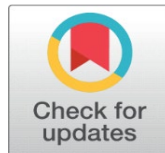


GENDER AND NEGOTIATION STYLES: A STUDY OF KASHMIR HANDICRAFTS

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ABSTRACT

Organisations are composed of diverse stakeholders with varying interests in the wake of the current global business scenario, causing conflicts in work place to have become ubiquitous and inevitable issue. The right approach towards dealing with conflict is by managing the conflict effectively and ahead of time. In this regard, the awareness of personal negotiation style is considered to be a prerequisite that helps the negotiator to learn, develop and conduct successful negotiation process. Negotiating styles, as distinct patterns of behaviour, are critical for understanding effective negotiations. However, one predominant query that scholars have addressed over the past several years is: are women the same or different from men when it comes to negotiating and what explains these differences? In this backdrop various negotiation styles have been identified and attributed to men and women during last three decades in the field of negotiations. The purpose of this article is to bring forth the gender differences in negotiation styles adopted by the firm owners of Kashmir handicrafts sector and provide a structured overview of the considerable literature.

Keywords: Conflict, Negotiation Styles, Gender



1. INTRODUCTION

One of the pervasive and very productive approaches to managing conflict since decades has been negotiation. Negotiations are rather an antidote to conflict. Conflicts are inevitable and an ever present reality, so no matter how hard we try, conflicts manifest in any social situation whenever there is incompatibility of interests and continue to be there in the backdrop of existing relationships and events. Since conflicts are mostly known to be unhealthy, taking into account their negative impact on task performance within a workplace, it becomes imperative to deal with them ahead of time, this is where negotiation comes into play. Negotiation has thus emerged as a trending tool in conflict management and has been in place for half a century now.

As a tool for settling conflicts, negotiation has immense importance but what is more important is how negotiation is conducted/carried out in order to achieve the desired outcome. Boskey (1993) opines that negotiation is more about an overall approach and less about the tactics displayed during a negotiation segment or during the entire negotiation process. The preference for a particular negotiation style depends on the outcomes that negotiators seek to achieve which are backed by a perceived need i.e., the Need for Rationale, the Need for results, and the Need for relationship (Nixon, 2005). Since negotiation begins with the negotiator himself, so for negotiation to be successful it is important to

assess one's own negotiation style which a party finds most conducive to adopt in a situation of interpersonal conflict. Negotiators might switch between various styles while negotiating which further affects the behavior they display. The extent to which the behavior is successful is assessed for the self as well as for the counterpart and then is modified as per the circumstances demand (Ogilvie & Kidder, 2008). Researchers have thus characterized negotiations as a "dance" where partners comprehend and react to each other's actions (Adair and Brett, 2005).

Past fifty five years have witnessed a staunch feminine movement causing women to enter the workforce in higher numbers. No longer have women stayed at home as they had to do in the past, but rather they are present at board meeting and other high managerial positions. It is therefore critical for negotiators to recognize the gender differences so that they can effectively negotiate when involved in a business activity.

Most of the studies conducted to examine the influence of gender on social behavior have primarily focused on how societies treat men and women. It is argued that stereotypic cues often cause parties to behave in ways that align with the stereotype. Quite often women are perceived to be relatively incompetent negotiators than men. Men are considered as assertive, self-centred; besides, they are also assumed to be rational in their approach (Williams, Best, 1982). Ironically the aforesaid traits that are associated with men are also presumed to be associated with effective negotiators, thereby studies have claimed that men are effective negotiators as compared to women.

Given the myopic view of the past studies, this study aimed to understand the influence of gender in adoption of negotiation styles, also to recognize the preferred negotiation styles based on demographic factors such as age, qualification, experience and designation in the handicrafts sector of Kashmir. This sector was chosen as the previous studies have overlooked it.

2. REVIEW OF LITERATURE

2.1. NEGOTIATION STYLE MODELS

The early models of conflict management date back to 1940s and the emergence was witnessed in the area of social psychology. By and large, the early models measured conflict based along a single dimension of "concern for others" represented by the "bipolar anchors" of "cooperativeness" and "uncooperativeness" (Deutsch, 1990). The shortcoming lying with such models was that they missed out on strategies involving concern for self-interests (Thomas and Kilmann, 1974) and thus were rejected. Following the work of Blake and Mouton (1964), many models were proposed that measured conflict using two orthogonal dimensions that include both a concern for others (cooperativeness and uncooperativeness) and a concern for the self (assertiveness and unassertiveness). A good deal of research based on the work of Blake and Mouton as well as Thomas Kilmann substitute the word "style" for conflict mode or resolution style. The term is seen to be used casually and more often to characterize approaches to handling conflicts, not addressing the underlying issue of whether it is a stable trait or observable behavior. From the extant literature, we also noted that many prominent works in the area of conflict resolution approaches/negotiation styles have utilized this Dual Concern model of concern about self and others with slightly different nomenclature, such as "problem-solving for integrative," "contending for dominating" and "yielding for accommodating" (Rubin et al., 1994). Rahim (1983) developed a measure called the "Rahim Organizational Conflict Inventory" based on the Dual Concern model.

Kumar, Rai & pati (2009) also developed a model to measure negotiation styles, which was validated in the Indian context. The model showed somewhat higher reliabilities as compared to the Cellich and Jain model and comprises of four styles namely Aggressive, Analytical, Amicable, and Equitable styles. The Analytical Style is characterized by careful analysis of available information, preference for hard facts and sound logic, and weighing all alternatives ahead of time. This style seems to have its origin in Casse and Deol (1985) which has been further reproduced by Osman & Tan, (2002). Aggressive Style is all about being proactive, facing challenges, and using unique and new ideas to strike a deal. This style is characterized by accomplishing set goals and taking advantage of opportunities. Aggressive negotiators are more interested in winning than achieving a particular goal. This style of negotiation, therefore, shares its characteristics with the competitive style of negotiation. The Equitable Style negotiators are focused on mutual goal setting just as collaborative negotiators. They are characterized by empathy and respect for the other party's values and interests. Lastly, the Amicable style is characterized by prioritizing the other party's interests over and above the self-interests and relationships over espoused goals. This style thus holds a close association with the accommodating style of negotiation. Negotiators adopting this style are sensitive to the other party's feelings.

Table 1 gives a brief description of negotiation style models proposed by authors in the last six decades.

Table 1: Styles of Handling Interpersonal Conflict

Negotiation Model	Styles
Follet (1940) : Five Styles Model	Integration, Suppression, Avoidance, Domination, Compromise
Blake & Mouton (1964) : Five Styles Model	Confrontation, Smoothing, Avoiding, Forcing, Compromise
Lawrence & Lorsch (1967a) : Three Styles Model	Confrontation, Smoothing, Forcing
Thomas & Kilmann (1974) : Five Styles Model	Collaborating, Accommodating, Avoiding, Competing, Compromising
Kundson, Sommers & Golding (1980) : Two Styles Model	Engagement, Avoidance
Rands, Levinger, & Mellinger (1981) : Three Styles Model	Avoid, Attack, Compromise
Putnam & Wilson (1982) : Three Styles Model	Solution Orientation, Non -Confrontation, Control
Pruitt (1983) : Four Styles Model	Problem Solving, Yielding, Inaction, Contending
Rahim (1983) : Five Styles Model	Integrating, Obliging, Avoiding, Dominating, Compromising
Billingham & Sack (1987) : Three Styles Model	Reasoning, Verbal Aggression, Violence
Deutsch (1990) : Two Styles Model	Cooperation, Competition
Kurdek (1994) : Four Styles Model	Problem Solving, Compliance, Withdrawal, Engagement
Osman-Gani and Tan (2002): Four Styles Model	Factual, Intuitive, Normative, Analytical
Cellich and Jain(2004): Five Styles Model	Dodgers, Dreamers, Hagglers, Problem solvers and competitors

Source: (Adapted from Rahim (2001) cited in “Communication and Negotiation Styles an Empirical Analysis” (Banwari, 2019 p.10)

2.2. GENDER AND NEGOTIATION STYLES

Research on gender and negotiation has been a subject of importance for researchers especially in last few decades. The reason for this upsurge is that societies almost across the globe are witnessing a trend towards more balanced participation of both men and women across organizations. Studies thus conducted have been seen interested to explore the influence of stereotypic beliefs and other allied claims on negotiation behaviors (Elangovan & Karakowsky, 2003). This very topic has not only generated interest among scholars but has also elicited controversies and conflicting claims regarding the influence of gender on negotiation. Several studies conducted on gender dynamics have focused on influence of power that men and women enjoy in the workplace and the consequence of such power imbalance (Dovidio & Gaertner, 1993; Meyers et al., 1997; Ridgeway & Smith-Lovin, 1999). However, the results are generally incongruent regarding the styles of negotiation and influence of power in organizations that are highly diverse in terms of gender. Numerous studies report a negligible difference between the way male and female managers carry out negotiation (Eagly & Johnson, 1990; Korabik et al., 1993; Watson & Hoffman, 1996). Some studies have reported men adopting an accommodating/amicable style of negotiation (Rahim, 2001) and women opt for an avoiding style (Brewer et al., 2002) (as cited in Dobrijevic, 2014). Avoidance of conflict on the part of female negotiators, however, has been attributed to power differentials more than the gender difference (Korabik et al., 1993; Watson & Hoffman, 1996; Stockard & Johnson, 1992).

2.3. NEGOTIATION STYLES AND GENDER ROLE EXPECTATIONS/STEREOTYPES

Despite the advancements made by our society, gender role stereotypes are still prevalent and continue to influence people's ideologies and their gender-specific expectations mostly targeted at female employees (Eagly & Karau, 2002; Rudman, 1998; Valian, 1999). These expectations, in turn, influence the self-efficacy and behavior of negotiators as well as how they are judged and looked upon by their counterparts. Females are often associated with “communal traits”, such as empathy, nurturance, affection, helpfulness, sympathy, and emotional expression (Eagly, 1987; Spence & Sawin,

1985). Males are considered to be assertive by birth, aggressive in their behavior, highly ambitious, goal-oriented, and competitive; they are likely to dominate others, prefer independence, rely mostly on self, and are decisive, thus carrying agentic traits (Bakan, 1966; Bem, 1974). As a result, communal traits get labeled “feminine,” whereas agentic traits get the label “masculine.” In the negotiation literature, it is well established that stereotyped expectations can trigger or restrain individual behavior (Stulmacher et al., 1999). Vallacher, Wegner, and Frederick (1987) observed that individuals altered their behavior to match the expectations of their counterparts.

2.4. NEGOTIATION STYLES AND CONTEXTUAL DIFFERENCES

Recent studies on gender have shifted their focus to the interaction between gender and situational factors on the pretext that the direct-effect model of gender and negotiation style fails to account for the contextual factors that have a significant bearing on negotiation behaviors as well as outcomes. Social role theory attempts to explain how situations or contexts can influence perception, performance, and outcomes during negotiations beyond “gender stereotypes”. Social role theory makes predictions regarding the contexts that might influence the negotiator’s as well as the counterpart’s behavior and perceptions. This theory also contends that gender roles given certain situations become more prominent (Eagly & Karau, 2002, pp. 576-578). Among the situational factors, the ones that mainly affect female negotiators include an incongruent gender role (Bear & Babcock, 2012; Bowles, et al., 2007), the implicit or explicit activation of gender stereotypes (Kray et al., 2001) ambiguity regarding what is negotiable and how one should negotiate (Kray & Babcock, 2006; Bowles et al., 2005 and 2007) and lastly, the amount of psychological power the negotiator perceives she or he has (Small et al., 2007) as cited by (Leier, 2015).

One crucial aspect of contextual differences in negotiation behaviors is situational strength (Mischel, 1977) or structural ambiguity (Bowles et al., 2005).

2.5. NEGOTIATION STYLES AND FAIRNESS PERCEPTION OF WAGES/SALARY

Negotiation about wages stems from the fairness perception of wages. At the same time, women are found to be more satisfied with their wages than men, so they do not participate in wage negotiations as often as men do (Pfeifer & Stephan, 2018). In recent years, extensive research has been carried out on workplace negotiations, particularly negotiating for salaries. Studies have indicated that men and women negotiate different salary amounts for the same job (Barron, 2003). Women negotiate and accept lower offers while negotiating for themselves largely because of their lack of individualistic attitude (Gerhart & Rynes, 1991). A study conducted by Amanatullah et al. (2010) found that women give up about 20% of their salary while negotiating to please others. Previous research has reported that women who do not negotiate for their initial salary or an equitable salary face problems at the beginning of their careers, which escalates along the hierarchy (Babcock & Laschever, 2003; Frieze et al., 1990; Johnsrud & Heck, 1994). A study conducted on the cumulative impact of gender on administrative promotion by Johnsrud and Heck (1994) found that women receive comparatively lower salaries at the commencement of their jobs, which further affects their compensation and is perpetuated over time (Compton, 2005). Others claim that women make less money than men in nearly all occupations (Leier, 2015). Moreover, women are paid less than men in male-dominated and female-dominated occupations.

2.6. NEGOTIATION STYLES AND POWER

Power is central to negotiation and is a function of who controls the desired resource(s) or the ability to leave the table altogether (Volkema, 2009). Further, power can provide an individual with the leverage and bravado to competitively pursue higher outcomes (Kanter, 2006). Gender and power dynamics can influence the negotiation experience in several ways (Thompson et al., 2010), including whether one initiates a negotiation (Small et al., 2007). Studies claim that it is power and not gender that shapes an individual’s behavior in negotiation (Watson, 1994). Societies for long have expected women to be submissive, show utmost subordination, and be warm and considerate; ironically, such characteristics are expected from individuals in low-status positions (Kanter, 2006). Therefore, if women are considered to occupy low-power positions within organizations, they cannot be expected to display aggressive or competitive behavior, as such behavior is a function of power. Further, as discussed earlier, men are encouraged to be assertive and competitive, and such behavior cannot be expected from a low-power position (Watson, 1994). This high and low-status attribution to men and women has further rendered women powerless, and men are considered relatively

robust (Eagly, 1983; Eagly & Wood, 1982). Therefore, the tendency among women to display cooperative behavior in the negotiation process is a function of power they enjoy than of their gender. The influence of power and gender on negotiation behavior has been studied in the past as well. In an extensive review of the literature of almost a dozen studies conducted by Watson (1994) to assess the influence of power and gender on negotiation, he concluded that power significantly influences negotiation behavior more than gender.

Hypotheses:

H1: Women negotiators are significantly less aggressive than men

H2: Women negotiators are significantly more amicable than men.

H3: Women negotiators are significantly more equitable than men.

H0: There is no significant difference in negotiation styles with respect to demographic variables (designation, qualification, experience and age).

3. METHODOLOGY

1) Sample:

The study employed a non-experimental, quantitative research design to analyze gender differences concerning negotiation styles among owners of handicrafts units operating in Kashmir. Specifically, this study focused on the handicrafts firms operating in Srinagar, Gulmarg, Pahalgam and Sonamarg. The data was collected from the respondents using random sampling technique. A total of 291 questionnaires were distributed. However, only 287 were found fit for the analysis. Out of the 287 respondents, 235 were male and 52 were female.

2) Instrument:

The study adopted a four style model developed by Kumar et al., (2009) i.e. Analytical Style, Equitable Style, Amicable Style and Aggressive Style. Four items have been designed by the researcher to examine analytical negotiation style, five items to examine equitable negotiation style, four items to examine amicable negotiation style and five items to examine aggressive negotiation style. The instrument uses five-point Likert scale. There are five options for each statement: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree. The instrument uses 18 items that measure four styles of negotiation.

3) Statistical Analysis:

The obtained data on the various scales was analyzed in view of the objectives and hypotheses of the study. For analysing the data, t-Test, ANOVA and Post Hoc are employed. All the statistical analyses are performed using Microsoft Excel and SPSS.

4. RESULTS AND DISCUSSION

This study is designed to observe the impact of gender and other demographic variables i.e., age, experience, designation and qualification on adoption of negotiation styles. Keeping the objectives and hypotheses of the present study in view, results have been organized accordingly. First we explore the mean difference in adoption of aggressive negotiation style among males and females (Table 4.3)

H1: Women negotiators are significantly less aggressive than men

Table 2: T-test results

	GENDER	N	Mean	Std. Deviation	t	sig
Aggressive Style	Male	235	4.0002	.44681	2.077	.038*
	Female	52	3.9173	.44533		

In hypothesis 1, it was presumed that women negotiators would be less inclined towards aggressive style of negotiation. The t-test was conducted to investigate the same and the results revealed that women are less aggressive than men and that the difference is statistically significant ($t = 2.077$, $p < 0.05$). Hypothesis 1 therefore being that women negotiators are less aggressive than men stands accepted. It implies that women are unlikely to face challenges and take

advantage of opportunities while negotiating, however, what stands more important to them is achieving the greater good for all parties at the cost of winning (Kumar et al., 2009). On the other hand, men have been found to have inclination towards the adoption of aggressive negotiation style. This finding is in line with Rosenthal and Hautaluoma (1988), Kilman and Thomas (1977), Rubin and Brown (1975) who point towards the confrontational, aggressive and competitive behavior of men respectively. Being aggressive and competitive in their behavior is the attribute of males whereas displaying a cooperative and compassionate behavior has been a hallmark of females (Eckel & Grossman, 2001; Walters, Stuhlmacher & Meyer, 1998). Our finding of men being more aggressive than women can also be attributed to the power distance dimension as put forth by Hofstede (1980). The people associated with high power distance cultures consider some people to be superior over others based on their social status, gender, age, background etc. Pertinent to mention that Hofstede almost three decades back categorised India as a high power distance country (Baron, Crawley & Paulina, 2003). India, thus being a high power distance country where people acknowledge hierarchial structures, clear authority figures and right to use power at discretion, women occupying low power positions in organisations tend to be submissive and cooperative.

H4: Women negotiators are significantly less analytical than men.

Table 3: T-test results

	GENDER	N	Mean	Std. Deviation	Std. Error Mean	t value	sig
Analytical style	Male	235	4.0418	.48745	.03083	1.301	.194
	Female	52	3.9858	.47469	.03002		

In hypothesis 4, men were presumed to adopt Analytical style of negotiation more often as compared to women. The results reveal that women are less likely to adopt analytical style in negotiations however the difference is not statistically significant ($t=1.301$, $p>0.05$), thus leading to rejection of hypothesis 4 (table 4.4)

Exley et al, (2019) concluded in their study that women participating in negotiation reach agreements 89% of times, 74% of times they have been seen gaining from the agreements and 31% of times they face losses. In contrast, men are found to reach agreements 84% of times, 71% of times they gain from the agreement while 19% of times they lose. Based on a series of experiments carried out it is inferred that increased negotiation do not benefit women as they do not avoid negotiations that would have positive outcomes. This is in contrast to the common belief that women should increasingly get into negotiations. Increased negotiations are not helpful to either of the genders but have a negative impact on women more than men so women in a way are adept at knowing when to ask and never miss out on worthwhile negotiations.

Some studies however suggest that males are analytical, competitive, assertive, dominant, and individualistic while as females are compassionate, warm, soft-spoken, understanding, and sensitive to the needs of others (Dobrijevc, 2014). A study carried out by Mazei, Hüffmeier, Freund, Stuhlmacher, Bilke, Hertel (2015) indicates that women face worse in negotiations that involve more ambiguity.

H2: Women negotiators are significantly more amicable than men.

Table 4: T-test results

	GENDER	N	Mean	Std. Deviation	Std. Error Mean	t value	sig
Amicable style	Male	235	3.8908	.51991	.03288	-1.076	.283
	Female	52	3.9387	.47477	.03003		

In hypothesis 2, it was presumed that women executives would be more likely to adopt amicable style than men. The results however did not reveal any significant difference ($t = -1.076$, $p>0.05$). Our finding stands contrary to most of the existing literature claiming that women focus more on relationship building than men do. Calhoun and Smith (1999) point out that women mostly rate themselves as friendly and reliable. Men, as compared to women are indifferent towards maintaining relationship between the parties and more concerned about maximizing their own interests (Miller, 2014). Past research has shown that women feel less entitled to higher salaries as compared to men most likely due to the social behavior they are expected to display due to patterns of socialization (Callahan-Levy & Messe, 1979). There lies a huge difference between how women treat negotiations and how do men perceive them particularly owing to the

fact that women value relationships more than personal gains out of negotiation (Kolb, 1993). Some studies suggest that relationship orientation of women particularly in negotiations is an impression management strategy. It is a protective strategy that women take up in order to avoid negative impression (Lee, Quigley, Nesler, Corbett, & Tedeschi, 1999).

H3: Women negotiators are significantly more equitable than men.

Table 5: T-test results

	GENDER	N	Mean	Std. Deviation	Std. Error Mean	t value	sig
Equitable Style	Male	235	3.905	.50417	.03189	1.282	.201
	Female	52	3.851	.44580	.02819		

Table 5 shows the comparison between males and females in terms of adopting equitable negotiation style. The results clearly indicate that adoption of equitable style of negotiation ($t = 1.282$, $p > 0.05$) was statistically insignificant with regards to gender. The results therefore do not support the assumption. Studies suggest that gender difference in negotiation styles can largely be attributed to the fact that relationships play a more central role in the lives of women than in men, thus causing women to adopt integrative negotiation styles (win-win) more often than the distributive (win-lose) ones. While negotiating, women, unlike men, prefer to be accommodative (Greeff et al., 2000; Rubin and Brown, 1975), while as men, unlike women, enjoy confrontational behavior (Rosenthal and Hautaluoma, 1988), aggressive (Kilman and Thomas, 1977), and competitive (Rubin and Brown, 1975). Research carried out by Kimmel, Pruitt, Magenau, Konar-Goldband and Carnevale (1980) also supports the view that female negotiators have greater inclination towards integrative (win-win), and compromising or equitable strategies compared to men who focus on distributive, competitive, and aggressive strategies.

Watson (1994) confirms that power determines the negotiation behavior but not the gender. Kanter (1977) argues that since women are expected to be submissive, warm, compassionate and display subordination, therefore such behavior determine a low status with low power. It is pertinent to mention that if women have been seen as more cooperative in negotiation, it has more to do with power they enjoy rather than gender.

H0: There is no significant difference in negotiation styles with respect to demographic variables (qualification, experience and age).

Table 6: T-test results

	Qualification	N	Mean	Std. Deviation	Std. Error Mean	t-value	sig
Analytical style	Post Graduation	184	4.0365	.52215	.03336	1.135	.301
	Graduation	103	3.9919	.43873	.02747		
Aggressive style	Post Graduation	184	3.9823	.46258	.02955	1.115	.249
	Graduation	103	3.9361	.43231	.02707		
Amicable style	Post Graduation	184	3.9610	.54266	.03467	2.043	.042*
	Graduation	103	3.8703	.44738	.02802		
Equitable style	Post Graduation	184	3.8645	.49614	.03170	-.635	.525
	Graduation	103	3.8916	.45678	.02860		

The result of t statistic as presented in Table reveal that the qualification has no significant effect on analytical Style $t = 1.135$, $p > 0.05$. Furthermore, aggressive style insignificantly varies with respect to the qualification $t = 1.11$, $p > 0.05$. It was also found that adoption of amicable style varies significantly with qualification $t = 2.043$, $p < 0.05$. However qualification was found to have no significant effect on the adoption of equitable style of negotiation $t = -.653$, $p > 0.05$.

Table 7: ANOVA results

		Sum of Squares	df	Mean Square	F	Sig.
Analytical style	Between Groups	.241	3	.080	.346	.792
	Within Groups	115.420	523	.233		

	Total	115.662	526			
Aggressive style	Between Groups	.937	3	.312	1.565	.197
	Within Groups	99.012	523	.200		
	Total	99.949	526			
Equitable style	Between Groups	3.392	3	1.131	5.109	.002*
	Within Groups	109.758	523	.221		
	Total	113.150	526			
Amicable style	Between Groups	1.389	3	.463	1.877	.132
	Within Groups	122.331	523	.247		
	Total	123.720	526			

Table presents ANOVA of negotiation styles with respect to the experience of firm owners, it depicts that experience has no significant effect on the adoption of Analytical style of Negotiation, $F = .346$, $P > 0.05$. Again aggressive style was found insignificant towards the age groups of the middle level executives $F = 1.565$, $p > 0.05$. Further, it was also found that there is no significant effect of experience on adoption of equitable negotiation style, $F = 5.109$, $P > 0.05$. For Amicable style as well, experience stands to be statistically insignificant $f = 1.877$, $P > 0.05$.

Table 8: Post-Hoc results

Post-Hoc					
		N	Mean	Std. Deviation	Std. Error
Analytical Style	1-5 years	109	4.0148	.44742	.02759
	6-10 years	42	4.0083	.56344	.04600
	11-15 years	65	4.0523	.45499	.06939
	above 16 years	71	3.9648	.38567	.04577
	Total	287	4.0093	.47581	.02073
Aggressive Style	1-5 years	109	3.9593	.43655	.02692
	6-10 years	42	3.9945	.48123	.03929
	11-15 years	65	3.9721	.42668	.06507
	above 16 years	71	3.8547	.40333	.04787
	Total	287	3.9563	.44558	.01941
Equitable Style	1-5 years	109	3.8204	.47594	.02935
	6-10 years	42	3.9787	.48280	.03942
	11-15 years	65	3.9767	.39571	.06035
	above 16 years	71	3.8085	.41602	.04937
	Total	287	3.8766	.46946	.02045
Amicable Style	1-5 years	109	3.8647	.48769	.03007
	6-10 years	42	3.9650	.52218	.04264
	11-15 years	65	3.9709	.48553	.07404
	above 16 years	71	3.9640	.43110	.05116
	Total	287	3.9153	.49176	.02142

Table presents the mean difference of post hoc test among four groups based on experience of respondents. The results indicate that among the four experience groups, the inclination towards equitable style is shown by respondents possessing an experience of 6-10 years.

Table 9: ANOVA results

		Sum of Squares	df	Mean Square	F	Sig.
Analytical style	Between Groups	2.616	5	.523	2.287	.045*
	Within Groups	113.045	521	.229		
	Total	115.662	526			
Aggressive style	Between Groups	3.258	5	.652	3.329	.006*
	Within Groups	96.691	521	.196		
	Total	99.949	526			
Equitable style	Between Groups	6.440	5	1.288	5.963	.000*
	Within Groups	106.710	521	.216		
	Total	113.150	526			
Amicable style	Between Groups	3.955	5	.791	3.263	.007*
	Within Groups	119.764	521	.242		
	Total	123.720	526			

Table presents ANOVA of negotiation styles with respect to the age of the firm owners, it was found that the age has a significant effect on the adoption of Analytical style of Negotiation, $F = 2.287$, $P < 0.05$. Again aggressive style was found significant towards the age groups of the firm owners, $F = 3.329$, $p < 0.05$. Similarly, it was found that there is a significant effect of age on adoption of equitable negotiation style, $F = 5.963$, $P < 0.05$ and on amicable style $F = 3.263$, $P < 0.05$.

Table 10: Descriptive statistics

		N	Mean	Std. Deviation	Std. Error
Analytical Style	Upto 24 Years	03	4.2917	.36670	.10586
	25-30 Years	82	3.9903	.43929	.03162
	31-35 Years	21	4.0269	.53220	.05519
	36-40 Years	133	4.0913	.43519	.04267
	41-45 Years	48	3.9635	.51826	.07480
	46 And Above	77	3.9091	.50963	.05808
	Total	287	4.0093	.47581	.02073
Aggressive Style	Upto 24 Years	03	4.1333	.42923	.12391
	25-30 Years	82	3.9342	.38844	.02796
	31-35 Years	21	3.9331	.48782	.05058
	36-40 Years	133	4.0726	.45767	.04488
	41-45 Years	48	3.9417	.51523	.07437
	46 And Above	77	3.8641	.44279	.05046
	Total	287	3.9563	.44558	.01941
Equitable Style	Upto 24 Years	03	3.8667	.33394	.09640
	25-30 Years	82	3.7792	.45587	.03281
	31-35 Years	21	3.8903	.50520	.05239

	36-40 Years	133	4.0731	.40775	.03998
	41-45 Years	48	3.9000	.47401	.06842
	46 And Above	77	3.8257	.48043	.05475
	Total	287	3.8766	.46946	.02045
	Amicable Style				
	Upto 24 Years	03	4.0625	.38620	.11149
	25-30 Years	82	3.8157	.50166	.03611
	31-35 Years	21	3.8978	.48934	.05074
	36-40 Years	133	3.9904	.45678	.04479
	41-45 Years	48	4.0104	.56011	.08084
	46 And Above	77	4.0026	.44667	.05090
	Total	287	3.9153	.49176	.02142

Table presents the mean difference of post hoc test between six age groups of respondents. The results indicate that adoption of analytical style significantly varies for the respondents having experience up to 24 years. The table demonstrates same results for amicable and aggressive styles. However, the adoption of equitable style of negotiation significantly varies for the respondents falling in the age group of 36-40 years.

With regards to qualification, our study opines that the adoption of an amicable style of negotiation is influenced by the level of qualification. In sync with our findings, qualification significantly impacts intuitive and analytical negotiation styles (Osman-Gani and Tan 2002). Though there lies some difference in the nomenclature, however, intuitive style has a pretty good resemblance with amicable style as given by Kumar et al. (2009). Studies also reveal that graduates have fewer tendencies towards competing negotiation styles and have more tendencies to adopt avoiding style when they are compared to post-graduates/doctorates. This could be attributed to the reason that at the lower level of education, individuals are not certain about their needs and are not much experienced in business dealings and that is why they tend to prefer avoiding style more and competing style less ("Communication and Negotiation Styles an Empirical Analysis", Banwari, Anshu p.10). Our finding with regard to experience indicated that only an equitable style of negotiation is influenced by the years of experience and not the rest of the three. Further, with regard to age, our findings indicate that the adoption of an equitable style of negotiation is influenced by the age of respondents. Similar results have been reported by a study depicting that with an increase in age, the inclination towards preferring a compromising style decreases while as collaborating style increases which is in line with our findings "Communication and Negotiation Styles an Empirical Analysis" (Banwari, Anshu p.10). Our study also revealed that adopting analytical, amicable, and aggressive styles is also influenced by the age group in which the respondents fall. Taking into account all the results, we partially accept H0

5. SUMMARY AND CONCLUSION

Conflict has been one of the unavoidable components of human interactions. Broadly speaking people working in organizations face conflicts that arise out of internal and external sources. External conflicts may be minute disputes that normally emerge out of an unsuccessful negotiation. At times, an external conflict leads to a long-term legal battle. As the name suggests internal conflict takes place within the four walls of an organization. The causes of internal conflicts are mostly related to wages, working conditions and other related benefits. Irrespective of the fact that whether the conflict is internal or external, organizations need to be very concerned about conflict resolution styles adopted by those who are entrusted with a job to strike a better deal. Negotiation is not only an interaction between two parties sitting across the table taking place in a vacuum, but it puts at stake the interests of dozens of stakeholders who need to understand how success will be defined for all sides and what procedures each negotiator is obliged to accept, so imparting training to one does not make it a success at first place. Negotiation tends to lose its essence with negotiator's faulty beliefs and self-serving biases, which makes them overlook that negotiation does not necessarily involve a fixed pie and that their interests might complement their counterparts. Moreover, what needs to be understood is that negotiation as a skill

cannot be imparted in simulated conditions. It has to be flexible enough to suit the varying contexts such as the number of parties involved, attractiveness of each party's alternatives if there is no agreement, form of communication possible among the parties and so on and so forth. If at all such issues could be addressed through training based on empirical research; theories and models, then "roaring success" of organizations would be an understatement.

Keeping in view the significance of adopting a proper negotiation style researcher (Mckenzie, 2002) have warned that use of inappropriate style of can have serious implications for an organization. Therefore organizations need to understand the relevance of a particular style of negotiation in the context of a given situation.

To bridge the research gaps in the extant literature, the present study was designed to assess the negotiation styles adopted by middle level executives working across organizations in Kashmir. The other objective of the study was to examine the influence of gender and demographic variables on adoption of a specific negotiation style. Further, the study attempted to identify the gendered difference in negotiation styles.

The results of the study suggest that men tend to adopt an aggressive style of negotiation quite often as compared to women, wherein they portray their assertive behavior by prioritizing their own interests. In line with the persistent stereotypic beliefs and social expectations, women on the other hand do not show much inclination towards an aggressive style, probably fearing the undue consequences of being viewed as non-communal. It was also found that men are no better than women when it comes to meticulously analyzing all the relevant information beforehand in order to have firsthand knowledge about various issues that might pop up while negotiating. Thus men and women both were found to prefer analytical style of negotiation.

By remarkably assuming the imperative societal and organizational roles, women have emerged as epitomes of selflessness. Maintaining and nurturing relationships is what comes as an inherent trait that women are equipped with. The same is reflected when it comes to negotiation, women are found to put the interest of the group above their self-interests. In the study therefore, female negotiators were found to prefer an amicable style of negotiation. Incongruously men were also found to adopt an amicable negotiation style. Therefore it can be concluded that gender does not influence the adoption of amicable negotiation.

Though most of the previous studies have found women to adopt a collaborating style of negotiation while men opting for a competing styled negotiation, our study stands contrary to the previous studies showing no considerable difference in adoption of equitable/collaborating style of negotiation by men and women.

The influence of demographic factor (age, experience, qualification and designation) was also assessed for the negotiation styles. The analysis revealed that there was a significant difference in amicable style of negotiation with respect to designation and qualification. Talking about the analytical style, no significant difference was found with regards to demographic variables. Further, equitable style showed a significant difference with age and lastly aggressive style was found to vary significantly with designation variable.

The results of the study are in consonance with the findings of some previous studies however some of the results were in contradiction as well. Given the scant literature available on the influence of demographic variables the study could not compare the results regarding demographics.

5.1. LIMITATIONS

- This study was confined to Srinagar District of Kashmir Division only. It should have been extended to other districts.
- Also, for the current Study only one variable that is negotiation styles has been taken up.

5.2. FUTURE DIRECTIONS

- The present study studied the negotiation styles adopted by middle level executives. Therefore future studies should work on negotiation abilities of executives working across organizations.
- Needless to mention that personality traits determine human behavior therefore, influence of personality traits on negotiation ability and styles could also be studied in future.
- Future studies can also club variables like negotiation ability, negotiation styles and outcomes of various styles adopted.

6. IMPLICATIONS

In this Global village where organizations are making huge strides in order to stay in the fray and emerge successful, negotiation as a skill has occupied an imperative place because globally we are connected through effective communication which at an organizational level lies with the handful of people who ensure success through their negotiating ability, styles and an appropriate strategy at an appropriate time. Deals worth billions of Dollars between organizations boils down to how skillfully negotiators from each organization carry out the deal in their own favor and reach their respective BATNA (Best Alternative for Negotiated Agreement).

Research in this area is however incomplete unless gender as an important variable is taken up and discussed about because women occupy almost all the distinguishable positions in organizations and thus cannot be overlooked while talking about negotiation. Though women mostly face glass ceiling due to the persistent stereotypic beliefs held by the society but they are not held back and this fact in itself has increased the inquisitiveness and lured the scholarly attention since decades. How women negotiate and how and why do they differ from men on this account has been of keen interest to scholars. Individuals preferred negotiation styles may be influenced by many variables like education, age, income, culture, past experiences, and religions. A great deal of research has been carried out on gendered negotiations but however the studies are inconclusive and inconsistent. In the present study therefore a maiden attempt is made to study the influence of gender on negotiation styles in Kashmir division.

CONFLICT OF INTERESTS

None.

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