negotiation for years, Kolb (2012) posed an important question about the research design implemented by the authors in this field by asking “*Are We Becoming Part of the Problem?*” (p.127). Research in gender and negotiation concentrates on factors like ethics, agency behaviour, and comparing negotiation strategies and outcomes perceived by women and men. What remains a major shortcoming of such research is the preformed gender notions which are tested during the research. For instance, Amanatullah and Morris (2010) hypothesized that women would set a much lower reservation, and target point for the negotiation simulations, however their results did not match the hypothesis as there was no impact of gender on the same. Miles (2010) posited that though there was a difference between the target point set by women and men, there was no significant difference in the actual counter-offer placed by both. They even found that the actual offer price for both, women and men was much closer to what women had anticipated as their target price depicting that their goals were much more realistic and practical than men.

When comparing the behaviour displayed by women and men using the non-verbal cues, Semnani-Azad and Adair (2011) found out that gender did not play any significant role on the negotiator’s relaxed posture, use of space, or negative emotions. This was true for both Canadian and Chinese cultures. The popular perception of women in business negotiations has been that they negotiate better on behalf of others (Bowles,

Babcock, & McGinn, 2005). It is built upon the relational expectations of women which points that women are able to not don the hat of assertiveness when they are negotiating for themselves as that is considered very masculine and selfish. Interpreting from the gender roles and social congruity theory, their negotiating for others is perceived as the *social norm* which makes them a pawn for the negotiation based on relational accounts. However, recent research has shown little evidence of women negotiating differently than men. Research conducted by Elgoibar et al. (2014) did not find any difference in the accommodating behaviour of female or male negotiators. Similar results were drawn from research conducted by Dobrijević (2014), and Leibbrandt and List (2015). The research which found a difference between the outcomes achieved by women and men were constructed around the stereotypical perceptions and masculine prime negotiation simulations (Kray, et. al., 2014; Petresecu, 2016; Bear, & Babcock, 2017).

The most interesting findings again came from China where women were as likely to indulge in unethical tactics as men (Ma, 2010; Xiao, & Ma, 2015). They also displayed similar non-verbal cues as Chinese men and even had set higher target rates when negotiating for themselves than when they were negotiating on behalf of others (Chen, & Chen, 2012; Semnani-Azad, & Adair, 2011). Ma (2010) identified that the reason for analogous negotiation strategies pursued by Chinese men and women can be attributed to a change in the social status of women which can be accredited to China's One-Child Policy. Ma (2010) determined that with the advent of China's one-child policy, parents gave equal opportunities to both girls and boys. Parents of a single child did not differentiate in terms of gender and invested as many financial resources to provide their single child with the best education and work opportunities (Lee, 2012; Hu, & Shi, 2018). This brought a change in the working class of China bringing more and more women in all industries and at all levels. This brought upon a change in the social status of women in the Chinese culture which can now be accredited to the absence of any difference in

the negotiating behaviour, goal formation and ethical perspective of Chinese men and women negotiators.

This link between the change in social status and negotiation behaviour can also be observed in the study conducted under the paradigm of power structures. Social status is observed as a stage in the level of hierarchy which is based upon power, dominance, or influence in a particular group (Blander, & Chen, 2014). A positive change in the social status can thus, be interpreted as an increase in the power and dominance for that particular person or group. When Lee (2012) and, Hu and Shi (2018) talk about the change in social status, they link it to the gender-neutral premise to work and increased power, accountability, and incentives for both women and men. This increase in power achieved by improvement in the social status can also explain how the increase in power in studies conducted outside of China also result in women negotiating better outcomes (Hong, & van der Wijst, 2013; Nelson, et. al., 2015). The research suggested that women with high power negotiated better outcomes which significantly reduced the difference between outcomes achieved by women and men (Hong, & van der Wijst, 2013). This even changed their negotiation behaviour and making it less compromising and more dominating (Nelson, et. al., 2015).

This theme includes social status for understanding how the factors of power and social status play a pivotal role in the development of an individual's negotiation strategies and behaviour. It reiterates that the focus on a particular social context of gender or culture "*elides the ways that other simultaneous dimensions of identity such as race, class, national identity, sexual orientation, and age intersect*" (Kolb, p. 128, 2012). Thus, this theme motivates future research to amalgamate other societal factors like change in social status and power structures in their analysis to conduct richer analysis in the context of culture and gender in business negotiations. The following propositions are established from this theme:

P5: A change in social status affects the power of an individual changing their negotiating behaviour.

P6: Research on business negotiation should incorporate the social status and power structure of an individual developed from their intersectional exclusivity.

5.2.4 Theme 4: Research based on negotiation simulation lacks consideration of the macro and micro environment

The research design category found that negotiation simulations have been the foundation for conducting research in the subject of business negotiations. The negotiation simulations are lab experiments where research participants are informed about a negotiation scenario, their role in the negotiation, as well as the goals they have to pursue to be successful in the simulation. Researchers have chosen experimental simulations to conduct research as it enables them to observe ‘almost real’ scenarios with people negotiating for their personal interests. Henrik, et. al. (2017) stated that there are some predominant issues for using negotiation simulations as the main observation and analysis tool as the simulations simplify the real-life negotiation. They argue that “*experimental research tends to decontextualize the negotiation and that simple manipulation of issues provides a very incomplete picture of the essence of negotiations*” (p.495). Negotiation simulations are conducted repeatedly as a part of the modules students are enrolled in, resulting in an inexpensive and timesaving collection of data. Negotiation simulations overlook the macro factors about an individual’s role in the society, perceptive distortions or stereotypes and micro factors such as profitability, loss of a relationship, and organizational reputation. Further, research participants are informed about their goals and the points-based system and asked to negotiate in either inter or intragroup dyads which pushes the research participants to pursue the simulation in a particular manner (Miles, & LaSalle, 2009; Semnani-Azad, & Adair, 2011).

Thus, the negotiating strategies and behaviour exhibited by the research participants can be different from what they would have pursued in real life negotiations. Anderson et al. (2017) conducted a study to compare the negotiation behaviour of men and women in matrilineal and patriarchal structures in North East India. They performed their research by conducting a lab experiment and observing the participants in real life field experiments and postulated that there was a change in the negotiating behaviour of women pursued under the two studies. The women used much more persuasive and stronger negotiation strategies when they were on the field. This was the only study which used both lab and field experiments showing evidence of change in negotiating behaviour in the two circumstances. This furthers the need for us to question whether negotiation simulation is a reliable method for data analysis in the field of business negotiations.

Further, the results of these negotiation simulations are analyzed by comparing the negotiation outcomes using statistical tools (Curhan, 2008; Milles, & LaSalle, 2009). However, it is important to realize that successful negotiation outcomes do not always translate into a fair and satisfactory negotiation process (Mahadevan, 2015). Some researchers use the post-negotiation surveys which enable the participating negotiators to comment upon own their and their counterpart's performance. These surveys enable the participants to make sense of their negotiating behaviour by introspecting what they did and how. However, researchers should not only rely on the self-reported surveys, but also observe the simulations as the participants are not experts for assessing the intricacies of the negotiation process and outcomes.

Henrik, et. al. (2017) posited that while there has been abundant research in the field of business negotiation, the research is dislocated and lacks a joint theoretical basis. They suggested the future researchers to “*connect business negotiation studies more closely to*” develop coherent theories which would not only allow framing the negotiation

research from all the perspectives but also highlight the issues in the current methodologies in their totality. Propositions for this theme are:

P7: Business negotiation research should understand the overdependence on negotiation simulations which oversimplify the negotiation process.

P8: There is a need for application of discourse-based analysis for understanding the underlying factors of the negotiation process which include the rationale behind negotiator's goals, strategies, and outcomes of the negotiation.

The analytical themes developed through the thematic-synthesis respond to the future implications posited by Henrik, et, al. (2017) by focusing on amalgamating the business negotiation research articles in the context of culture and gender and stressing on the key issues which need to be addressed regarding the research design, there is room for in-depth future empirical work in this field.

5.3 Conclusions

This section of the chapter is divided into three sections. Firstly, it answers the research questions directly by applying the findings of the research and propositions developed from the analytical themes. Secondly, it includes my personal reflection of the findings which details how I interpreted these results based on my own intersectional identity and previous experiences. This chapter concludes with the limitations of the study, recommendations for future research and the final remarks.

5.3.1 Response to the Research Questions

After applying the method of thematic-synthesis to understand the focus and design of 84 journal articles published in the years from 2008 to 2017, this section explicitly responds to each research question using the data findings and analytical themes. The research questions would be answered using the categories developed in Chapter 4 and the analytical themes and propositions developed in Chapter 5.

RQ1: What are the most prominent themes in the literature (2008-2017) of business negotiation studied through the lens of culture and gender?

The category *research focus* in Chapter 4 identified the factors were the base of culture and gender literature in business negotiation research. Table 3 and 4 explain the most prominent themes for culture and gender research, respectively. The journal articles were structured around more than one theme as they studied the relationship between one factor on the other. For instance, Ready and Tessema (2009) analyzed how perceptions and stereotypes affect a negotiator's style. Thus, the literature was categorized to the themes of perceptions and stereotypes, and negotiation style. Below exhibited are the themes for the culture.

Table 3: Most prominent themes for culture in business negotiation research

Theme	Authors
Emotions (positive and negative)	Kopelman & Rosette, 2008; Liu, 2009; Liu, 2012
Negotiation Style	Kopelman & Rosette, 2008; Sobral, Carvalhal & Almeida, 2008; Liu, 2009; Ready & Tessema, 2009; Imai & Gefland, 2000; Yuan, 2010; Liu & Wilson, 2011; Liu, 2011; Tsoukatos & Vieregge, 2011; Graf et al, 2012; Kern et al, 2012; Rosette et al, 2012; Volkema & Fleck 2012; Adair et al., 2013; Khakhar & Rammal 2013; Shahmoradi, Nassiri-Mofakham, & Nemati, 2014; Tu, 2014; Roy & Menasco, 2015; Aslani et al., 2016; Malik & Yazar, 2016; Hussein et al, 2017
Goals and Aspiration Level	Liu & Wilson, 2011; Liu, 2011; Liu, 2012
Negotiating as an individual or a team	Gefland et al., 2013
Perception and stereotypes	Yuan, 2010; Rosette et al, 2012; Gefland et al., 2013; Lee, Adair & Seo 2013; Semnani-Azad et al., 2014; Stefandis & Banai 2014; Teng et al., 2015; Ogliastri, E., & Quintanilla, 2016; Aslani et al., 2016
Cultural Intelligence	Imai & Gefland, 2010; Groves, Feyerherm & Gu, 2015; Mahadevan, 2015
Negotiation Outcomes	Imai & Gefland, 2010; Liu & Wilson, 2011; Rosette et al, 2012; Aslani et al., 2016

Ethics	Erkus & Banai, 201; Liu et al., 2012; Ma, Liang & Chen 2013; Xiao & Ma, 2015; Zhang, Liu & Liu, 2015; Yang, DeCremer & Wang, 2017
Inter vs. intra cultural negotiations	Yuan, 2010; Liu et al., 2012; Adair et al., 2013; Semnani-Azad et al., 2014; Yang, DeCremer & Wang, 2017
Trust	Gunia et al, 2011; Zhang, Liu & Liu, 2015
Power structures	Graf et al., 2012; Khakhar & Rammal 2013; Kopelan et al., 2016; Malik & Yazar, 2016
e-negotiations	Graf et al, 2012; Rosette et al, 2012; Shahmoradi, Nassiri-Mofakham, & Nemati, 2014
Behavioural Moderators	Kern et al, 2012
Role of the negotiator	Ribbinka & Grimm 2014

As can be seen from the table above, negotiation style of the individuals from different cultures was at the heart of business negotiation research which was studied with respect to the other variables such as a change in power structures, ethics, and emotions. Next, I present the prominent themes researched from the perspective of gender on business negotiations. The themes were identified in the same manner as that for culture.

Table 4: Most prominent themes for gender in business negotiation research

Theme	Authors
Social Status and Power	Curhan & Overbeck, 2008; Curhan et al., 2008; Amatuucci & Swartz, 2011; Amanatullah & Tinsley, 2013; Hong and van der Wijst, 2013; McCormick & Morris, 2015
Negotiation Style	Katz et al, 2008; Boyer et al., 2009; Nelson, Maxfield & Kolb, 2009; Amanatullah & Morris, 2010; Bowles & Flynn, 2010; Faes, Swinnen & Snellinx, 2010; Miles, 2010; Kray et al., 2012; Amanatullah & Tinsley, 2013b; Dobrijević, 2014; Leibbrandt & List, 2015; Petkeviciute & Streimikiene, 2017; Petkeviciute & Streimikiene, 2017
e-negotiations	Katz et al, 2008
Perception and Stereotypes	Boyer et al., 2009; Amanatullah & Morris, 2010; Amatuucci & Swartz, 2011; Kray et al., 2012; Amanatullah & Tinsley, 2013a; Amanatullah & Tinsley, 2013b; Bowles & Babcock, 2013; Kray, Kennedy & Van Zant, 2014; Ladhari & Skandrani, 2015; McCormick & Morris, 2015; Shaughnessy, Mislin, & Hentschel, 2015
Agency Behaviour	Boyer et al., 2009; Amanatullah & Tinsley, 2013b
Negotiation Outcome	Miles & LaSalle, 2009; Faes, Swinnen & Snellinx, 2010; Amatuucci & Swartz, 2011; Bear & Babcock, 2012;

	Amanatullah & Tinsley, 2013a; Bowles & Babcock, 2013; Hong and van der Wijst, 2013; Seagraves & Gallimore, 2013; McCormick & Morris, 2015; Xiu, Kang & Roline, 2015; Petrescu, 2016; Cotter & Henley, 2017; Herbst, Dotan & Stöhr, 2017
Behavioural Moderators	Swaab & Swaab, 2009; Moura et al., 2017
Inter vs. intragender negotiations	Bowles & Flynn, 2010
Goals and Aspiration Level	Faes, Swinnen & Snellinx, 2010, Miles, 2010; Petkeviciute & Streimikiene, 2017
Agency Behaviour	Bear, 2011; Chen and Chen, 2012; Petrescu, 2016
Ethics	Westbrook, Arendall & Padelford, 2011; Kray, Kennedy & Van Zant, 2014; Ladhari & Skandrani, 2015
Negotiation Prime/ Context	Bear & Babcock, 2012
Negotiation Training	Guerrero & Richards, 2015
Negotiating with friends	Herbst, Dotan & Stöhr, 2017

Comparison of negotiation outcomes between the two genders (male and female) had been the most researched area studied with respect to the effect of perceptions such as double bind and backlash, agency behaviour, and use of unethical tactics. This research question enabled our understanding of the current literature in business negotiation. It highlights that topics such as ethics, perceptions and stereotypes, and goals and aspirations are studied in both, culture and gender literature. The next question focusses what factors are at the intersection of culture and gender in business negotiations will focus on these intersecting factors.

RQ 2: What factors are at the intersection of culture and gender in business negotiation?

The category of *research focus* introduced the factors which are at the intersection of culture and gender literature in business negotiations. The factors which are currently present in business negotiation literature studied from the lens of culture and gender are:

1. Business Ethics

2. Goals and Aspiration Levels
3. Perceptions and Stereotypes
4. Power Structures
5. Cognitive and Behavioural Moderators

Out of the total of 84 journal articles, 5 addressed the context of culture and gender together. These studies followed a deductive process which was based on testing the stereotypical perceptions of an individual belonging to a particular gender or culture. Ma (2010) compared the use of unethical negotiation tactics by Canadian and Chinese men and women framing their study on the social role theory that both Canadian and Chinese women would dismiss the use of unethical tactics. However, they did not find any significance of this factor for Chinese women.

Semnani-Azad and Adair (2011) also conducted their research under the East vs. West phenomenon by comparing the display of behaviour among Canadians and Chinese to posit that gender did not play a significant role in the relationship between the display of non-verbal cues and negotiation outcomes. Another study which used a similar sample composition was conducted by Shan, Keller, and Imai (2016) which reflected on testing understanding what is considered masculine or feminine by American and Chinese negotiators. They concluded that while Americans considered competitive goals and strategies as masculine behaviour, for the Chinese collaborative goals and strategies as masculine behaviour. This highlights the interpretation of business negotiation strategies is a conflux of culture and gender.

The other two studies which considered the intersection of both culture and gender were conducted by Elgoibar and Munduate (2014), and Andersen et al., (2017). Both of those studies that the negotiation strategies adopted by women were dependent on the culture they came from (Spanish or Dutch on the national level, or Khasi or Kharbi at the state level in India). The propositions identified in the earlier section will guide us to

answer what are the factors at the intersection of culture and gender in business negotiations?

P2: Researchers need to analyze the negotiations on the dyadic level to incorporate the change in negotiating behaviour as per the gender or culture of the involved negotiating parties.

P3: Business negotiation research from the context of culture and gender has focused on the comparative analysis of one group with other (men vs. women, East vs. West).

P4: There is a generalization of the concept of gender and culture in business negotiation research overlooking the complexity of cultures within cultures (For instance, Khasi and Kharbi in Indian culture) and genders (LGBTQI).

RQ 3: What are the gaps and complexities at the intersection of culture and gender in business negotiations?

All the four analytical themes identified in this chapter earlier point towards the gaps and complexities in the current business negotiation research. It lacks the confluence of these two concepts and relies on an oversimplification of genders, culture, and the negotiation process. The propositions which allow us to answer the above research question are:

P1: Relationship between the negotiating parties is the key to future investigation of the negotiation process from the dual lens of culture and gender.

P3: Business negotiation research from the context of culture and gender has focused on the comparative analysis of one group with other (men vs. women, East vs. West).

P4: There is a generalization of the concept of gender and culture in business negotiation research overlooking the complexity of cultures within cultures (For instance, Khasi and Kharbi in Indian culture) and genders (LGBTQI).

P7: Business negotiation research should understand the overdependence on negotiation simulations which oversimplify the negotiation process.

P8: There is a need for application of discourse-based analysis for understanding the underlying factors of the negotiation process which include the rationale behind negotiator's goals, strategies, and outcomes of the negotiation.

RQ 4: What are the future possibilities for primary research about the intersection of culture-gender experiences of business negotiations?

As the thematic-synthesis identified the lack of integration of culture and gender research in business negotiation, opening the possibilities in future to fill this gap by adopting the correct research methods which do not overlook these complexities. The propositions which enable us to answer the question about the future possibilities of primary research in this subject are:

P1: Relationship between the negotiating parties is the key to future investigation of the negotiation process from the dual lens of culture and gender.

P2: Researchers need to analyze the negotiations on the dyadic level to incorporate the change in negotiating behaviour as per the gender or culture of the involved negotiating parties.

P4: There is a generalization of the concept of gender and culture in business negotiation research overlooking the complexity of cultures within cultures (For instance, Khasi and Kharbi in Indian culture) and genders (LGBTQI).

P6: Research on business negotiation should incorporate the social status and power structure of an individual developed from their intersectional exclusivity.

P7: Business negotiation research should understand the overdependence on negotiation simulations which oversimplify the negotiation process.

P8: There is a need for application of discourse-based analysis for understanding the underlying factors of the negotiation process which include the rationale behind negotiator's goals, strategies, and outcomes of the negotiation.

5.3.2 Personal Reflection

Research conducted from the philosophical perspective of constructivist epistemology and interpretative paradigm is dependent on the researcher's understanding of the data (Grant & Giddings, 2002). The subjectivist nature of interpretative paradigm and the use of the inductive approach, as mentioned in Chapter 3 makes this section an important part of this study. The main aim of this study was to build a vital establishment for my interest in primary research on the influence of culture-gender negotiation experiences of Indian women. Through this section, I would like to take the tool of *cultivating intersectional identity* a step further by interpreting the developed analytical themes and propositions from my perspective and experience (Antewologun, & Mahalingam, 2018).

The first theme about *Understanding negotiating behaviour in the context of inter vs. intracultural and inter vs. intragender based negotiations* is built upon the synthesis that an individual's negotiation strategies change according to the person they are negotiating with. The factors which affect would affect this interaction could be a counterpart's gender, culture, personality, or their past relationship with them. As mentioned in Chapter 3, I was exposed to the idea of business negotiation research during my masters' class at Singapore Management University. Looking back at my experience of participating in the negotiation simulations, I could certainly accept that my behaviour was dependent on the negotiating party. Especially during intracultural negotiations (for both, inter and intra-gender dyads), I felt that I used the common cultural norms to build

the relationship in a negotiation. These cultural norms could be, for instance, the concept of *wasta* (Arabian culture) or *guanxi* (Chinese culture).

A deep-seated cultural factor which is believed to keep the societal elements including machines, people, businesses, relationships, and even the government running is the concept of *jugaad* in India. The colloquial term *jugaad* can loosely be translated as a hack. It is a quick fix which allows the people to find a way around the problem (Jeffrey, & Young, 2014). *Jugaad* does not necessarily address the problem underlying a particular issue, it provides a flexible approach to move beyond the problem to keep the things running. For instance, if an electrician is unable to find the right switch for an inoperative lamp, she/he might just connect the two wires to make it work. This solution doesn't solve the problem completely, but it keeps the lamp functioning. However, *jugaad* also has a positive side to it as it also allows individuals to develop breakthrough solutions or ideas pertaining to a particular situation. This concept has been studied in the academic literature in the field of politics, business strategies and innovations (Badami, 2018). While I could not locate any research directly addressing the concept of *jugaad* and negotiation process, I believe that *jugaad* can also influence the development of goals and strategies in the negotiation process. I can identify using this concept as a participant in the negotiation simulations as well as real negotiations.

For instance, using the Hindi language phrase "*hisaab baad mein karlenge*" which translates as "we'll sort the finances later" is commonly used while bargaining for a product or service in a buyer-seller negotiation. This phrase is used by both buyers and sellers who have a long trusting relationship. It enables them to close a deal without negotiating a final price. The pre-exchange of the product or service acts as a guarantee that there would be some negotiation outcome within the ZOPA. This style can also be interpreted as an *avoiding* negotiation style as it involves passive or indirect communication on the financial outcome of the negotiation (Pruitt & Rubin, 1986). One

needs to realize that the foundation for this *jugaad* style of negotiation depends on the counterparty. An individual will not assume this style if they do not know their counterpart and fear that they might disappear with their product. This highlights the impact of trust in Indian culture is the underlying of these relationships. The change in the level of trust enforces the negotiators to adapt their negotiating style as per their perception and relation with their counterparts. This finds support for the propositions P1 and P2.

However, assuming every Indian would use this negotiation strategy in intracultural negotiations will be creating a stereotypical generalization. Gender would also have an impact on this notion. India is a multi-cultural country which constructs the gender role theory differently. Thus, analyzing the negotiating behaviour at the national cultural level also might not capture the real factors shaping that behaviour. Thus, as developed in P4 and P8, business researchers need to focus on discourse-based analysis for a deeper understanding of the underlying factors such as culture, gender and the relationship between the negotiating parties, to develop a richer understanding of this concept.

As constructed in Chapter 2 and 3, relational accommodation theory posits that women act in an accommodating manner by abandoning their own interests for developing a stronger relationship amongst the parties. I was born and brought up in Delhi, the capital of India. Being the capital of the nation, people belonging to different cities and culture migrate to Delhi for better opportunities and standard of living. The supermarket era is still a novice concept as most *women* still prefer to buy their groceries from the nearby mom-and-pop shop or the fresh produce from a hawker. I have seen my mother negotiating for the prices of these fruits and vegetable every day to get the best deal possible. I have observed her using distributive negotiation skills for the price of a particular vegetable or using an integrative multiple-issue strategy by buying a few

products together and leveraging on her regular customer status to negotiate for a product with a higher profit margin.

These negotiation styles could be observed every day with many women fulfilling the responsibilities of their *role* in the family. Their negotiation style can't be identifying as accommodating, but competing or collaborating (Pruitt & Rubin, 1986). Even in my masters' class where I negotiated as a team and an opponent, while I observed that there were patterns of negotiating behaviour on the basis of their gender and cultural identity although, I did not observe my classmates assuming a stereotypical negotiation style. For example, not all Chinese were competitive or all women, accommodating. My analysis might be oversimplified but does highlight the need to investigate the stereotypical assumptions based on P7 and P8.

After attending the business negotiations paper, I realized that I was using the extremes of either a highly *competitive* or *avoiding* negotiation style (Ury, 1988). My negotiation behaviour evolved over the 6-week class as I was able to understand the issues with my then negotiation strategy. This brings to light that a change in my status as a novice in the business negotiations to an intermediate had an influence on my negotiation goals, strategies, and thus, the outcomes of the negotiation process. I was able to attend this class due to my socio-economic status, education background and my interest in the subject. Others might get this learning from their experiences, observations, interests, or feedback. This supports the propositions P5 and P6 which advocate that the negotiating strategies are dependent on the social status, power structures and the other factors building experience for individuals.

Therefore, looking at the overall results of this study from my own personal experiences and perspective, I find the rigour of these intersectional themes and propositions. Identifying my intersectional identity enabled interpretation of these results

from an intra-categorical perspective giving a deeper understanding of the complexity of everyone's behaviour following their intersectional experiences.

5.3.3 Limitation of the Study

The limitations of this study are as follows:

1. As identified in Chapter 3, the very first shortcoming of this research was locating all the relevant journal articles published from 2008-2017 for culture and gender research in business negotiations. As the authors do not follow any strict guidelines for the article titles or keywords, this study might not have discovered the articles which used the terms different from my search terms. Though, I also completed a manual search, research work by some authors might have been overlooked.
2. As a novice, qualitative research student who had to complete the research in a stipulated amount of time, I was not able to apply a primary research method to understand the real experiences of the individuals.
3. While this research was able to identify the missing links of intersectionality in culture and gender business negotiation research, these gaps could not be filled through this secondary research dissertation. However, this would be the focus for future research.

5.3.4 Recommendations for Future Research

One of the research questions for this thematic-synthesis was: *what are the future possibilities for primary research about the intersection of culture-gender experiences of business negotiations?* This question was answered by making recommendations about the research focus, and the research design to overcome the current issues in the negotiation literature. It precisely asks future researchers the following:

1. Understand the complex identity of an individual by following intra-categorical approach to investigate their negotiation behaviour.
2. Overcome the dependence on negotiation simulations and focus on real-life experiences by applying discourse-based analysis.
3. Conducting the future research on a dyadic level to understand the dependence and transformation of negotiating styles of people on the bargaining table.
4. Address other genders (LGBTQI community) and other cultures (micro and meso-level like Khasi and Jaintia, India), and their interaction with the factors like social status and power structures which build their negotiating styles.

5.3.5 Final Remarks

This thematic-synthesis has found that there are various factors which are at the intersection of culture and gender in business negotiations. These include: business ethics, goals and aspirations, cognitive and behavioural measures, power structures, and perception and stereotypes. However, there is a lack of integration of these factors together to understand how they shape the culture-gender experiences of an individual in light of their negotiating behaviour. This study also identified the current issues in the negotiation research which is restricted to a few genders, cultures and data analysis methods. It also highlighted the reliance on simulations as the data collection method and students as the research participants for conducting quantitative deductive research.

This study has established the intersectional themes which highlight: the complexity of dyadic level negotiations, conflicting results in culture-gender negotiation literature, the effect of change in social status across different genders and culture, and the lack of consideration of macro, micro, and meso-environment. The aim of this study was to synthesize the results literature from the past ten years to discover the underlying propositions for future research. I identified eight propositions which address the core of the literature recommending the researchers to apply a deductive, intra-categorical

approach with methods such as narrative analysis or grounded theory from the intersectional lens.

I will conclude by stating that the current negotiation research oversimplifies the construct of gender (male vs. female), the construct of culture (national vs. state) and the negotiation process or outcomes (competitive vs. collaborative). Future research will require the analysis at a deeper level to understand the complexities of these constructs and how they co-exist and affect the business negotiations.

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Appendix

Table 5: List of nodes

Parent Node	Description	Child node	Grandchild node	Great grandchild node
Cultural Intelligence	CQ and its effect on business negotiation strategies			
Culture	Coded for literature around each culture analysed in the journal articles	Arab	Lebanese	
			Israeli	
		Bi-cultural		
		Asian	South-East Asian	Mainland Chinese
				Hong Kong
				Taiwanese
				Korean
				Malaysian
				Indonesian
				Filipino
				Japanese
			South Asian	Indian
		European	Dutch	
			German	
			Greek	
			Siberian	
			Turkish	
			Spanish	
		American	North American	American
				Canadian
			South American	Brazilian
				Costa Rican
		African	Tunisian	

Parent Node	Description	Child node
Emotions	Cognitive appraisal about the intensity of emotions displayed by negotiators and the counterparty's reaction about the same	Emotions Displayed
		Reaction to the emotions
Ethics	Types of unethical tactics used in negotiations and how are they addressed by the counterparty	Types of unethical tactics
		Reaction to the unethical tactics
Gender	Coded for literature around gender (men and women)	Men
		Women
Goals or Objectives	How and what goals are formed by the negotiators and what are the targets or aspiration level for these goals	Aspiration Level
		Competitive or Cooperative Goals
		Relational Goals
In-group or Out-group bias	Comparison of inter and intracultural and inter and intragender negotiation for strategy, goal, behaviour and outcomes	
Interviews	Analysis for interviews conducted for data collection	
Negotiating for self or someone else	Agency behaviour analysis	
Negotiating in a group or team	Difference in negotiating as an individual or as a team	
Negotiation Outcome	Different results or negotiation outcomes of the research	
Negotiation Simulation	Information about the negotiation simulations conducted as lab experiments. Including details about the medium, premise and process of simulation	Negotiation task
		Communicated Goals
		Computer-mediated
		Scenario based

Parent Node	Description	Child node
Negotiation Style	Types of negotiation style identified or researched upon in the journal articles	Avoiding Negotiation
		Competitive or cooperative
		Direct or Indirect communication
		Initiating negotiation
		Persuasion
Negotiation Task Activity	Negotiation Task or activity played in the lab experiments	Distributive
		Integrative
Negotiation Training	Effect of negotiation training	
Participants	Demographic information about the research participants	Age
		Culture mix
		Gender
		Geography or Country
		Occupation
Perception	The role of perception in business negotiations from both, culture and gender perspective	Individualism vs. collectivism
Power	Impact of change in power structures on negotiation strategies	Egalitarianism vs. hierarchy
Real business negotiations	Analysis for ethnographic business negotiation analysis	
Role of the negotiator	Difference in negotiation strategies as per the role of the negotiator	
Survey	Use of types of surveys for data collection	Behavioural Dimensions
		Post-negotiation survey
		Pre-negotiation survey
Trust	Analysis of trust and deception in gender and culture	

Figure 2: Categorization of Research Focus

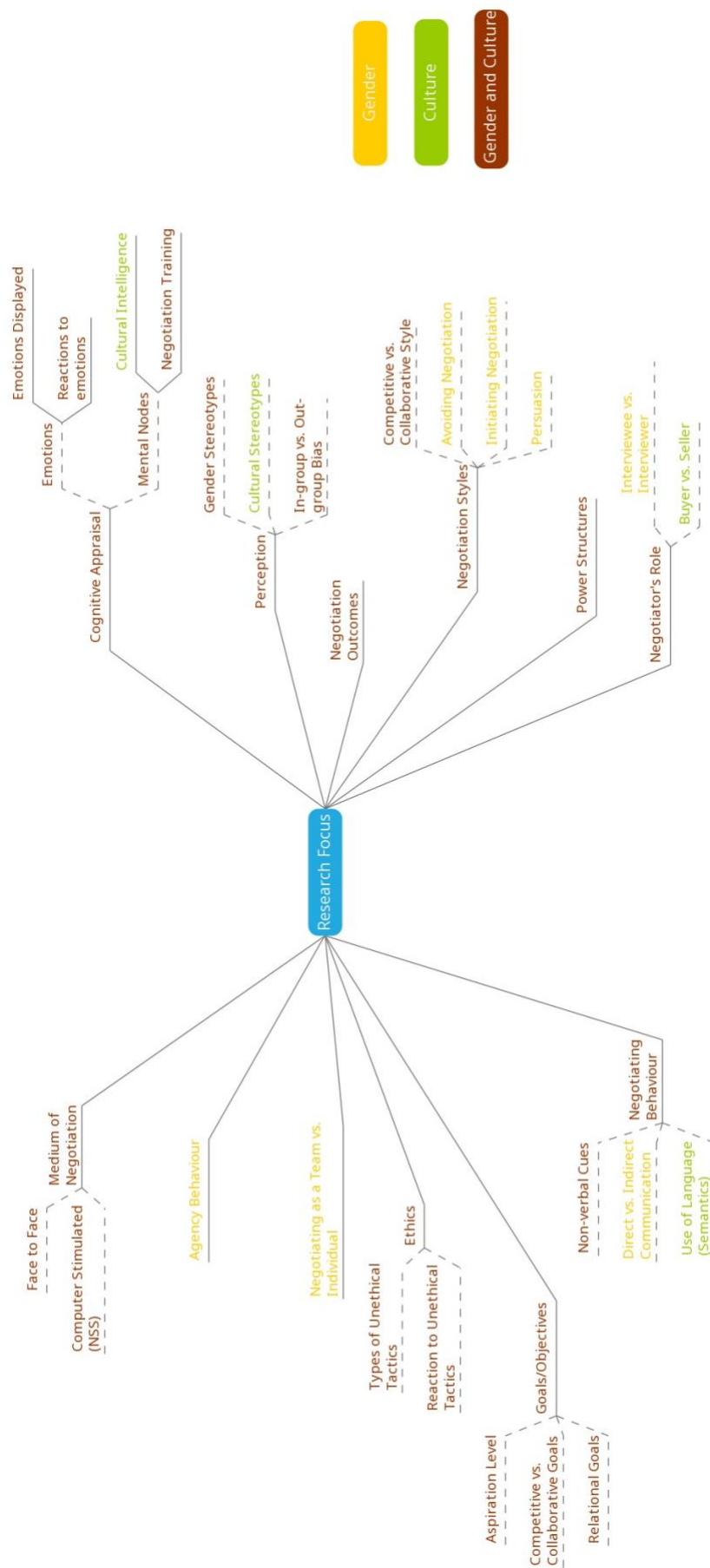


Figure 3: Categorization of Research Design

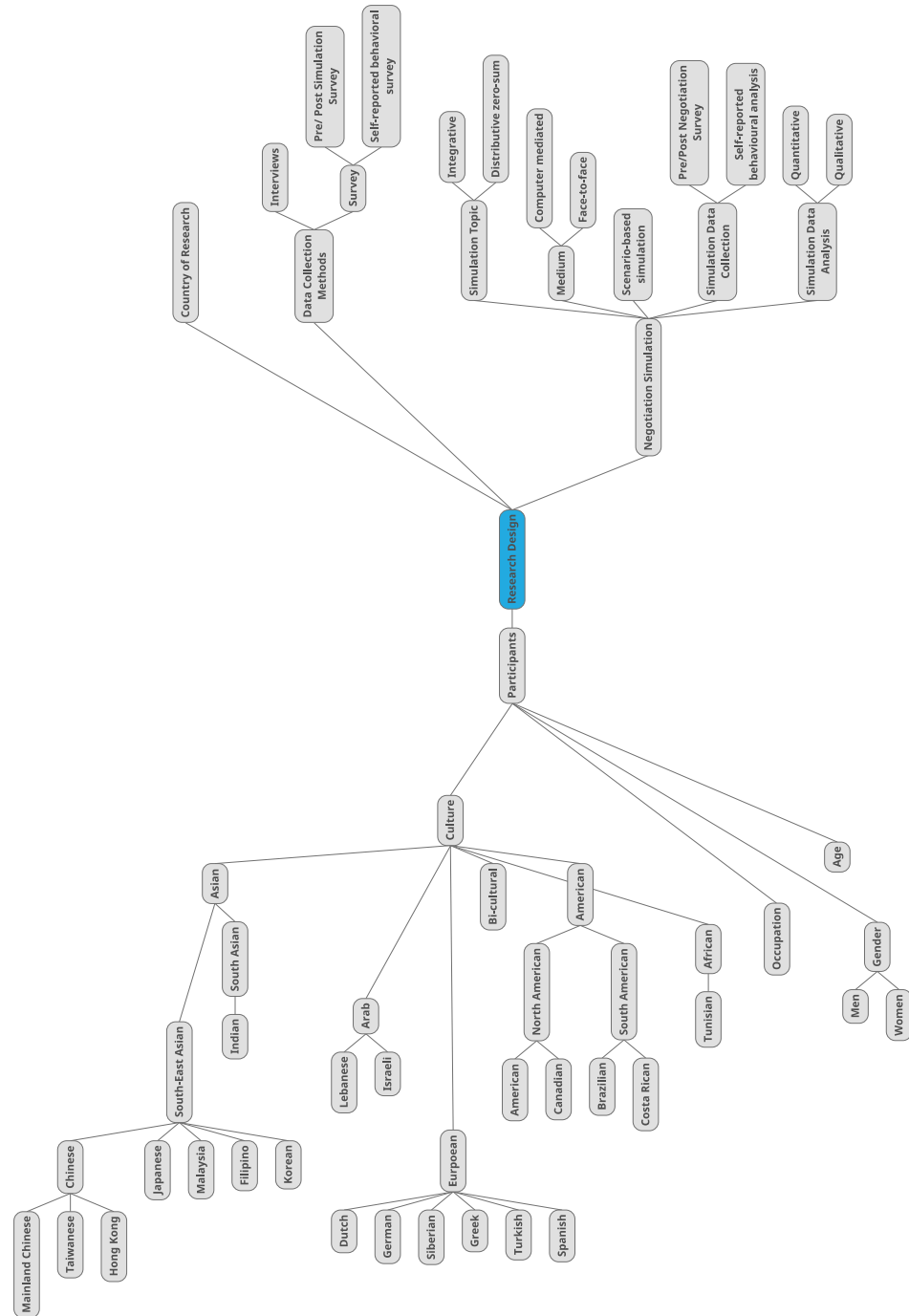


Table 6: Table review for Journal Articles

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Curhan, J. R., & Overbeck, J. R. (2008). Making a positive impression in a negotiation: Gender differences in response to impression motivation. <i>Negotiation & Conflict Management Research</i> , 1 (2), 179–193	Gender	Perception Negotiation Outcomes Behavioural Moderators	Nego simulations using same sex dyads using an intra-business VP vs. President scenario based on New Recruit. Negotiators given incentive if they tried to make a positive impression on their counterparts. Testing the hypotheses around impression motivation i.e. the degree to which people are motivated in controlling how others perceive them or how they <i>impress</i> them and how this impression motivation affects the negotiations. Participants given the points table and told their goal was to maximise economic gain	Quantitative	190 MBA students in a US B School (23 F/72M) creating a total of 95 same sex dyads for simulation	Results interpreted for 94 dyads as one of the dyads did not reach an agreement Hypothesis true: High-status men's response to the low status counterparts positive. It increased the counterpart's gain whereas high-status women's response to low status counterparts negative. They claimed more value for themselves than the low status counterparts Manipulation did not have any effect on the joint gains While the strategy of making a positive impression worked for women economically, the women making a positive impression were judged negatively affecting the relational goals. The opposite was true for men Both the genders have to make a trade-off b/w relational and economic goals?
Curhan, J. R., Neale, M. A., Ross, L., & Rosencranz-Engelmann, J. (2008) Relational accommodation in negotiation: Effects of egalitarianism and gender on economic efficiency and relational capital. <i>Organizational Behavior and Human Decision Processes</i> , 107 (2), 192–205.	Gender	Goals and Aspiration Level Power Perception	Post-positivism: Hypotheses testing by pre-test survey: Selenta and Lord's (2005) levels of self-concept scale based on Brewer and Gardner (1996) 32 pt likert scale Pretest: H1: Egalitarianism has a positive effect on RSC accessibility H2: Females have higher RSC accessibility than males Study 1: Egalitarian structure- low economic outcomes but high relational capital Study 3: Female dyads- less economic outcomes, more relational capital Egalitarian Structure: Low joint economic outcomes for males than females but higher relational capital than female dyads	Quantitative	Study 1: 125 (79F/ 46M) Survey for pre-test Study 2: 78 UG and Graduate students (31F/ 47M) from a US B School Study 3: 90 UG and Graduate students (42F/ 48M) B School	Pretest: Both hypotheses supported in pre-test Study 1: Hypotheses true- egalitarian structure joint gain of all male and mixed dyads less than the one in hierarchical structure BUT women- more in egalitarian structure Study 2: Similar to hypotheses. Women-lower joint economic outcomes than men-female higher than males on RSC accessibility

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Katz, R., Amichai-Hamburger, Y., Manisterski, E., & Kraus, S. (2008). Different orientations of males and females in computer-mediated negotiations. <i>Computers in Human Behavior</i> , 24 (2), 516–534.	Gender	Individual vs. Team Negotiating Style In-group vs. Outgroup bias	Hypotheses testing Computer mediated simulation for color trail game Study 1: Asymmetrical bargaining environment- influence of social and profitable incentive Study 2: Integrative bargaining environment Study 3: Working with a non-reciprocal companion	Quantitative	60 (27F/33M) upperclass computer science students from Bar Ilan University, Israel	Study 1: Females were more cooperative with their team companions, male- no significant difference. Males self-score was significantly lower in team-setting due to the willingness to self-sacrifice Study 2: Female significantly more cooperative with their team companions when they were assigned the teams. Males: No tendency or slight tendency to go against their team members. Thus, not cooperating and even discriminating or going against their team members (In-group vs. Out group bias) Study 3: Participants showed less cooperation with the non-cooperative agent. Neither profitable incentive nor social incentive made them cooperate or motivated them to deal with the greedy agent. However, males were much more cooperative when they were told it was an automated agent, while female behavior remained more or less same.
Kopelman, S., & Rosette, A. S. (2008). Cultural variation in response to strategic emotions in negotiations. <i>Group Decision & Negotiation</i> , 17 (1), 65–77	Culture	Cognitive Moderators Negotiation Style	Hypothesis Testing/ Post-positivism Study 1: Participants invited for negotiation workshop. Pre workshop Cultural values Framework: Schwartz survey (1994) followed by scenario testing ultimatum bargaining situation for negotiation simulation presented in a video. Followed by post-negotiation survey about emotions displayed Study 2: Same method with an addition of a customer satisfaction survey	Quantitative	Study 1: 28 East-Asian MBA Students in a negotiation workshop (22M/6W) with 18 Japanese, 4 Korean, 3 Thai, 2 Chinese and 1 Taiwanese Study 2: 76 exec MBA students (56M/20F), 42 from HK and 34 from Israel	Study 1: East Asian negotiators would be more likely to accept an offer presented by a U.S. negotiator who displayed positive emotions than a U.S. negotiator who displayed negative emotions. Negative display video did not convert even one East-Asian negotiator Study 2: HK negotiators valued conformity and tradition more than Israelis. Hypotheses true. Bothe hypotheses true: H1: East-Asian negotiators likely to accept the offer presented by individuals with positive emotions true H2: East-Asians rejected negative emotional display offer more than the Israeli negotiations true Emphasising different reaction towards emotions in different cultures. Israeli dugri culture (on the face) accepted negative emotions too. They did not feel they were mistreated by US negotiators displaying negative emotions

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Sobral, F., Carvalho, E., & Almeida, F. (2008). The influence of culture on negotiation styles of Brazilian executives. <i>Management Research: Journal of the Iberoamerican Academy of Management</i> , 6(2), 107-119	Culture	Cognitive Moderators Goals and Aspiration Level Negotiating Style Perception Power	Post-positivism: Survey/ Questionnaire Culture value survey with choices between two negotiating behaviours for each question Based on Salacuse/1999 and Weiss & Stripp/1985 framework of influence of culture on negotiating styles	Quantitative	683 (459M/227F) executive degree or PG students from 22 Brazilian States	Negotiation style, goals and strategies of Brazilian Executives in intracultural negotiations Inclined towards relational goals. Less assertive and indirect especially when required to say no in the negotiation. Presence of <i>jeitinho brasileiro</i> (Barbosa, 1992) is, consequently, a special element of the Brazilian social identity. It is a peculiar form of action that is characterized by a "style" of dealing with rules, making them more flexible, finding shortcuts or alternative ways of getting around more rigid aspects, avoiding shocks or embarrassments. H1 true: FF most interactive but for high school students only. No significant difference in the interaction level for middle school students. Can this be linked to social construction of gender roles? High school students: FF more less likely to use collaborative styles and less use of multiple issues in a single message.
Boyer, M. A., Urlacher, B., Hudson, N. F., Niv-Solomon, A., Janik, L. L., Butler, M. J., & Ioannou, A. (2009). Gender and negotiation: Some experimental findings from an international negotiation simulation. <i>International Studies Quarterly</i> , 59, 23-47.	Gender	Negotiating Style Perception Agency Behaviour	Hypotheses testing- Quasi experiments in GlobalEd- problem-based simulations in social-studies. Computer simulations. Not FTF H1: Level of interaction FF>MF>MM H2: Facilitators. Not considered H3&4: More assertive and self-interested but less collaborative and creative- MM>FM>FF	Quantitative	High school students under the GlobalEd Project	
Liu, M. (2009). The intrapersonal and interpersonal effects of anger on negotiation strategies: A cross-cultural investigation. <i>Human Communication Research</i> , 35 (1), 148-169.	Culture	Cognitive Moderators Negotiation Style	Post- positivism- Hypotheses testing through same-sex intra cultural dyads for job contract negotiation simulation (single distributive and multiple integrative tasks). Simulation was followed by a questionnaire about the display of negative emotions related to anger. Simulations coded for content analysis about the negotiation tactics.	Quantitative	70 Chinese sojourners (34M, 36F) and 64 Americans (32M, 32 F) undergraduate students from universities in Midwestern US	Anger caused negotiators to use more positional statements and propose fewer integrative offers Anger caused the counterparts to use fewer positional statements but also exchange less information about priorities Chinese negotiators used more persuasive arguments as their counterparts' anger increased, whereas Americans did not Chinese negotiators used more distributive and fewer integrative tactics than American negotiators.

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Miles, E. W., & LaSalle, M. M. (2009). Gender and creation of value in mixed-motive negotiation. <i>International Journal of Conflict Management</i> , 20(3), 269-286.	Gender	Negotiating Style and outcomes	Hypothesis Testing/ Post-positivism. Negotiation simulation Study 1: Gator Guacho (masculine premise) integrative issue based on Pruitt and Lewis (1975). Point system given to participants instructing them about their priorities Study 2: Same gender-mixed motive dyads using Vacation Plans- a gender neutral case. Participants instructed about their goals	Quantitative	Study 1: 777 negotiating dyads- 110FF, 315FM, 352MM created from part-time MBA students in B Schools in US. 15 dyads who did not reach an agreement deleted. Study 2: 138 MBA students in Southeastern US (86M/50F)-43MM and 25FF dyads	H1: In a mixed-motive negotiation, men will receive greater negotiated outcomes than will women. H2 & 3: MM dyads will create most value and FF, least H4&5: For FM dyads, men take the greater value Study 1:H1, 2 and 3 true but 4 and 5 not. Study 2: H2 & 3 true. Overall: MM dyads created more value than FF dyads. Creating more value needs cooperation in mixed-motive negotiation, gender differences in individual-level outcomes claimed are a function of differences in created value 281 rather than differences in divided value.
Nelson, T., Maxfield, S., & Kolb, D. (2009). Women entrepreneurs and venture capital: Managing the shadow negotiation. <i>International Journal of Gender and Entrepreneurship</i> , 1(1), 57-76.	Gender	Perception Negotiation style	Intra categorical approach towards the construct of gender. The focus on not the results of negotiation, but on the situations faced by women entrepreneurs to raise capital to explain why women receive such a small percentage of venture capital investments Inductive approach towards building theory and generating themes	Qualitative	19 women (15 had received successful venture capital investment, 4 in the process)	The women agreed they faced some gendered situations at some point 4 themes: 1. trying to fit in rather than standing out 2. Using the right network and strategies to get away from the gendered perspectives; displaying the abilities at the best. 3. They identify some <i>masculine energy</i> in the room and overcome by showing their risk capacity and using right strategies. Also try to "match" the male pattern 4. Women knew how to manage the double bind. Be yourself but "bring your pants" deciphering the change in reaction when they are accompanied by a male partner.

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Ready, K. J., & Tsesema, M. T. (2009). Perceptions and strategies in the negotiation process: A cross cultural examination of U.S. and Malaysia. <i>International Negotiation</i> , 14 (3), 493–517.	Culture	Goals and Aspiration Level Individual vs. Team Perception Negotiation Style	Post-positivism: Hypotheses testing using survey questionnaire Hall and Hofstede's cultural framework H1: Imp'ce of relationship H2: Perception- View as winners/ losers and focus on economic gains and level of comfort H3: Group orientation- how considerate and compromising H4: Risk Taking- higher p'ity of negotiation with higher p'ity of winning, demanding higher salary and working conditions H5: Negotiating styles, communication style and form of agreement- feeling comfortable to negotiate and considering oneself as a good negotiator, feeling teh need to improve negotiating skills, H6: Gender- feeling men are better negotiators, feeling more comfortable to negotiate with women, believing they are more successful in negotiating with women	Quantitative	American-457 (230M/227F), Malaysian-347 (200M/147F) college students studying business	A & M both concerned about relationship Instead of A, M saw the parties as winners or losers. Shows A are adopting win-win style. Both also developed strategies prior to negotiation and were comfortable to negotiate. M more considerate and willing to compromise to other party's limitations than A more risk taking. Hypothesis true. Both uncomfortable to negotiate salary in first job but A more comfortable to negotiate working conditions Perception: Both feel they are good negotiators. Gender: <i>M feel men are better negotiators, A did not agree. M more comfortable to negotiate with women, A did not agree. M believed they were more successful when negotiating with women, A did not agree</i>
Swaab, R. I., & Swaab, D. F. (2009). Sex differences in the effects of visual contact and eye contact in negotiations. <i>Journal of Experimental Social Psychology</i> , 45, 129–136. http://dx.doi.org/10.1016/j.jesp.2008.06.009	Gender	Negotiation Outcomes Behavioral moderators	Hypotheses testing Study 1: Meta-analysis Study 2: Nego simulations with F2F and online negotiations to compare the effect of visual contact and eye contact on the negotiation outcomes	Quantitative	180 (92F/88M) undergraduate students from a Dutch University	Eye-contact makes outcomes better for females but worse for males. It increased understanding for females No difference for the mixed gedner dyads Thus, the effect of visual contact is different for each gender

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Amanatullah, E. T., & Morris, M. W. (2010). Negotiating Gender Roles: Gender Differences in Assertive Negotiating Are Mediated by Women's Fear of Backlash and Attenuated When Negotiating on Behalf of Others. <i>Journal of Personality and Social Psychology</i> , 98(2), 256-267.	Gender	Perception Agency Behavior	Pre-negotiation survey for aspiration level and anticipated backlash; followed by computer mediated negotiation simulation ending with a post-nego survey (self-reporting negotiation. Style about assertiveness/ level of competitiveness) Simulation adopted by Van Kleef, DeDreu and Manstead (2006)- Employer vs. New Recruit or Agent for the recruit. Participants could see a picture of their counterpart	Quantitative	59 uni students (52%M/47% F) 44% of the participants were White, 25% were Asian, 15% were Hispanic, 10% were Black, and the remaining 6% were of other descent	No effect of gender on reservation, target or opening point No difference or interaction effect for self vs. other advocacy for male or female However, self-advocating female anticipated higher level of backlash. No difference for men Self-advocating women offered much lower than the other groups. No diff for men Positive and direct relationship b/w anticipated backlash and gender*advocacy. Thus, anticipated backlash forces women to hedge their monetary gains Self-advocating female: Less competitive nego style in comparison to other three groups thus, hedging their assertive bargaining behaviour
Bowles, H. R., & Flynn, F. (2010). Gender and persistence in negotiation: A dyadic perspective. <i>Academy of Management Journal</i> , 53(4), 769-787.	Gender	Negotiating Style In vs. out-group bias Perception	Hypotheses testing using Negotiation Simulations based on buyer vs. seller scenario - Female negotiators persist more with male naysayers than the female - Female negotiators are more indirect when persisting with male naysayers than female- This predicts the high-performing vs. low-performing negotiators - There is a direct relationship b/w degree of persistence and individual economic payoff	Quantitative	Study 1: 77 uni students and staff (29M/48F) studying in a West Coast Uni, US (37% Asian, 28% White, 18% Hispanic, 9% Black, and 8% others). Participants given full instructions, the role, the walk-away price, Issues of goal-setting? Study 2: 114 students (56M/58 F) from metropolitan Northeastern US (63% White, 16% Asian, 11% Black, 7% Hispanic and 4% others)	Study puts perspective to the wage gap? Study 1: Female negotiators persisted more with male naysayers than with female naysayers. There was no significant difference for male negotiators. Thus showing that the dyad mix was a moderator of negotiator behavior, and not just the gender. Study 2: Same results as including a slight difference for male buyer being more persistent with female naysayers than male naysayers. Further, female buyers highly indirect than male buyers. Females more indirect with men naysayers than female. Female buyers extra persistence helped them earn more which reduced the gender gap in negotiation process Thus, women adapt both the degree of persistence and the manner (direct/indirect) as per the opposite gender.

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Faes, W., Swinnen, G., & Snellinx, R. (2010). Gender influences on purchasing negotiation objectives, outcomes and communication patterns. <i>Journal of Purchasing and Supply Management</i> , 16 (2), 88–98.	Gender	Goals and Aspiration Level Ethics Negotiation Style Perception	Hypotheses testing Observing role play negotiation simulations b/w buyer and seller for 18 years in Flanders, Belgium and Netherlands. Focused on buyer behaviour and not the dyad as a whole. Coded audio and videotaped role plays. Role play was later followed by survey regarding competitiveness and their objectives.	Quantitative	People under training for buying behavior over the span of 18 years in Flanders and Netherlands. No info about their demographics available. There were people from different cultures but researchers did not address that.	Male negotiators- high level of objective, stands true in both highly competitive and easy negotiations Female negotiators- middle level of objectives which end up being more realistic as they achieve higher results than men There was no change in the results when compared over the long period of 18 years. Female negotiators are more likely to end up with no deal Men used more tactics while women, communication exchange
Imai, L., & Gelfand, M. J. (2010). The culturally intelligent negotiator: The impact of cultural intelligence (CQ) on negotiation sequences and outcomes. <i>Organizational Behavior and Human Decision Processes</i> , 112 (2), 83–98.	Culture	Cultural Intelligence Negotiation Style Negotiation Outcome	Hypothesis testing: Study 1: Online survey using CQ was assessed with the 20-item Cultural Intelligence Scale (CQS) by Ang et al. (2007) H1 & 2: Higher CQ- Higher Cooperative Motives, higher epistemic motives Study 2: Survey and Negotiation Simulation H3, 4, 5 & 6 Higher CQ Dyads: Higher cooperative relationship management and higher integrative info sharing resulting in higher joint profits Survey to judge CQ, EQ, international exposure and a logic test for cognitive ability	Quantitative	Study 1: 236 participants (42%F/58%M). Full-time employees. Most participants were either Caucasian/White (58%) or Asian-American/Pacific Islander (31%), with the other 11% consisting of African-American/Blacks, Hispanic/ Latinos, American-Indian/Alaskan Natives, and Multi-racial/Multi-ethnics. Study 1: 150 graduate and undergraduate students (75 Americans -28M/47F and 75 East Asians- 28M/47F)	H1 and 2 true for Study 1 Study 2: Higher CQ- Higher integrative info behaviour true Higher identical integrative behaviour, more sequences of non-identical integrative behavior and more of cooperative behaviour created higher joint gains. People with low CQ affect the level of advantage which can be reaped out of a negotiation more than the people with high CQ. <i>Proof that individual characteristics did not shape the joint gains in intercultural negotiations, but CQ. That had the most effect and thus it makes imp for researchers to research more about this.</i>

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Ma, Z. (2010). The SINS in business negotiations: Explore the cross-cultural differences in business ethics between Canada and China. <i>Journal of Business Ethics</i> , 91, 123-135.	Culture and Gender	Ethics Negotiation Style	Hypotheses testing Survey using Hofstede's cultural framework with the base of in-group/ out group bias and contextualism (low context/high context- Hall)	Quantitative	428 business students (258 Canadians-56% M and 170 Chinese- 46%M)	Chinese felt more appropriate to use methods like inappropriate ways to gather information than Canadians. This was in line with the cultural values of importance of success and subordination of personal needs or sacrificing oneself for group interest i.e. collectivism. H2 also true that Canadians from low context cultures followed more ethically appropriate negotiation strategies which followed the social norms than Chinese from the high context cultures. H3: Gender Canadian male were more ok to use ethically inappropriate strategies than Canadian female Chinese male and female- no significant difference- Social status and One Child Policy
Miles, E. W. (2010). Gender differences in distributive negotiation: When in the negotiation process do the differences occur? <i>European Journal of Social Psychology</i> , 40(7), 1200-1211.	Gender	Goals and Aspiration Level Negotiating Style	Hypotheses testing using negotiations simulation based on single issue-zero sum task Pre-nego questionnaire- indicating aspiration level	Quantitative	Undergraduate negotiation students at a state uni in southeastern US. Use of only mixed gender dyads. 220 participants (110 each) resulting in 110 nego dyads with equal division of men and women in the role of band manager.	There was no difference b/w any variable, but the actual counter-offer. Men were more ambitious in it than women. No significant difference in the value of agreement when men and women took the two roles <i>Gender is not the moderator for the relationship b/w aspirational level and the actual opening offer</i> Positive association of intended opening offer and the actual counter-offer much stronger for men than women. No evidence of moderation for aspiration level. Gender was a moderator for the relationship b/w intended and actual offer However, gender does not moderate the relationship b/w first offer and final agreement. Which can be implied as that the moderation occurs before the actual negotiation starts.

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Yuan, W. (2010). Practitioners' accounts of cultural relevancy in Sino-U.S. business negotiation. <i>Kentucky Journal of Communication</i> , 29 (2), 139-161.	Culture	Goals and Aspiration Level Ethics In vs. out-group bias Negotiation Style Perception	Semi-structured Interviews asking the bigger question about challenges faced during negotiations	Qualitative	20 (5F/15M): 13 ethnically Chinese and 7 Non-Chinese professionals from different industries in upper management roles with experience in international business negotiations	Business practices: Americans separate business from personal life but Chinese business practice is hugely built upon guanxi. Issues with Americans understanding the concept of guanxi Business ethics: Chinese felt Americans were more trust-worthy/credible. Negotiation practices: Chinese felt Americans were better organised. Better use of logic with support of evidence and application of detailed contract with legally abiding rules. American more direct too. American describe Chinese as very friendly. Not same experienced by Chinese in intra-cultural negotiations. Chinese take more time to make decisions. <i>Can also be linked to who has the decision making power.</i> CHANGE FROM CULTURAL ASPECT American understand the culture better and Chinese are becoming more credible and adopting international standards
Anatucci, F. M., & Swartz, E. (2011). Through a fractured lens: Women entrepreneurs and the private equity negotiation process. <i>Journal of Developmental Entrepreneurship</i> , 16 (3), 333–350.	Gender	Perception In vs. out-group bias Ethics Power Negotiation Outcomes	Exploratory, mixed method research methodology using survey analysis. They participants were both interviewed or asked for a response online	Qualitative	12 women participants sourced from major sponsor company who invests in startups by women entrepreneurs from diff regions (not mentioned)	Women used professional and personal network to raise capital. Some showed reservation about their age. Preparation for all of them was a very important part before the nego to approach the right ppl in the most beneficial way Negotiation process: Mostly with male VCs or negotiators. All but one felt they were treated unfairly. One who mentioned about unfair treatment talked about the issue relating to her gender. They talked about importance of building trust with the investor. The participants also mentioned about the power display they felt as the investors had more power in the negotiation. The ones who negotiated with women investors did not experience anything diff but the same power disparity Post negotiation: They all seemed pretty satisfied with the money raised as well as the negotiation process

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Bear, J. (2011). "Passing the buck": Incongruence between gender role and topic leads to avoidance of negotiation. <i>Negotiation & Conflict Management Research</i> , 4 (1), 47-72.	Gender	Perception Negotiating Style	Study 1: Testing hypotheses regarding women avoiding the negotiation about compensation than men and have a greater probability of avoiding the negotiation It was conducted by giving the participants a situation and asking them if they would conduct the salary negotiation which was followed by a survey Study 2 was also conducted in the similar manner but with the negotiation regarding compensation vs. a lactation room for the new hiree- Introducing a feminine prime	Quantitative	Study 1: 137 masters alumni (74M, 63F) from a private business school in US Study 2: 44 male and 44 female who were selected randomly from the pool of study 1 participants	Study 1: Significant effect of gender on negotiation compensation/ salary Women were more likely to avoid salary negotiation than men. Women also avoided the overall negotiation initiation more than men Study 2: Men only slightly more likely to avoid the nego about lactation room but women significantly more likely to avoid negotiation about compensation Gender difference was significant for the masculine topic, but showed only a weak trend for the feminine topic condition
Erkus, A., & Banai, M. (2011). Attitudes towards questionable negotiation tactics in Turkey. <i>International Journal of Conflict Management</i> , 22(3), 239-263.	Culture	Ethics	Hypotheses testing based on horizontal and vertical individualism vs. collectivism and trust	Quantitative	361 lower and middle level Turkish managers	High vertical individualistic group: High use of pretending and deceiving tactic, but lying High horizontal individualistic group: Endorsing all three unethical negotiation tactics Trust not found to be related to any of the negotiation tactics
Gunia, B. C., Brett, J. M., Nandkeolyar, A. K., & Kamdar, D. (2011). Paying a Price: Culture, Trust, and Negotiation Consequences. <i>Journal of Applied Psychology</i> , 96(4), 774-789.	Culture	Perception Ethics Negotiation Style	Study 1: To test the difference in trust between Indians and Americans Study 2: Nego simulation. Because of the less number of females, not one dyad was female only. Self-reported pre negotiation survey for trust and post negotiation survey for S&O/Q&A strategy, to assess their goals and their assessment of the other party's goals ending with the evaluation of joint gains Study 3: Nego simulations conducted and coded by RAs. Not using self-reported results but analysis of their behaviour coded professionally. The behaviour was coded for number of speaking turns and the content of it. The results were analysed on dyadic level and not individual level Negotiation simulations were conducted using intra-cultural dyads only	Quantitative	Study 1: Indians and Americans in negotiation class Study 2: Students doing exec MBA. Indian sample was 98.20% MALE., American sample was 77.60% MALE Study 3: 25 Indian dyads(92% male) from IBS and 25 American dyads (76% male) from a US Business School with no female-female dyads	Study 1: Indians (tight culture) were less willing to trust in fellow negotiators than Americans (loose culture) Study 2: Indians trusted less in their counterpart (from the same culture) than Americans Americans use Q&A more than Indians, while Indians used S&O more than Americans Indians understood their priorities and appreciated their counterpart's priorities less often than Americans. Gaining insight also increased the joint gains While there was no relationship b/w trust and Q&A, the results indicated that people with low trust used S&O more than high-trust negotiators Study 3: Culture is related to strategy in use which is further related to joint gains. Results for use of the two strategies by a particular group were same as Study 2. Indians also negotiated a lower joint gain. This can be linked to the use of S&O (this did not enable them to gain insights), which was linked to the lack of trust amongst the parties Why Indians trust less: Tight culture were the basis of trust is institutionalised rather than being individualistic or interpersonal

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Liu, M. & Wilson, S. R. (2011). The effects of interaction goals on negotiation tactics and outcomes: A dyad-level analysis across two cultures. <i>Communication Research</i> , 38 (2), 248-277.	Culture	Cognitive Moderators Goals and Aspiration Level Negotiation Style Perception Power	Nego simulation for same sex-same culture negotiation dyads for employer vs. employee task Started with pre-negotiation survey for their goals and priorities Told about their objective was to get a good deal for themselves and avoid an impasse Goals assessed by pre-negotiation survey based on IGO; joint gains were assessed by totalling the points for employee and employer. negotiation simulations were videotaped and coded for analysing the nego tactics and strategies employed by both parties	Quantitative	70 Mainland Chinese (34M, 36W) and 63 American (32/32) graduate and undergrad students from midwestern US university	Joint gains were positively related to the dyad's use of integrative tactics while negatively related to the use of distributive tactics <i>However, neither the cooperative nor competitive goals had a direct influence on joint gains</i> Negotiator's priority info exchange was negatively related to both party's competitive goals and distributive persuasion was negatively correlated to the cooperative goals and positively correlated to the competitive goals Individual gain was negatively predicted by distributive persuasion of both the parties and positively predicted by priority info exchange by both parties. This is affected by their choice of competitive or cooperative goals Further, employer's goals and tactics had a greater influence on the negotiation than the prospective employees. Was it due to the power difference? Culture specific: Chinese (especially the employers) focussed more on competitive goals than Americans. They also focussed on minimizing the opposite party's profits- gaining power over the other party There was no significant difference in their assertiveness or forceful behaviour. Also, while Chinese used the distributive persuasion tactics more than the Americans, there was no significant effect on the joint gains <i>There was also no evidence for the link b/w goals and tactics across culture which is contradictory to other results</i>
Liu, M. (2011). Cultural differences in goal-directed interaction patterns in negotiation. <i>Negotiation & Conflict Management Research</i> , 4 (3), 178-199.	Culture	Goals and Aspiration Level In vs. out-group bias Ethics Negotiation Style Power	Pre nego survey for aspiration level and goals Same sex, same same culture nego dyads for employer vs employee nego simulation. Interaction was studied based on Liu and Wilson (2011) Data analysed upon the joint and individual gains Nego simulations were videotaped and coded for speaking turns	Quantitative	70 Chinese (3M, 36W) and 64 Americans (23M, 32W) grad students from a midwestern university in US	Americans used complementary and transformational sequences more than the Chinese. Chinese used the distributive reciprocity more than the Americans. Americans used more integrative reciprocity Competitive goals led to greater use of distributive reciprocity for Chinese only. Cooperative goals led to more integrative reciprocity for Americans, and not Chinese Chinese focussed more on competitive goals like minimising the opp party's profits and gaining power over them. However, same approach for cooperative goals. Americans stance: Equity, interest and fairness. Chinese: Power based

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Sennani-Azad, Z., & Adair, W. L. (2011). The display of dominant nonverbal cues in negotiation: The role of culture and gender. <i>International Negotiation</i> , 16(3), 451-479.	Culture and Gender	Behavioral Moderators Power	<p>Hypotheses testing: Canadians will engage in more dominant nego bhvr by using more space, exhibiting relaxed posture and expressing negative emotions, than Chinese</p> <p>Males will display more dominant bhvr regarding the same three factors than woman. The diff will be greater for Chinese men and women than Canadians</p> <p>Dominant behavior will also have a negative effect on the joint gains, but positive effect on the individual gain of the party displaying dominant bhvr and increase their satisfaction from the nego</p> <p>Nego simulation: Diff culture- same gender nego simulation</p> <p>Participants were informed about their goal to maximise their own points</p> <p>Simulation was assessed for satisfaction by survey and non verbal cues by videotape coding</p>	Quantitative	82 Chinese (44F, 38M) and 84 Canadian Caucasians (42F, 42M) UF students from a Candian Uni	<p>No significant cultural difference in relaxed posture but Chinese used more space than Canadians (opp of the initial hypothesis). <i>Canadians displayed significantly more negative emotions than Chinese</i></p> <p>No effect of gender on any 3 factors/ bhvr</p> <p>The female behavior was very similar however, Chinese men used more space while Canadian men, the least.</p> <p>Canadians had lower joint gains than Chinese and females had lower joint gains than men</p> <p>No relationsh b/w joint gains and relaxed posture. Negative emotions and use of space were significant indicating the relationship with joint gains</p> <p>No significant mediation effect of gender or culture on individual gain or satisfaction from teh nego</p> <p><i>While the study looks towards culture and gender, it does not combine them as there is no interaction of multi gender dyads. Even the comparison is done separately</i></p>
Tsoukatos, E., & Viergege, M. (2011). Cross-cultural negotiations revisited : Are Asian generations X and Y members negotiating like their elders? <i>Cross Cultural Management: An International Journal</i> , 18(3), 313-326.	Culture	Negotiating Style Goals and Aspiration Level Perception	<p>Interpretivist epistemology based upon subjectivism for the survey constructed on the basis of Hofstede's cultural dimensions. Survey developed by focus group of hospitality students from China, Japan, Kazakhstan, South Korea, Taiwan and Thailand.</p> <p>Hypotheses testing for the diff in Hofstede's 5 cultural dimensions, time spent on diff phases of nego.</p>	Quantitative	224 survey results with 126 Gen Y, 69 Gen X and 29 Baby Boomers. Overall equal distribution of gender. Avg age 34.1 years Participants first chosen from a focus group followed by snowball sampling which were from 17 diff Asian cultures	<p>Results did not differ for any of the Hofstede's dimension but individualism vs. collectivism. Gen Y was more towards individualism than the Baby Boomers.</p> <p>Both, Gen X and Y spent much lesser time on 'opening/ building relationship phase' and more time on positioning and persuasion phase.</p> <p>No diff b/w Gen X and Y</p> <p>The relationship building phase has lost its importance in the Asian culture and the time spent in this phase now matches the Western cultures</p>

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Westbrook, K. W., Arendall, C. S., & Padelford, W. M. (2011). Gender, competitiveness, and unethical negotiation strategies. <i>Gender in Management: An International Journal</i> , 26 (4), 289-310.	Gender	Ethics Negotiation Style	Hypotheses testing conducted by using questionnaire used SINS scale by Lewicki and Robinson (1988)	Quantitative	169 working adults (82 F/ 81M). Alumni of a private US B School	Men more competitive than women for PDC but not hypercompetitiveness However, both men and women who high on the hypercompetitive scale were more likely to use unethical bargaining behavior But women with high score for personal development competitiveness were more likely to use acceptable bargaining behavior than men There is also a positive relationship b/w personal development competitiveness and acceptable negotiation strategies
Bear, J. B. & Babcock, L. (2012). Negotiation topic as a moderator of gender differences in negotiation. <i>Psychological Science</i> , 23(7), 743-744.	Gender	Perception Negotiation Outcome	Hypotheses based on men (women) outperforming women (men) on masculine (feminine) negotiation topics using negotiation simulations	Quantitative	58 mixed gender dyads built from an American University sample	No link b/w gender and hypercompetitiveness or PDC Women's surplus was higher for feminine issue than for masculine issue Masculine negotiation: Men outperformed Feminine: No significant difference b/w the surplus of men or women Similar to Bear (2011)

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Chen, H. & Chen, Q. (2012). The mechanism of gender difference and representation role in negotiation. <i>Public Personnel Management</i> , 41 (5), 91-103.	Gender	Goals and Aspiration Level Agency Behavior Perception	Nego simulation for employment contract b/w the employer and prospective employee or their agency. Simulations conducted face to face and computer mediated Results assessed for target wage (decided prior to the nego by participant) and agreement wage	Quantitative	208 participants (156 men/ 52 women). All university students in China	Females had set higher target wage rate when representing themselves than when they were in the agency role. Target and agreement wage was consistent over both the media Males: There was no significant difference in the target wage negotiated as the student or the agency (Target wage in F2F lower for males; agreement wage higher in F2F than CMC) No interaction effect found b/w gender and representation role Agreement wage for female higher than that of male <i>No difference of the agreement wage across the representation role by the women. However, the agreement rate for males negotiating for themselves was much higher than when they were acting as the agency</i> <i>Was this opposite result because of the Chinese culture? Chinese culture very selfistic and self-centered and thus there was no hesitation on the side of women which was not what the researchers were expecting initially</i>
Graf, A., Koeszegi, S. T., & Pesendorfer, E. M. (2012). Cross-cultural negotiations and power distance: Strategies applied by Asian and European buyers and sellers in electronic negotiations. <i>Nankai Business Review International</i> , 3 (3), 242-256.	Culture	Power Ethics Negotiation Style Role of the negotiator	Hypotheses testing Computer mediated simulation for intra-cultural negotiation results derived by content analysis to understand if the role played was a mediator for negotiating behavior (buyer vs. seller task)	Quantitative	Undergraduate and graduate students from National Sun Yat-Sen Uni (62), Taiwan and Uni of Vienna, Austria (64)	They tested role, culture, gender and age for the significant effect on the negotiation. Only found culture to have a significant effect. Contrasting to other gender studies all together Asians: Sellers put in more effort while buyers use the claim value strategy by encompassing on their power in the nego, "Customer is the king mindset" use the buyer threats and not reveal the important info to the sellers. Dependent on single-issue offers more but they compromise more as they understand the responsibility of being more powerful than the seller Europeans: Not many differences b/w the buyer and seller. Only one being that buyers preferred settling one issue at a time. As expected, no use of power by seller/ buyer in the intra-cultural European negotiations

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Kern, M. C., Lee, S., Aytug, Z. G., & Brett, J. M. (2012). Bridging social distance in inter-cultural negotiations: "You" and the bi-cultural negotiator. <i>International Journal of Conflict Management</i> , 23 (2), 173-191.	Culture	Behavioral Moderators Negotiation Style	Hypotheses testing Nego simulation by conducting US-US, Korean-Korean and US-Korean dyads The simulations were videotaped, coded and analysed for their content based upon their usage of pronouns Analysis conducted on dyad level	Quantitative	45 Korean (38% male); and 47 American (34% male) students studying in a northeastern uni in US. It included bi-cultural Koreans and European Americans	Intercultural dyads achieve higher joint gains than intra-cultural dyads. They used 'you' to understand other's priorities and cohesiveness social distance and not just to reiterate the facts The participants were also bi-cultural. Having knowledge of both the cultures is plus and this might have been the cause of higher joint gains for their inter-cultural conducted by bicultural students- <i>Dynamic Constructivist Theory</i> Using the pronoun 'you' in the nego linked to higher joint gains in the intercultural nego than in the intra-cultural nego, it decreases the social distance Language is an indication of social awareness and affects the outcomes of the nego
Kray, L. J., Locke, C. C., & Zant, A. B. V. (2012). Feminine Charm: An experimental analysis of its costs and benefits in negotiations. <i>Personality & Social Psychology Bulletin</i> , 38 (10), 1343.	Gender	Behavioural Moderators Perception Negotiation Outcomes	Hypotheses testing. Analysing the benefit of using impression management from the factor of being friendly or flirty on the negotiation outcomes Study 1: Survey asking the likelihood to use personal charm (feminine or masculine) followed by a negotiation simulation to judge if their partner was using personal charm in the simulation Study 2: Scenario based negotiation simulation for a buyer-seller task with the manipulation of the charm factor	Quantitative	Study 1: 100 MBA students (64M/ 36 F) from a US B School Study 2: 93 (44M/ 49F) employed using Murk	Study 1: No difference between the degree of using personal charm by males or females Compared to males, females were considered to use social charm more effectively. They used the impression management strategy effectively Women who were friendly, and not flirty had better financial outcomes than women who were perceived as flirty in the scenario Feminine charm can have positive and negative effects. Its the balance of which tactics to use and how to balance the same.

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Liu, M. (2012). Same path, different experience: Culture's influence on attribution, emotion, and interaction goals in negotiation. <i>Journal of Asian Pacific Communication</i> , 22 (1), 97-119.	Culture	Cognitive Moderators In vs. out-group bias Goals and Aspiration Levels Perception	Hypotheses testing using scenario based simulations for single issue-zero sum tasks and multiple issue tasks with integrative potential between the employee vs. employer.	Quantitative	277 American (97 M/190F) and 239 Chinese (125M/114F) college students studying in American and China respectively	Responding to the negative emotions of the counterpart, Americans recorded more anger and less compassion than Chinese The feeling of anger had a significant impact on the competitive goals for Americans and Chinese. Chinese placed less importance to the cooperative and competitive goals than Americans
Liu, W., Friedman, R., & Hong, Y. Y. (2012). Culture and accountability in negotiation: Recognizing the importance of in-group relations. <i>Organizational Behavior and Human Decision Processes</i> , 117 (1), 221-234.	Culture	In vs. outgroup bias Goals and Aspiration Level Ethics Negotiation Style Individual vs. Team	Hypotheses testing under 2 studies: Study 1: Scenario based experiment analysed via survey results Study 2: Negotiation simulation for an integrative task based on Gefland & Realo, 1999- Buyer-seller negotiation Participants divided into groups and asked to brainstorm together. They were later found to be negotiating with a person of their group or an outsider.	Quantitative	Study 1: 120 Part-time MBA students from a uni in China (37% female) and 102 American students (69% female) Study 2: 104 Chinese (55% female) and 110 Americans (66% female) studying in China and US respectively	Chinese reciprocated with the relationship building focused nego strategy for in-group nego prticipants only maybe because they were under a highly accountable situation. They displayed the pre-relationship mindeste This was not reciprocated with American nego Thus, culture and accountability together affect the pre-relationship nego strategies for ingroup nego for Chinese student negotiators. <i>The high accountability-in group nego simulations for CHinese resulted in lower joint gains with higher perception of fixed pie with a pro-relationship minds et</i>
Rosette, A. S., Brett, J. M., Barsness, Z., & Lytle, A. L. (2012). When cultures clash electronically: The impact of email and social norms on negotiation behavior and outcomes. <i>Journal of Cross-Cultural Psychology</i> , 43 (4), 628-643.	Culture	Ethics Negotiation Style E-negotiations	Hypotheses testing: Study 1: Inter-cultural nego only- Emails for the nego sent to the instructor for coding at every point of communication. The emails were thus coded and the distributive outcome recorded Study 2: Intra-cultural negousing email and face-to-face nego. Nego audio-taped for transcription and coding	Quantitative	Study 1: 78 Undergraduate students from HK and US. Study 2: Email based: 17 from HK and 23 from US; F2F: 19 from HK and 31 from US	<i>They did not find gender as a significant predictor of dependent variable and thus excluded the same from research</i> Study 1: Intercultural email negotiations and results indicate that Hong Kong Chinese negotiators made more aggressive opening offers and attained higher distributive outcomes than their U.S. counterparts. Study 2 : Same results and that HK negotiators performed better on email nego than face-to-face when compare to American negotiators

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Volkema, R. J. & Fleck, D. (2012). Understanding propensity to initiate negotiations : An examination of the effects of culture and personality. <i>International Journal of Conflict Management</i> , 23 (3), 266-289.	Culture	Negotiating Style	Hypotheses testing Questionnaire developed to understand participant's personality, and initiation propensity/ assertiveness	Quantitative	40 from Brazil and 37 from US. Sample was 58.4% male	Personality factors were more significant to determine assertiveness than culture. They included self-efficacy, locus of control and Machiavellianism <i>Country/ culture were not found to have a significant effect on the initiation propensity at all</i>
Adair, W. L., Chu, J., Ethier, N., Xiong, T., Taylor, M., Okumura, T., & Brett, J. (2013) Effective influence in negotiation: The role of culture and framing. <i>International Studies of Management and Organization</i> , 43 (4), 6–25.	Culture	Goals and Aspiration Level In vs. out-group bias Negotiation Style Power	Constructivist approach Hypotheses testing based on interest/power/rights based nego and what will work better in Eastern or Western nego Study 1: Situation based nego scenario b/w professor and student with each answer depicting a different PIR strategy Study 2: pPe- nego survey followed by intra-cultural simulation only. Nego recorded, transcribed and coded for scapking turns	Quantitative	Study 1: 41 Canadians and 27 Chinese (26% male, 64% female) Study 2: 30 US MBA students (90% male), 28 Japanese nego students (57% male)	Study 1: When professor was Chinese; Chinese students preferred power based normative strategy but this changed when professor was Canadian Canadians considered interest based informative strategy more useful for Chinese professor; when assuming Canadian professor; Canadian participants thought interest based strategy was less useful even than what Chinese expected Study 2: Japanese negotiators used power-based strategy, increased their value claimed in comparison to Americans

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Ananatullah, E. T., & Tinsley, C. H. (2013). Ask and Ye Shall Receive? How Gender and Status Moderate Negotiation Success. <i>Negotiation & Conflict Management Research</i> , 6(4), 253–272.	Gender	Perception Negotiation Style Negotiation Outcomes	Hypotheses testing to confirm the notion of initiating negotiation will have a positive effect on the outcomes Study 1: Difference in outcomes of initiating negotiation strategy used by high status vs. low status women in B2B negotiations using scenario based simulation by manipulating the gender in the role play Study 2: Similar method but using position titles to showcase status	Quantitative	Study 1: 105 undergraduate students (52.9% female) Study 2: 179 undergraduate students (67.3% female)	Study 1: No effect of gender on the negotiation's economic outcome. Effect of status prevalent. High status women more likely to receive refund than low status women. No difference between high status or low status men Study 2: No difference between the outcomes of high status men and women. But lack of status affected women more than men
Ananatullah, E. T., & Tinsley, C. H. (2013). Punishing female negotiators for asserting too much...or not enough: Exploring why advocacy moderates backlash against assertive female negotiators. <i>Organizational Behavior and Human Decision Processes</i> , 120(1), 110–122.	Gender	Perception Agency Behavior	Hypotheses testing Study 1: Scenario based testing with manipulation for gender Study 2: Same method with the only difference of target negotiator being female for all the participants Both studies analysed using post scenario survey Study 3: Participants asked to review video negotiation simulations conducted in past while the videos were actually acted with scripts	Quantitative	Study 1: 226 students from a US university (112M/114F) Study 2: 123 students from a management class from a US university (61M/ 62F) Study 3: 523 undergraduate students (62.7% female)	Study 1: Backlash suffered by assertive as well as non-assertive women. Backlash was more a result of breaking the gender roles than the trait of being assertive or displaying masculine traits. No effect found on the male negotiators Study 2: Development of the negative masculine traits theory which introduces the backlash for self-advocating women. Being assertive received less impact than being self-advocating Women who were in the agency role displaying less assertive behavior received backlash for being too feminine and weak Study 3: Assertive, self-advocating female negotiators were attributed negative masculine characteristics, suggesting they were seen as overstepping into male roles. By contrast, non-assertive, other-advocating female negotiators were attributed negative feminine characteristics, suggesting they were viewed as not living up to female roles

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Bowles, H. R., & Babcock, L. (2013). How can women escape the compensation negotiation dilemma? Relational accounts are one answer. <i>Psychology of Women Quarterly</i> , 37 (1), 80–96.	Gender	Perception Goals and Aspiration level	Hypotheses Testing using negotiation scenario for the two conditions; relational account for social outcome and compensation outcome and asked participants to respond to the requests. Participants responded via an online survey	Quantitative	402 college educated Americans (197 women/ 205 men), avg age 40 years and 90% White	Strategy were women used relational account increased participant's willingness to work with them and negotiation video with compensation requests also increased the negotiation outcome. However, none of the scripts worked for both social and compensation outcome. Even when combined, it lost the social outcome for women
Gefland, M. J., Brett, J. M., Gunia, B. C., Imai, L., Huang, T.-J., & Hsu, B.-F. (2013). Toward a culture-by-context perspective on negotiation: Negotiating teams in the United States and Taiwan. <i>Journal of Applied Psychology</i> , 98 (3), 504-513.	Culture	Perception Individual vs. Team	Pre-negotiation planning document followed by 30 min for negotiation simulation ending with post-negotiation questionnaire Intra-group nego simulations only	Quantitative	Study 1: 84 from US (14 solo and 14 as a team) - 35% male 86 from Taiwan (17 solo and 13 teams)-39.5% male Study 2: 100 Taiwanese and 44 Americans. 50% male	50% Taiwanese negotiators reached impasses while only 7% Americans. Taiwanese teams performed significantly worse than Taiwanese solos while there was no statistical difference for American teams or solo negotiators Social context affects each negotiation outcomes differently across cultures as it was not expected that collectivist culture team performed worse than solo.

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Hong, A. P. C. I., & van der Wijk, P. J. (2013). Women in negotiation: Effects of gender and power on negotiation behavior. <i>Negotiation and Conflict Management Research</i> , 6 (4), 273–284.	Gender	Negotiation Style Power	F2F nego simulation starting with pre negotiation survey for personality traits to understand the power relevant traits and ending with post negotiation survey	Quantitative	101 participants (50 men and 50 women) from a Dutch University	Notion true: Women with high power had better offer price and negotiated for better outcome than women with no or lesser power with no effect on men's offer and outcomes <i>Power also significantly reduced the diff of outcomes for men and women.</i>
Khakhar, P., & Rammal, H. G. (2013). Culture and business networks: International business negotiations with Arab managers. <i>International Business Review</i> , 22 (3), 578–590.	Culture	Goals and Aspiration Level In vs. out-group bias Power	Semi-structured interviews of Arab Managers	Qualitative	30 Lebanese business managers. All at higher level management roles in public and pvt companies who had been negotiating with international counterparts	Importance of relationship building Use of wasta, the referent power Because of political uncertainty and volatility of the market managers tend use bargaining skills which enable quicker closing of deals
Lee, S., Adair, W., & Seo, S. J. (2013). Cultural perspective taking in cross-cultural negotiation. <i>Group Decision & Negotiation</i> , 22 (3), 389-405.	Culture	Perception	Cross cultural dyad simulation with random assigning of PT and CPT. Analysis conducted on the basis of negotiation outcomes or gains on the individual basis	Quantitative	160 undergraduate students in Canada and US. (59 from Canada, 19 from US i.e. North Americans) with 26M/52F East Asian: 37 from Korea and 45 from China (38M/44F) East Asians living in North America for an avg of 7.71 years	Participants with CPT condition gained more value than PT negotiators. However, East Asians gained more value than North Americans. East Asians were North American sojourners who were accustomed to the American culture which can be attributed to their better outcomes than Americans.

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Ma, Z., Liang, D., & Chen, H. (2013). Negotiating with the Chinese: Are they more likely to use unethical strategies? <i>Group Decision and Negotiation</i> , 22 (4), 641-655.	Culture	Ethics	Hypotheses testing. Similar to Ma (2010) study Survey based on SINS (Robinson et al., 2000)	Quantitative	156 Chinese managerial employees to overcome the overuse of students as a sample. Sample attending training programs in Beijing. 47% male 148 US managerial employees. 68% male.	Chinese considered inappropriate info gathering appropriate which can be understood by the concept of guanxi Americans considered inappropriate info gathering as the least appropriate strategy Chinese were also more prone to use unethical strategies than Americans What is perceived ethical or unethical can be particular to the culture
Seagraves, P., & Gallimore, P. (2013). The gender gap in real estate sales: negotiation skill or agent selection?., <i>Real Estate Economics</i> , 41 (3), 600-631.	Gender	Negotiation Outcomes	Real transactions analysed for a trend in the change in selling price for property by male and female agents by focussing on net transaction price. <i>Gender identified by the name of the agent</i>	Quantitative	2020 home sale transactions in Atlanta Georgia	Gender not a moderator for the wage gap for real-estate agents The industry is 60% female and thus not male dominated The industry is also less competitive once an agent is assigned a particular property and there is an impirtance of relational selling These factors are not moderated by gender
Yurtsever, G., Ozyurt, B., & Zohar, B. A., (2013). Gender differences in buyer-seller negotiations: Emotion regulation strategies. <i>Social Behavior & Personality: An International Journal</i> , 41 (4), 569-576.	Gender	Perception Cognitive Moderators	Hypotheses testing Buyer-seller negotiation simulation based on Kelley (1996) Phase 1: inter-gender negotiation simulation Phase 2: Post negotiation survey based on motional Regulation Questionnaire by Gross and John to measure cognitive appraisa and suppression	Quantitative	86 men and 86 women enrolled in nego workshops in Turkey	Profit had a positive relationship with cognitive reappraisal and negative with suppression <i>No significant effect of gender on profit</i> <i>No difference in profit for men and women in Turkey even though it was a masculine perceived negotiation</i>

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Dobrijević, G. (2014). The effect of gender on negotiation behaviour. <i>Singidunum Journal of Applied Sciences</i> , 11 (1), 43–52.	Gender	Goals and Aspiration Level Negotiation Style	Hypotheses testing using surveys	Quantitative	200 working adults (104 M/ 96 F)	Women don't use more cooperative strategies than men Men's focus: winning and problem solving Women's priorities: conflict avoidance and mutual relationship <i>Women found to be less sincere in negotiation and focussing on their interests than other party's</i>
Elgoibar, P., Munduate, L., Medina, F. J., & Euwema, M. C. (2014). Do Women Accommodate More Than Men? Gender Differences in Perceived Social Support and Negotiation Behavior by Spanish and Dutch Worker Representatives. <i>Sex Roles</i> , 70(11), 538–553.	Culture and Gender	Agency Behaviour Perception Negotiation Style	Hypotheses testing using questionnaires	Quantitative	Spain: 219 F /495 M Netherlands: 166 F/398 M	No evidence of gender difference indicating accommodating behavior WRs in Spain overall less accommodating than in Netherlands Spain: Females perceive less social support but no difference felt in Netherlands Social support is negatively related to accommodating theory for female WRs in Spain only
Kray, L. J., Kennedy, J. A., & Van Zant, A. B. (2014). Not competent enough to know the difference? Gender stereotypes about women's ease of being misled predict negotiator deception. <i>Organizational Behavior and Human Decision Processes</i> , 125 (2), 61–72.	Gender	Ethics Perception Role of the negotiator	Hypotheses testing using 3 studies Study 1: An online survey to check if women negotiators are perceived easy to be misled Study 2: Scenario based answer to the negotiation situation to check if it affects the negotiation counterpart's ethical standards Study 3: F2F nego to check if they actually use try to mislead and deceive women	Quantitative	Study 1: 131 US workers (75 M/ 56 F) Study 2: 394 (116 female) Amazon Mechanical Truk employees Study 3: 298 full-time MBA students in US (221 males and only 77 females)	Females are perceived as easy to be misled. This perception comes more from the female perceptions rather than male's. This is causal to their competence and not their warm behavior A high warmth seller was expected higher ethical standards Males and females were equally deceptive as a buyer. However, buyers were more deceitful towards female sellers than to male seller.

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Ribbinka, D., & Grimm, C. M. (2014) The impact of cultural differences on buyer-seller negotiations: An experimental study. <i>Journal of Operations Management</i> , 32, 114-126.	Culture	Negotiation Style Role of the negotiator	hypotheses testing. Negotiation simulation were conducted with the following measurable outcomes: joint profit, cultural diff, trust and bargaining strategy Inter and intra cultural dyads in buyer-seller negotiations	Quantitative	78 MBA students from a B School in US 60% male 60% Americans 7 from East Asia (China, Japan, taiwan and Thailand 13 from South Asia (India and Pakistan) 3 South Americanas Others- Arabic, Canadian, European, etc	Inter-cultural dyads result in lower joint profits <i>Culture's moderating effect on trust and joint profits is not supported. But higher joint profits in intra-cultural dyads can be linked to in-group trust?</i> The hypothesis that the positive effect of collaborative bargaining strategy will be decreased because of cultural diff is also not supported
Semnani-Azad, Z., Coman, A., Sycara, K., & Lewis, M. (2014) Perception formation in global negotiations: The role of culture and sacred value. <i>Proceedings of the Annual Hawaii International Conference on System Sciences</i> , 260-268	Culture	In vs. out-group bias Perception	Hypotheses testing Pre task survey to analyse, their fundamental value system for deontic or instrumental behavior This was followed by completing perception scale on the basis of the negotiator's profile. They continued filling up the questionnaire after each (3) video	Quantitative	124 Americans (50% male) and 121 Indians (34% male) full time employees recruited from Amazon Mechanical Turk	Americans who shared the value system as that of the American negotiator in the video developed a positive perception of them. However, when the outcome wasn't favourable; they had a negative perception towards the one with whom they shared their values more than the one with whom they didn't <i>The black sheep effect. In-group bias doesn't always work positively. Its diff for each culture</i> Indian nego valued the American negotiator's value system more than their own. They perceived deontological negotiation negatively and instrumental one positively, irrespective of their own value system

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Shahmoradi, H., Nassiri-Mofakham, F., & Nemati, F. (2014). Cross-cultural time sensitivity in a bilateral E-Negotiation System. <i>New Marketing Research Journal</i> , 4, 55-67.	Culture	Negotiating Style e-negotiations	Hypotheses testing Computer mediated nego simulation. Ultimatum game. The app negotiated the price offers b/w buyer and seller and the negotiation ended when either one accepted the same	Quantitative	800 online negotiation games played in Finland, Mexico, Turkey, India and the US. No precise info about participants	Time-sensitive negotiations completed in much lesser time but the normal nego outperformed the time sensitive nego when compared with the nego outcomes Results for each culture not shown or compared.
Stefanidis, A., & Banai, M. (2014). Ethno-cultural considerations in negotiation: pretense, deception and lies in the Greek workplace. <i>Business Ethics: A European Review</i> , 23 (2), 197-217.	Culture	Ethics Perception	Hypotheses testing via surveys under the Hofstede's individualism vs. collectivism framework	Quantitative	327 Greek working professionals (52% male/48% female)	Individualism-collectivism and ethical idealism was related to the questionable negotiation tactics Greek individualistic negotiator found endorsing deception and pretense, but not lying. Can be linked to the competitiveness of an individualistic mindset Individuals scoring low on idealism endorsed deception and pretense more Thus, lies can be concluded as the least acceptable negotiation tactic
Tu, Y. T. (2014). Cross-cultural equivalence and latent mean differences of the Negotiation Style Profile (NSP-12) in Taiwan and US managers. <i>International Journal of Intercultural Relations</i> , 43, 156-164.	Culture	Negotiation Style	Hypotheses testing using surveys	Quantitative	Total 236 (116 Taiwanese and 120 Americans). 123 female/ 113 male	<i>Interpersonal trust was not found related towards questionable negotiation tactics</i> American managers used factual and analytical style more than Taiwanese Taiwanese used normative and intuitive style more than Americans

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Groves, K. S., Feyerherm, A., & Gu, M. (2015). Examining cultural intelligence and cross-cultural negotiation effectiveness. <i>Journal of Management Education</i> , 39 (2), 209–243.	Culture	Cultural Intelligence Negotiation Style	A student was trained to negotiate like a Brazilian negotiator and American negotiators completed the simulation with him. The simulation was video taped and measured for performance/ outcome, interest-based behavior Cultural intelligence was measured by a self-report questionnaire	Quantitative	113 MBA students from Southern US uni (49 Hispanic/ Latin American, 32 Asian Americans, 7 Multiethnic, 6 Caucasians, 5 African Americans, 4 others) 65F/ 48M	CQ had a positive impact on the negotiation outcomes. Negotiators with high CQ opted for interest-based cooperative negotiation strategies which improved their performance as well as relationship
Guerrero, V & Richards, J. (2015). Female entrepreneurs and negotiation self-efficacy: A study on negotiation skill building among women entrepreneurs. <i>Journal of Entrepreneurship Education</i> , 18, 17-28.	Gender	Negotiation Style Perception	Female entrepreneurs reached out for free negotiation workshop ending with a negotiation simulation and debriefing about the research The workshop included basic fundamentals of nego: strategies and goals, planning, etc Simulation from workshop 1: Based on Lewicki et al. 2011, buyer seller task As first workshop simulation was considered too complex to interpretation, the participants were instructed about their target and reservation price in the second simulation	Quantitative	Women entrepreneurs enrolled for the free cross cultural workshop. Participants from 2 workshops No info about the population size, age, location etc	Workshop 1: Based on Lewicki et al. 2011, the workshop was considered too complex as none of the dyads reached an agreement in the stipulated time Workshop helped in development of distributive strategies, built confidence Used implementing deadlines and limiting info shared, etc

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Kang, G. G., Xiu, L., & Roline, A. C. (2015). How do interviewers respond to applicants' initiation of salary negotiation? An exploratory study on the role of gender and personality. <i>Evidence-Based HRM: A Global Forum for Empirical Scholarship</i> , 3 (2), 145-158.	Gender	Individual vs. Team Negotiation Style	Hypotheses testing Participants given the role of interviewer and interviewee told if they had to initiate the nego or not. Analysed for their choice of selection and reaction towards initiating the salary negotiations	Quantitative	145 American undergraduate students of midwestern American university	<i>Interviewers are more likely to select the interviewee of their own gender (male/female)- In-group bias?</i> Female interviewers are more likely to select who moderately or strongly initiated negotiation than male interviewers. Female interviewers are less likely to be hired and thus were penalized by both, male and female interviewers for initiating the salary nego Personality aspect: Interviewers thought the more agreeable interviewers were nicer, irrespective of gender while while extraverted interviewers are tougher to interview or negotiate the salary with <i>Personality+Gender: The phenomena more pronounced when interviewers are male and interviewees female</i>
Ladhari, R. & Skandrani, H. (2015). Effect of gender on perceptions of the ethical appropriateness of negotiating tactics. <i>Journal of International Business and Economics</i> , 15 (4), 7-16.	Gender	Ethics	Analysis done via survey (Lewicki and Robinson, 1998) to test the hypotheses developed	Quantitative	University students 310 Candians (157 women/ 153 men) and 309 Tunisians (95 men/ 214 women)	For both the samples females were more intolerant towards unethical tactics than men
Leibbrandt, A., & List, J. A. (2014). Do women avoid salary negotiations? Evidence from a large scale natural field experiment. <i>Management Science</i> , 61 (9), 1-26.	Gender	Negotiation Style Perception	Analyzed the data as to who applied for the job in real and if they negotiated the wage rate or not	Quantitative	2382 job seekers	<i>When the company explicitly says salary is negotiable there is no difference infact women are more slightly likely to negotiate than men</i> When its not stated, men negotiate for the salary more than women. They prefer the situation to be ambiguous.

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Mahadevan, J. (2015). Understanding the process of intercultural negotiations through liminality: Insights on biculturalism, marginality and cultural expertise from a Sino-German business context. <i>International Journal of Cross Cultural Management</i> , 15 (3), 239–258.	Culture	Cultural Intelligence Negotiation Style	Ethnographic research conducted in China Services Ltd. and informal interviews b/w author and researcher How being a bi-cultural affected the perspective of author and her colleagues during the research in China who did not see her as an outsider	Qualitative	Management of China Services Ltd with one Chinese and one German manager negotiating with a Chinese seller	<i>A successful negotiation outcome did not necessarily mean that the negotiation process was fair and satisfactory to the negotiators</i> The state of intercultural intransigence during which the ritual of the intercultural transition fails. In this condition, the liminal actor remains marginal and the sole occupant of a liminal space. The second condition can be labelled intercultural becoming, during which the ritual of the intercultural transition is completed. In this condition, the liminal actor becomes the specialist of the intercultural transition; his/her liminality becomes specialist knowledge; and other parties join him/her in occupying the liminal space.
McCormick, J. & Morris, W. L. (2015). The Effects of Stereotype Threat and Power on Women's and Men's Outcomes in Face-to-Face and E-mail Negotiations. <i>Psi Chi Journal of Psychological Research</i> , 20(3), 114-124.	Gender	Perception Power e-negotiation	Hypotheses testing to analyse if dyad mix, mode of negotiation and power moderated the expected backlash for women using negotiation simulations for employee vs. employer	Quantitative	96 undergraduate students (37 M/59F)	Same sex dyads: Backlash effect true for FF dyads. <i>Mix-sex dyads: No difference between the negotiated salary by men or women</i> No difference between face-to-face or computer mediated negotiation simulation Increase in power increase the outcomes for both males and females

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Nelson, N., Bronstein, I., Shacham, R. and Ben-Ari, R. (2015). The Power to oblige: power, gender, negotiation behaviors, and their consequences. <i>Negotiation and Conflict Management Research</i> , 8 (1), 1-24.	Gender	Power Negotiation Style Perception	Hypotheses testing Audio recorded negotiation simulation used for employer-employee situation Participants were told their target salary Negotiators rated for their bhvr as per the audio transcription	Quantitative	292 undergraduate Israeli students studying in their home country- 58% women Total 146 dyads with mix and same gender	Male: more dominant Females: More obliging and somewhat compromising Male-low power- distributive outcomes for personal gain Female-high power: agreement and joint gains <i>BUT high-power negotiators were more cooperative and less dominating</i>
Roy, A., & Menasco, M. B. (2015). Seller's information sharing strategy to counter a bid from a rival supplier: A study of negotiations in two cultures. <i>Journal of Marketing Theory & Practice</i> , 23 (4), 455-469.	Culture	Ethics Negotiation Style Role of the negotiator	Hypotheses testing Nego simulation for integrative buyer-seller task conducted and outcomes compared	Quantitative	152 MBA students from US and thir results compared to a simular study conducted in HK	US: The impact of information sharing is significant only if the buyers possess a threat or a better alternate is available Sellers achieve the same information irrespective of sharing info or not
Shaughnessy, B. A., Mislin, A. A., & Hentschel, T. (2015). Should he chitchat? The benefits of small talk for male versus female negotiators. <i>Basic & Applied Social Psychology</i> , 37 (2), 105-117.	Gender	Negotiation Style Perception	Hypotheses testing: Study 1: Situation based negotiation decision using survey Study 2: Same	Quantitative	Study 1: 112 UG students from a US uni Study 2: 126 US working professionals 69 women/ 57 men	HK: No effect of info sharoing with or without threat Study 1: Small talk increased the likelihood of the male negotiators more than females and gave them a social boost as they perceived as more cooperative and likeable This boost had a positive impact on the probability of negotiation and a better outcome The social boost received by women did not translate into anything

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Teng, C. M., Baquiano, M. J., & Montiel, C. J. (2015). From "good day" to "sign here": Norms shaping negotiations within a face culture. <i>Negotiation & Conflict Management Research</i> , 8 (4), 228–242.	Culture	Cognitive Moderators Negotiation Style Power	Discourse analysis: Data collected from actual negotiations between the management and labour union of a Filipino company. Data in the form of audio recordings	Quantitative	Multinational company in Philippines	Results show that low level of trust can hamper the negotiation which can become harsh and rude but the face culture can turn the rude negotiations into a collaborative one to achieve joint gains
Xiao, H., & Ma, Z. (2015). Business ethics in Canada, China and Taiwan: A three-culture study on the perceived ethicality of negotiation strategies. <i>Nankai Business Review International</i> , 6 (2), 106–127.	Culture	Ethics Goals and Aspiration Level Negotiation Style	Hypotheses testing using survey Hofstede's cultural framework with the base of in-group/ out group bias and contextualism (low context/high context- Hall)	Quantitative	619 Business students (258 from Canada-56% male, 191 from Taiwan-51% male and 170 from China-46%male). All studying in their home countries	Chinese and Taiwanese felt it was ok to use unethical strategies more than the Canadians Gender diff in Canada: males used unethical strategies higher than women No gender difference in China while little in Taiwan <i>Role of Gender socialisation theory?</i>
Xin, L., Kang, G. G., Roline, A. C. (2015). Who negotiates a higher starting salary?: A moderation model on the role of gender, personality and risk attitude. <i>Nankai Business Review International</i> , 6 (3), 240-255.	Gender	Negotiation Style Perception	Hypotheses testing Scenario based simulations were participants were asked if they would initiate salary and benefits negotiation or not. Answers collected via survey	Quantitative	105 undergraduate students (69M/36F) in US	Personality traits: Direct relationship b/w extraversion and initiation. Same for risk taking capacity <i>Gender did not have any effect on the initiation of salary be men or women. For females too, personality traits were more applicable as men.</i> Possible causes behind this: Comparing it with research conducted a decade earlier. Older generation. <i>Can be understood how negotiation style changed for Gen X, Y and Baby boomers in China</i> or because of the lower representation of women. Smaller sample also, the female participants were relatively younger who had not seen any backlash with the initiation of negotiation for salary

Article Reference	Context	Research Focus	Research Design	Data Analysis	Participants	Major Findings
Zhang, J.D., Liu, L. A., & Liu, W. (2015). Trust and deception in negotiation: Culturally divergent effects. <i>Management and Organization Review</i> , 11 (1), 123–144.	Culture	Ethics Negotiation Style	Hypotheses testing Pre-negotiation survey for individualism vs. collectivism based on Schwart (1992) followed by nego simulation. Integrative simulation based on Gefland & Realo, 1999. Simulations conducted between friends and strangers to manipulate the level of trust post negotiation survey	Quantitative	124 Chinese (50%male) and 136 Americans (64M/72F) undergraduate students in their home countries	Chinese negotiators: Cognition based trust decreases the appropriateness of using negative emotional and info deception. Affect-based trust increases the use of info deception American negotiators: Affect-based trust decreases the use of negative emotional deception
Aslani, S., Ramirez, M. J., Brett, J., Yao, J., Semnani, A. Z., Zhang, Z., Tinsley, C., Weingart, L., Adair, W. (2016). Dignity, face, and honor cultures: A study of negotiation strategy and outcomes in three cultures. <i>Journal of Organizational Behavior</i> , 37 (8), 1178–1201.	Culture	Ethics Power Negotiation Style	Hypotheses testing Study 1: To test the relevance of face, dignity and honor culture are prevalent <i>"We did not collect norm data in the hypothesized testing study, because we did not want to prejudice or prime participants to be sensitive to culture."</i> Study 2: Negotiation simulation starting with pre-nego survey for aspiration level; followed by self-reporting survey about info sharing and strategy used. Negotiation simulation Sweet Shop with integrative potential	Quantitative	Undergraduate students in their home countries Caucasian Americans-63 dyads (68% female), Chinese-49 dyads (53% female) and Qatari- 68 dyads (50% female)	Competitive aspirations: Qataris and Chinese more competitive than Americans, but no sig diff b/w Chinese and Qataris Information sharing: Americans shared more info than others, no difference b/w Chinese and Qataris The level of insight mediated the effect of joint gains b/w Qataris and Chinese. Chinese high joint negotiators had more insight resulted in higher joint gain and higher info sharing strategy Profit distribution: Qataris and Chinese had disbalanced win-lose nego when compared with Americans. Qataris had higher distribution than Chinese too Qataris also worked towards family honor by prioritizing the website design issue What about the in-group bias for intra culture negotiations???

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Kopelman, S., Hardin, A. E., Myers, C. G., & Tost, L. P. (2016). Cooperation in multicultural negotiations: How the cultures of people with low and high power interact. <i>Journal of Applied Psychology</i> , 101 (5), 721–730.	Culture	Power	Hypotheses testing Nego simulation based on real world scenario about fishing industry followed by post negotiation survey	Quantitative	181 executive MBA students in US; Germany-34, HK-50, Israel-32 and US-65 76% MALE	People with low power adjust their negotiation styles as per their counterparts, however there is a significant interaction of their culture's power People from collectivist culture (HK-low power culture) adjusted their behavior for people in high-power. They became less cooperative
Malik, T. H., & Yazar, O. H. (2016). The negotiator's power as enabler and cultural distance as inhibitor in the international alliance formation. <i>International Business review</i> , 25 (5), 1043–1052.	Culture	Power Cultural Intelligence	Hypotheses testing for the role of power in international mergers and acquisitions Observing or taking part in 25 international negotiations for the prepositions formed around power and explorative vs exploitative alliances	Quantitative	Business executives from all over the world negotiating for building alliances	Cultural distance has a high negative impact on person power and explorative alliance as they indicate high uncertainty Cultural distance has a negative impact on position power and exploitative alliance as it indicated low uncertainty. It matters more on person-explorative combination than on position-exploitative combination

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Ogliastri, E., & Quintanilla, C. (2016). Building cross-cultural negotiation prototypes in Latin American contexts from foreign executives' perceptions. <i>Journal of Business Research</i> , 69 (2), 452–458.	Culture	Cognitive Moderators Goals and Aspiration Level Negotiation Style	Grounded Theory Questionnaire with 20 open ended questions. Interviews conducted by MBA students	Mixed Methods	101 foreigners to Costa Rica who lived and worked there	Two types of Costa Rican Negotiators: Emotionally centered (77%) Rational/ professional type (23%)
Petrescu, D. C. (2016). The influence of social goals and gender on negotiation. <i>Analele Universității Constantin Brâncuși Din Târgu Jiu: Economy Series</i> , 1 (5), 61-66.	Gender	Perception Goals and Aspiration level	Survey analysis	Quantitative	202 Romanian (39% M, 61% F)	As in the role congruity theory; women thought they would be perceived negatively if they negotiate for their personal goals but not when they are focussing on a social one. They also showed higher motivation when negotiating for a social objective when compare to their personal objective.
Shan, W., Keller, J., & Imai, L. (2016). What's a masculine negotiator? What's a feminine negotiator? It depends on the cultural and situational contexts. <i>Negotiation & Conflict Management Research</i> , 9 (1), 22–43.	Culture and Gender	Perception Goals and Aspiration level	Study1 : Negotiation scenario of B2B and B2C given and participants asked to respond with a masculine/ feminine way to the negotiation context Answers which were repeated twice mentioned and analysed. Same done on microblog sites Stage 2: Comparison of the 72 nego behavior on the basis of frequency for Americans and Chinese	Mixed	Study 1: 101 Chinese (52 M/ 42 F/ 3 unknown) and 57 American (25 M/ 31 F/ 1 did not respond) all white-collar executives	Americans: Competitive goals and behavior considered masculine and cooperative one, feminine. It did not chage with the B2B or B2C context Chinese: B2C context- competitive as feminine and cooperative as masculine while in B2B context- again cooperative as masculine , compitive as feminine only if the negotiator had a negative impression like socially inappropriate Pausable cause: China- collectivist culture based on cooperative relationship building and not just capital gains?

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Andersen, S., Ertac, S., Gneezy, U., List, J. A., & Maximiano, S. (2017). On the cultural basis of gender differences in negotiation. <i>Experimental Economics</i> , 21(4), 757–778.	Culture and Gender	Negotiating Style	Exploratory analysis Nego simulation and natural field experiment for people from 2 villages in North East India	Quantitative	Male and female sellers in matrilineal society (Khasi, Northeast India) and patriarchal society (Kharbi, Northwest India)	Females sellers earned more than male sellers in matrilineal society. However, their surplus was the same. However, their strategies were different from what were used by men. Female sellers had different strategy in lab experiment than in the field experiment. They acted tougher in the actual field market more than the lab experiment
Bear, J. B., & Babcock, L. (2017). Negotiating femininity: Gender-relevant primes improve women's economic performance in gender role incongruent negotiations.	Gender	Perception Negotiation Outcomes	Hypotheses based on men (women)outperforming women (men) on masculine (feminine) nego topics Study 1: face-to-face simulation in a masculine prime (buyer-seller) Study 2: Same case for Israeli students Study 3: Survey	Quantitative	Study 1: 78 Physicians in executive education (50% women) in US Study 2: 112 Israeli undergraduate students (50% women) Study 3: 996 (46% women) from MTurk	Women's surplus was higher for feminine issue than for masculine issue Masculine nego: Men outperformed Feminine: No significant diff b/w the surplus of men or women Change in the primes closes the gender gap
Cotter, M. J., & Henley, J. A. (2017). Gender contrasts in negotiation impasse rates. <i>Management</i> , 12(1), 3–25.	Gender	Negotiating Style	Hypotheses testing using high-stakes, zero-sum simulations in buyer-seller context	Quantitative	About 24000 students from sophomores to graduate students. Majority junior and senior	No significant diff in the impasse rates for men or women

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Herbst, U., Dotan, H., & Stöhr, S. (2017) "Negotiating with work friends: examining gender differences in team negotiations", <i>Journal of Business & Industrial Marketing</i> , 32 (4), 558-566.	Gender	Individual vs. Team Negotiation Style	Hypotheses testing Study 1: Nego simulation of non-friends team of same gender competing in mix dyads. Buyer vs. seller negotiation. Analysed for outcomes and not the roles. Study 2: Similar two party multi issue negotiation with a buyer-seller context but <i>the integrative issues were not highlighted</i> . Male friends team vs. female friends team dyads.	Quantitative	Study 1: 60 Masters students with negotiation training (30 male and 30 females combined in same sex tem of 2 non-friends) Study 2: 156 individuals who came as friends	Male teams of non-friends had significantly better outcomes when compared to female team of non-friends Female team of friends performed equally as male team of friends Practically, it can be inferred that companies should pay more attention to their negotiation teams, both in terms of the relationships among team members as well as their gender. Specifically, it may be worthwhile to encourage female negotiators to work together with their female friends. More concretely, managers may want to avoid changing the composition of a specific team, especially a winning all-female team!

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Husein, M. E., Kraten, M., Seow, G. S., & Tam, K. (2017). Influences of culture on transfer price negotiation. <i>The International Journal of Accounting</i> , 52(3), 227-237.	Culture	Negotiating Style	Hypotheses testing Inter and intra cultural negotiation simulations constructed under distributive context. Buyer vs seller scenario for surplus labor. Email based negotiations	Quantitative	American and Chinese studies studying MSc In Accounting in US	Almost all intracultural dyads reached agreement but only 50% intra cultural dyads reached agreement Chinese dyads quick in negotiation than American dyads Higher imbalance in profit distribution for Chinese dyads than American dyads Chinese from collectivist high power structures took more profit than Americans from low power individualistic structures
Kennedy, J. A., Kray, L. J., & Ku, G. (2017). A social-cognitive approach to understanding gender differences in negotiator ethics: The role of moral identity. <i>Organizational Behavior and Human Decision Processes</i> , 138, 28-44.	Gender	Ethics Power Negotiation Style	Hypotheses testing Study 1: Meta-analysis of gender diff in moral identity strength Study 2: Buyer seller scenario based simulation analysed through survey for moral identity Study 3: Same scenario with inclusion of financial incentive analysis	Quantitative	Study 2: 217 through Amazon Turk (42%F) Study 3: 324 UG students from US (44% F)	Study 1: Women have stronger moral identities Study 2: Women less likely to morally disengage and behave opportunistically Study 3: Financial incentives have the biggest impact on the ethical attitude which let women negotiate unethically just as men
Moura, J., Daher, S., & Paula Cabral Seixas Costa, A. (2017). Using psychophysiological data to investigate differences by gender and negotiation styles in e-negotiation. <i>IEEE International Conference on Systems, Man, and Cybernetics (SMC)</i> , Banff Center, Canada, 3636-3641	Gender	Negotiation Style Cognitive Moderators e-negotiations	Nego simulation conducted for analysing pupil size variation with each nego Buyer-seller simulation conducted via NegSpace 2 way variance used for gender and pupil size analyzed for style of negotiation (avoiding/assertive/accommodating/collaborative)	Quantitative	44 students (17M/23F) from Universidade Federal de Pernambuco from graduate and undergraduate degrees	Significant difference in the results of men and women Females higher cognitive workload than males Women: Avoiding - greatest pupil variation Competitive woman: Higher cognitive workload <i>Men and women found to be equally competitive</i> Females less likely to be collaborative when compared to males. But males mre likely to avoid conflicts resulting in lower cognitive workload

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Petkeviciute, N., & Streimikiene, D. (2017). Gender and sustainable negotiation. <i>Economics & Sociology</i> , 10(2), 279-296.	Gender	Negotiating Style Perception	Data analysed using percentage method applied to online survey	Quantitative	85 employees working in Lithuania (41M/44F) Age 25-60	Women had lesser experience in business negotiation than men Men- Collaborative goals While men did not think it was easier to differentiate with a particular gender, <i>women thought it was easier to negotiate with men</i> More women than men believed that gender had an impact on the negotiation process and outcomes 90% of men agreed they valued the negotiating partner has a women first and then as a negotiating partner. All but 7% of women agree to have experienced the same Women and men thought flirting was ok to reach the goal of negotiation <i>Men were found to be more flexible accomodating than women</i>
Yang, Y., De Cremer, D., & Wang, C. (2017). How ethically would Americans and Chinese negotiate? The effect of intra-cultural versus inter-cultural negotiations. <i>Journal of Business Ethics</i> , 145 (3), 659–670.	Culture	Ethics In vs. out-group bias	Hypotheses testing based upon SINS approach Scenario based simulation analysed through an online survey	Quantitative	389 Americans from Amazon Turk (222 men, 166 women, 1 unreported) and 421 Chinese (231 men, 189 women and one unreported)	Americans less likely to use ethically questionable strategies than Chinese However when using, Americans likely to use wrongful information gathering and false promises more with Chinese than fellow Americans Opposite for Chinese: They were less likely to use questionable strategies during inter than intracultural negotiations

