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IC04

Master Thesis  
The Department of Business Studies

**Running head: GENDER ROLES IN NEGOTIATION**

# **Women's perception of how female negotiators are different – a multicultural perspective**



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**Foreword**

This Master's thesis marks the ending of my studies at the Kristianstad University. Learning administration and international business from so many excellent teachers has truly enriched my competences and will surely be an asset in my upcoming worklife.

Writing a thesis for the second time, I was more than aware of the time limitations on one hand and on the other hand, the demands on producing writing of an academic value. After having chosen a topic close to heart it was challenging to work against the clock.

This is a good opportunity for me to thank all the respondents for taking time to participate and share their insights and experiences of behavioral and cultural aspects related to this study. A special thanks to my tutor, Dr. Klaus Solberg Soilen for his guidance through the wilderness of reaching a Master thesis. Finally, I would like to send my gratitude to my friends and family in Sweden, Turkey and Italy for their help and advice during these months.

Serap Kocacenk

## **Executive summary**

*The purpose of this study was to examine gender role differences in negotiations in China, Italy, Sweden and Turkey. The theoretical frame was derived through research within social sciences; business, psychology and social studies. The empirical study was conducted through a webbased survey in Italy, Sweden and Turkey. Women's perceptions of gender roles in negotiations were studied and the consistency with the chosen theories was tested. The results for China were based on secondary data. The analysis clearly identifies gender role differences in negotiations as well as cultural differences between the chosen countries. Findings show that female negotiators should imitate key characteristics preferred in the studied cultures, to gain power and be accepted as equal negotiators.*

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## 1. Introduction

*This chapter starts with a description of the background of the thesis, which is followed by a discussion of the problem. Thereafter, the purpose of the thesis is discussed and the research questions are presented. The limitations are accounted for and finally, an outline is provided for an overview of the thesis.*

### 1.1. Background

Living in the global age we interact with a world of cultures and the cultural differences are more evident. In business, there is a need to understand behaviors of people who derive from a totally or moderately different set of values and traditions in order to be successful in business relationships and deals. Marsella (2005) discusses relations between cultures and the differences regarding the elements of power, control and influence. The author defines culture as a:

“shared learned behavior and meanings that are socially transferred in various life-activity settings for purposes of individual and collective adjustment and adaptation” (p.657).

This underlines the significance of having knowledge about the unspoken groundrules and norms of a culture in inter-cultural negotiations (Metcalf, 2001). If not, there is a risk that negotiator behavior cause frustration and lead to misunderstandings (Metcalf et al. 2001).

To lay down a narrower, more interesting subject one could distinguish personal characteristics relevant to behavior and expectations. One of the main personal characteristics is considered to be that of gender (Canet-Giner, 2007). Research seems not to be extensive concerning whether or not gender roles are variables that affect the outcome of professional negotiations. Furthermore, if gender roles affect outcome, how and why is this fact? Needless to say, women have long been “the weaker sex”, meaning statistics have shown strong indications of discrimination concerning wages, percentage of women in top management positions, etc. It should be safe to be general when expressing these thoughts. A study in cultural behavior in negotiations considering gender roles should bring interesting findings for firms that are negotiating across borders. Gender role differences are difficult to change, because after having been accepted, they are

considered as responsibilities. Consequently, it is often difficult to understand that equal professional opportunities for negotiators, men and women, are necessary.

**To conclude;** a study that frames culture, negotiations and gender could contribute with valuable intelligence for managers and negotiators, in particular female professionals.

## **1.2. Problem Discussion**

To be general, females have always had an inferior status to males. The problem of acceptance of female colleagues in management positions have been discussed vividly throughout decades. Specifically, in Sweden, the women are coming on strong with more management-positions than ever. The equality in Sweden has been shown to be, in relative terms, high in the studies of Hofstede (2001). He considered Sweden as being a feminine culture, meaning that Swedish culture places value on relationships and quality of life. In masculine cultures, more value is put on competitiveness, ambition and accumulation of wealth. Hofstede (2001) considers Japan to be the most masculine culture (Hofstede, 2001).

There are no good reasons of why women should not have the chance of existing in the same field as men and have the same chances of making careers in the same industries as well. Women should fight the battle-field to gain ground as negotiators and have same possibilities as men. However, at present time differences are a fact. Studies in this field are essential in women's pursue of knowledge as a mean to reach equality in the male-dominated positions.

This dissertation will look into the field of female negotiators within countries in Asia, the Mediterranean area and the Nordic area. Four countries have been selected: China, Italy, Sweden and Turkey. Cultural differences affect outcome in negotiations. Needless to say, different cultures have their own tradition of what women are suitable to choose as a profession. A probable problem for many female negotiators is the difficulty to become fully accepted within their profession, primarily by their own culture and secondly by other cultures, international negotiations. Consequently, firms should review procedures when

going from national to international negotiations, depending on the values and behaviors of the two interacting cultures. If this factor is to be taken lightly, there is a risk that culture clashes occur and that negotiations take a turn not accounted for.

This paper aims at presenting differences in female behavior between the chosen cultures. An important task will be to define which contributions female negotiators bring to negotiations in comparison to their male colleagues. Also the contrast; the negative aspects that female negotiators contribute will be defined. It will also be discussed if it is possible for women to copy key male characteristics to gain more power in multicultural negotiations.

### **1.3. Purpose**

The purpose for this study is to reveal the gender roles in negotiations in a multicultural perspective. It is interesting to study the impact of behaviors on negotiation outcomes and how these outcomes affect the expectations and perceptions of future negotiations.

This study aims to examine effects of multicultural gender role perceptions and to suggest ways to overcome possible problems for professional female negotiators.

### **1.4. Research Questions**

Based on discussion of problem area and to achieve the purpose following research questions are defined:

#### **To be tested empirically:**

- 1) How do women in different cultures/countries perceive that females negotiate with men?
  - a) What differences in female behavior are there between cultures/countries?
- 2) Do women perceive that females bring additional contributions to the table compared to their male colleagues?



- a) Do women bring negative aspects to the table compared to their male colleagues?
- 3) In what ways are female negotiators different?

**To be tested in theory:**

- 4) How can women be accepted as equal negotiators in intercultural negotiations, where men traditionally are thought to possess more power?
- a) Are there any indicators that women can imitate key characteristics that are preferred in specific countries to achieve more power when negotiating?
- 5) When do gender differences matter in negotiations?
- 6) If negotiation behavior influences outcome, how do gender differences affect behavior choice?
- a) How is this knowledge of value for firms?

**1.5. Limitations**

This research is, like every research, restricted in available resources. The limitations of this thesis are described as follows:

- focus is on women's perception
- four countries are included in the study, whereas the primary research is only conducted in three of them

The focus of research is limited to women's perception of gender roles in negotiations. Women's perception can be considered to be more important in measuring cultural differences in gender roles, where the focus is on the female. Within the studied cultures the males' perceptions were disregarded and the primary research is thus only based on perceptions of one gender rather than both.

The literature offers a wider view on the problem than the primary research is able to shed light on. This will add completion and bring deeper understanding in

the primary research. Moreover, the literature will provide with all the information related to the study of the Chinese market.

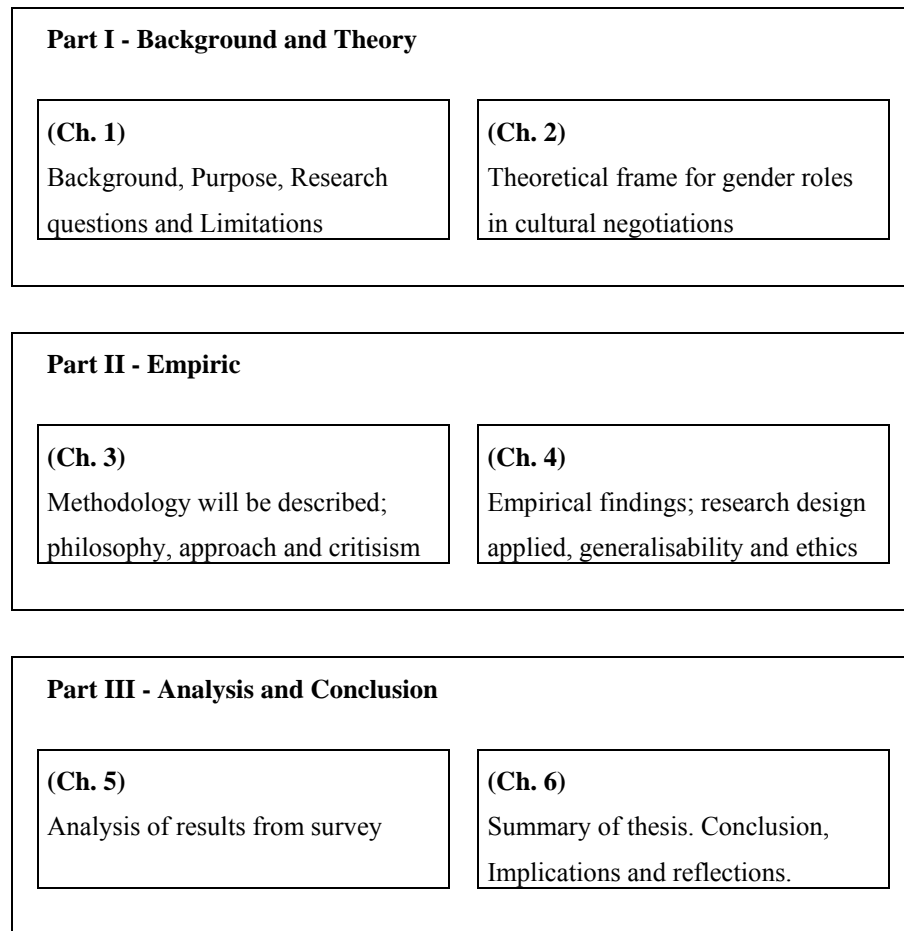
### **1.6. Summary of introduction**

Some concluding remarks can be useful as a reminder about the most important points that have been discussed in the introduction. (1) Theoretical frame of culture, negotiation and gender roles. (2) Purpose; to reveal gender roles in negotiations. (3) Empirical study in Italy, Sweden and Turkey combined with theoretical study of China. Terminology used in this thesis are defined after this chapter. Information about the survey as well as results is to be found in following:

- Survey in Appendix 1
- Respondents' answers in Appendix 2
- Diagrams and tables in Appendix 3

### **1.7. Disposition of thesis**

This thesis consists of three parts; background and theory, empiric and analysis and conclusion, see Figure 1. First part: introductory chapter, followed by the theoretical reasoning (chapter 2). Thereafter, the second part: the methodology and the empirical material (chapter 3) and the analysis of the study (chapter 5). Finally, in the conclusion there will be a discussion about the results, implications for management (chapter 5).



**Figure 1 – Disposition of thesis**

## Terminology

- Gender role = is a set of norms associated with males and females within a particular society or culture.
- Country = a geographical area, a nation where people live.
- Culture = attitudes and behavior that are characteristic for a specific population.
- Behavior = acting connected to cultural values and norms, controlled by Culture.
- Androgyny = a person who has flexible character and therefore can display both male and female behavior.
- Egalitarian = a person who believes in equal rights for everyone.  
Individualistic cultures are usually egalitarian.
- Hierarchical = classifying people after criteria. Opposite to egalitarian.  
Eastern countries are often hierarchical, e.g. China
- Guanxi = network of personal and business related contacts, e.g. in the Chinese society

## 2. Theory

*In this chapter, the theoretical frame is presented. Relevant theories concerning cultural differences in negotiations are presented. The gender differences and behavioral aspects will also be presented. This chapter represents the foundation of the research and will provide with tools to be used in the analysis in chapter 5.*

Many researchers have studied the fields of cultural differences, negotiation and the differences between genders. However, not many have studied or discussed gender related issues in negotiations. Therefore, the theoretical frame for this study will consist of theories within culture, negotiations and gender roles. The authors of cultural writings often refer to gurus within the area. Edward T. Hall, anthropologist and cross-cultural researcher, with lifelong experience from Europe, Middle East and Asia. Hall (1959) investigated inter-cultural communication skill and is behind the expressions: high-context culture versus low-context culture. Gerard Hendrik Hofstede has conducted research in 70 countries and has introduced a cultural dimension of Western and Eastern perceptions of masculinity and femininity. Masculine cultures value e.g. competitiveness and feminine cultures value e.g. relationships. Consequently, feminine cultures tend to be less dramatic than masculine cultures.

This chapter will start by introducing culture and cultural elements, cross cultural business behavior, ways of communication and a discussion about gender roles. Subsequently, Chinese culture and gender role will be discussed, followed by Italian, Swedish and Turkish way, referring to cultural differences and gender roles, see Figure 2.

<b>Culture:</b>	<p>The silent language of culture</p> <p>Cross cultural business behavior</p> <p>Nonverbal ways of communication</p> <p>Backlash effect</p>
<b>Gender roles:</b>	<p>Battle of genders</p> <p>Chinese culture and gender roles</p> <p>Gender roles in consideration to culture</p> <ul style="list-style-type: none"> <li>- Italian way</li> <li>- Swedish way</li> <li>- Turkish way</li> </ul> <p>Summary</p>

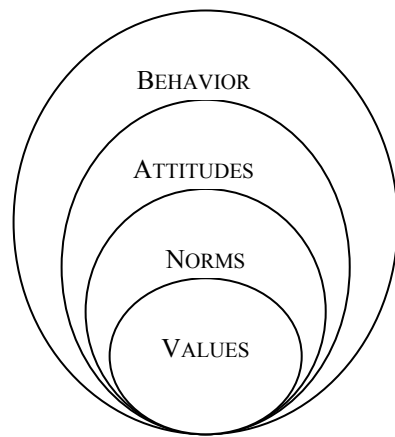
**Figure 2 – Theoretical layout**

### **2.1. Silent language of culture**

The expression “the silent language” was coined by Hall (1959) and refers to culture as being a language where

“common pool of information and assumptions to interpret each others’ statements, actions, and intentions” (as cited in Salacuse, 1999, p. 218).

Culture defined as a silent language indicates the difficulties in communication and understanding that is encountered in international business. It must, however, be treated as an important aspect of conducting successful business abroad. Complexity of culture is introduced and defined with four elements that are closely connected, see Figure 3 (Salacuse, 1999):



**Figure 3 – Cultural elements**

The core element of the cultural elements is values, which can be about how to conduct meetings. Unfortunately, since the values are embedded and covered by the other elements, norms, attitudes and behavior, they are difficult to detect. Nevertheless, it is important that the negotiators understand the values underneath the actual behavior shown by the counterpart. Furthermore, the author points out three main rules that are of relevance when coping with cultural issues. First rule is to put effort in **learning the culture** you are to deal with. Though it can be difficult to learn about the culture in full, it is suggested that available sources should be used; such as histories of the culture, ethnographic studies, personal contacts that have an insight in the culture, etc. Second rule is **to not stereotype**. Even though one has found out facts about a culture, it is merely a generalization of a culture. Not all Swedes are the same and not all Turkish are the same either. Have also in mind the power of other sources: personality differences, certain behavior induced by the representation of the company. The final rule given in order to cope with cultural issues is **to bridge the culture gap** with the help of following possibilities:

1. **Bridge the gap using the counterparts' culture.** To try to identify oneself as being somehow related to the culture in question. Or try to use the culture somehow in order to band and build a relationship.
2. **Bridge the gap using the own culture.** By persuading and stimulate the counterpart to learn and adopt the own culture. This technique can be costly.

3. **Bridge by using both cultures.** Building a bridge from each side of the cultures by mixing significant details from both cultures. A mediator can be used in order to get a harmonious mix.
4. **Bridge using a third culture.** It can be frictionless to adopt the culture that does not belong to country A or B, but in fact to country C, (Salacuse, 1999).

The facets of the cultural dimension are affecting negotiation behavior and it is difficult to actually point out the values of a culture because of the fact that they are so well hidden underneath the behavior, attitudes and norms. It is not easy to reach a point where culture becomes understandable and foreseeable for the negotiation process to progress in a smooth way. Therefore, it should produce satisfaction in the outcome of negotiations if bridging the cultural gap could be combined with learning the opposite culture.

Kevin Avruch (2000) approaches the definition of culture by explaining it in a rather unorthodox way: what in fact is not culture. Culture is not homogenous, a thing, uniformly distributed among group members, customary nor timeless. In fact, an individual possesses more than a single culture. Culture is further about interpretation and meaning of **images and encodements** which are handed down by past generations and change or is re-created by new generations. Because of social and psychological reasons, the distribution of these images and encodements is not the same within a country. Hence, the difficulty of characterizing single individuals by learning about a country's culture in general terms. The author provides with a suitable example: scientists or engineers from different cultures might have an easier communication because of shared images and encodements that come with the profession, than the communication with members from the own culture (Avruch, 2000).

In the article of "Research report: Culture and negotiation strategy", *Negotiation Journal*, 2004, Wendi Adair et al. have examined the role of information sharing and power strategies. Their findings are based on studies in six countries: U.S., Brazil, Japan, Russia, France and Hong Kong. The authors found indications that information exchange is closely connected to joint gains. On the other hand,



power-based strategies were not found to be closely connected to joint gains, as was expected before the study was executed. There were three power strategies considered: legitimacy; where status (most frequent in hierarchical cultures) makes the power legitimate. Secondly, information persuasion, where facts are emphasized in order to gain power was considered. The third power strategy that was considered was information persuasion with sanctions, where one attempts to gain power by using facts in combination with threats (Adair et al., 2004).

#### 2.1.1. Cross cultural business behavior

In the book “Cross-cultural business behavior”, 2001, Richard R. Gesteland shares his knowledge and 35 years of experience of how business is done across the world. The author points out that the world can roughly be divided in two: the **deal-focused** (DF) and the **relationship-focused** (RF) markets. The latter is represented by a larger part of the world: the Arab world, most of Africa, Latin America and Asia. As the name RF suggests, people from these cultures gets business done through personal contacts. Guanxi is a word that is well-known in East and Southeast Asia and means that deals are dependent on who you know or who someone else knows, as there is a possibility to use their Guanxi. Following cultures are considered to be DF: North Europe, North America, Australia and New Zealand. DF people are comfortable in doing business with strangers and are known to talk business after merely a couple of minutes of acquaintance. As Gesteland (2001), Nilsson and Molnár (2000) point out, RF deals take longer time than DF deals. The authors mention two reasons: the indirect approach and the building of trust and development of personal relationships. The **indirect approach** refers to the arrangement of a proper introduction to the person there is a need to talk to. In lack of a trade show as a mean for an introduction, one can use the help of a third party to make an acquaintance. It is even possible to hire a consultant for a successful introduction. In strongly RF cultures the getting to know you game can go on for days before any matters of business having been discussed. Nilsson and Molnár (2000) argue that the time-aspect can from time to time be used as a tactic in negotiations. Patience can pay off when different offers are weighed until the decision is optimal (Nilsson & Molnár, 2000).

Gesteland (2001) discusses further differences between DF and RF cultures, such as the communication methods: low context communication in DF and high context communication in RF. DF people tend to be direct and to avoid ambiguity. Therefore, they choose their words carefully and mean exactly what they say. On the other hand, indirect RF people's choice of words are carefully planned not to be direct, blunt or to cause loss of face. To cause someone to lose face is to offend someone, which is banned in RF cultures. To be direct and straightforward is considered to be immature and even childish. In contrast, in DF cultures frankness and directness is considered to be linked to honesty and sincerity. Sincerity, however, is interpreted somewhat differently for an RF person; a sincere respond is to declare ones willingness to help, even when it is impossible to do just that. As the verbal communication is important in negotiations, so is also the nonverbal behavior or communication. The communication is thus based on how skilled interpreter the negotiator is in interpersonal communication (Gesteland, 2001). In the following, the interpersonal communication will be thoroughly described.

#### 2.1.2. Nonverbal ways of communication

**Verbal** communication; the speech and meaning of words in a message, is an obvious way of communication. Negotiators have always conducted business face to face. Internet is facilitating negotiations through technical aids. However, a vast majority of negotiations are still done face to face. Therefore, in addition to verbal ways of communication, also **nonverbal** ways of communication will be discussed. According to Agneta Richardsson (2000) verbal communication accounts for 53 per cent of total communication, whereas the intonation accounts for 37 per cent and in a minority with only 10 per cent of the communication is the communication of words (Richardsson, as cited in Bergstedt-Sten, 2003).

**Gestures**, touching, body language, facial expressions, eye contact, voice, emotion, speaking style, status symbols and barriers are all tools used in nonverbal communication. Body language and facial expressions are excellent examples of tools controlled by culture. A signal or posture in one culture may have an opposite meaning in another one, i.e. raised eyebrows can mean, interest,

(North Americans), scepticism (British), hello (Filipinos), no (Turks), disagreement (Chinese). Bergstedt-Sten (2003) also points out the matter of body space. Swedish tend to prefer a larger space which may create problems in the south where the personal space is on shorter length, as in Italy, Turkey and China. Even gestures follow same principle as body space. In Sweden, gestures are poor as opposed to Italy and Turkey. This can lead to diffusion, since the small signals that a Swedish negotiator sends out is not understood and may be misinterpreted as an uninterested person. Finally, a message underlined by the author is the tendency to hear unspoken words or to read between the lines. This implies that everyone should train to be better listeners (Bergstedt-Sten, 2003). The authors of “The negotiation dance: Time, culture, and behavioral sequences in negotiation” Wendi L. Adair and Jeanne M. Brett (2005), have investigated the communication of unspoken words. They compare **high-context** negotiators to **low-context** negotiators. In high-context cultures not many things are said in words. The key to communication is to know the culture to understand what is communicated. These cultures are mostly found in eastern countries, e.g. China. High-context negotiators are more apt to communicate with both high and low-context negotiators, which give them an upper hand in negotiations and deals with western cultures. Low-context negotiators are typically found in western cultures. In these cultures, negotiators focus on expressing an exact amount of words in order to be direct. This is the reason why they most often experience difficulties in interpreting the high-context negotiators. The authors argues that low-context negotiators are in disadvantage by not being able to communicate with negotiators from high-context cultures (Adair & Brett, 2005).

Gesteland (2001) brings up the importance of formality. Especially Europeans, Americans and Australians should dress properly to state respect in deals with governments that have a history of Western colonial domination. Wise acts when unsure of required behavior could further be: to act according to local etiquette, address people by their surnames (Gesteland, 2001).

**Status barriers.** Gesteland (2001) provides with a discussion concerning the hierarchical and formal cultures, e.g. Saudi Arabia, Japan and China, status is measured by (1) age, (2) gender, (3) organisational rank and (4) whether it

concerns a buyer or seller. Consequently, a success in a negotiation is dependent on the sum of these measurements:

- **Age:** old has more status than young
- **Gender:** men has more status than women
- **Rank:** higher rank before lower rank
- **Position:** buyer has advantage over seller

In some cultures, men have no experience of dealing with women on equal grounds. Hierarchical view of women is totally different of the view held in egalitarian cultures. In egalitarian cultures, executives can very well be a woman. In contrast to what have been said of hierarchical cultures' lack of acceptance towards negotiating women, this only considers women within own nation. Because, the very same men accept doing business with women from other countries. This depends on their knowledge in the view on women in egalitarian cultures and that women in top management positions are acknowledged (Gesteland, 2001).

## 2.2. Battle of genders

Gender roles in various professional occupations, in particular within the area of business has always been debated. Women have throughout time taken on many roles that were traditionally reserved for men. Gender role is a set of norms associated with males and females within a particular society or culture. The expression battle of genders refers to the claiming of rights and disclaiming of responsibilities by the two genders. The behavior of negotiators determines the outcome of the negotiation. The authors Canet-Giner and Saorin-Iborra (2007) state that negotiation behavior can be either **integrative**, open and honest communication, or it can be **competitive**, which means to hide parts of essential information. The negotiation behavior is determined by contextual factors, such as time, pressure, cultural differences and by personal characteristics, especially that of gender. The authors also argue for the fact that women and men that are flexible and adaptable in their characteristics can show a feminine, masculine and androgynous profile (Canet-Giner & Saorin-Iborra, 2007).

### 2.3. Chinese culture and gender roles

The Chinese culture and the gender roles in China are very different from European cultures. Study of the differences between cultural values should provide explanations for attitudes and behaviors, and the causality with gender roles. The authors of “Gender impact on Chinese negotiation: Some key issues for western negotiations”, *Women in Management Review*, 2001, Hong Seng Woo, Doirean Wilson and Jonathan Liu present a guide for female western negotiators for success when doing business in China. The main, norms of Chinese culture are described as:

- **Face.** An implication of dignity. Maintaining face is as important as not causing someone else to lose their face.
- **Trust.** Chinese negotiators do not deal if in lack of trust.
- **Friendship.** Trust is closely connected to this characteristic. Because China is a culture that is relationship focused, trust and friendship often go hand in hand.
- **Guanxi networks.** This means the building a network of business relationships and the exchange of favours. Advantage and success in business can be measured by the size of the Guanxi network.
- **Status.** Is very prominent in negotiations and should be respected.
- **Ambiguity.** Directness is not appreciated in China. Ambiguity is used to be polite even though one expresses rejection.
- **Patience.** This characteristic can be an effective tool in negotiations with Westerners who often have a small time-frame.
- **Chinese protocols.** Codes of good conduct that are expected even from international negotiators, e.g. one can mark respect and appreciation by giving gifts to the host.

It is highly significant to be aware of these characteristics when conducting business in China. The authors found indications that status and Chinese protocols are gender biased. However, female Western negotiators can gain success in acknowledging these characteristics. The face characteristics can be especially important for female negotiators and used as an icebreaker. Chinese culture basis all business on friendship and trust. Therefore, individual aspects play an

important role. Mentioned characteristics are tools facilitating strong longlasting relationships. Achieving good business relations demands continuity in the personal relations (Woo, Wilson & Liu, 2001).

#### **2.4. Gender roles in consideration to culture**

Aiming to conduct a primary research in Italy, Sweden and Turkey, available theories about these countries will be looked into. Considering that Italy and Turkey are situated in the Mediterranean area, it should be logical to find similar theories concerning both.

#### **2.5. Summary of theory**

This chapter presented the theoretical frame for this research. Focus has been to gather relevant theories that will be of use in the analysis part and in the conclusion to answer the research questions. This a relatively untouched field of research. Works from practitioners within anthropology, cross-cultural business behavior and gender roles have been used.

Behavior is a cultural element and is based on attitudes, norms and values. Intercultural negotiations often result in misunderstandings and gender roles between in the cultures can cause problems if handled carelessly. Techniques for bridging cultural gaps and nonverbal ways of communication have also been presented. Next chapter will explain method and philosophy.

### 3. Method

*This chapter will present the philosophies adapted throughout the process of the research. Thereafter, the research design, explaining strategy and method will be explained.*

As stated in the introductory chapter, the purpose of this thesis is to examine effects of multicultural gender role perceptions and to suggest ways to overcome any indication of problems for female negotiators.

After the topic of this thesis was decided on, extensive literature and article reviews were conducted in order to gain a deeper knowledge and understanding of the concepts of culture, negotiation and gender. The three concepts are of complex nature when isolated, which makes it even more complex when mixed together in finding answers to a problem as the one in hand.

Time is a rare commodity during the process of conducting research, reading several works, contacting respondents in three different countries while in parallel, writing this thesis. The empirical study will be thoroughly presented in chapter 4. This chapter will explain the methodology related to perform this study.

#### 3.1. Research philosophy

According to Saunders et al. (2006), in preparing for research approach, strategy and method it is important to clearly define the research philosophy. The research philosophy is connected to the development of knowledge. The choice of philosophy should be related to the topic at hand.

There are three types of philosophies: positivism, realism and interpretivism. A **positivistic** view is used in natural sciences and tries to find regularities and patterns in order to make generalisations. Typical for this principle is to deduce hypotheses from theory where the researcher should affect the results as little as possible. The **realistic** view also acknowledges a scientific approach to knowledge. To understand data and information, realism points out the different

forces that affect people's perceptions. The **interpretivistic** view takes into consideration the complexity of the social world. This principle is adaptable when research in people's behaviors rather than behaviors of objects. Hence, the possibilities of generalisation are more difficult to adopt.

The philosophies adapted in this thesis falls into the principles of positivism and interpretivism. Since a narrow sample will not lead to law-like generalisations, the chosen theories will be empirically tested, where women's perceptions will be researched. An objective analysis will be conducted, which implies being value-free as in a positivistic view (Saunders et al., 2006).

### 3.2. Scientific research approach

After having defined the research approach it is suitable to define the research approach. There are two types of approaches: deductive and inductive. The **deductive** approach starts from gathering existing theory, to be reduced and comprised to hypotheses that are to be tested. A deductive approach aims to generalise and is therefore best suited to a positivistic philosophy. The **inductive** approach develops theories on qualitative data and is best suited when studying a small group.

The deductive approach is best suited for this study since the theory will be deduced in order to test it. Even though the aim for a deductive approach usually means generalisation, this will not be possible considering the limitations (see above 1.5 Limitations).

### 3.3. Data collection

The **primary data** has been collected through using primary sources when performing web-based survey in Italy, Sweden and Turkey. China also being part of this thesis was not used in the primary research because relevant material is available and this compromise will leave more time for analysis than to include China in the empirical study.



The **secondary data** is, by definition, data and information that is readymade and available to analyze, put together and presented in a combination of thoughts relevant to the own study. The secondary data for this study was carefully selected through reading articles, books, internet sites, case studies and journals. Several disciplinary fields were studied, such as: behavioral science, psychology, culture, negotiation and gender roles. The use of secondary sources provided a general understanding of the concepts, as well as a deeper knowledge of the defined problem area as well as it provided tools for analyzing the findings from the primary research.

### 3.4. Research design

The research design provides with solutions on how the research questions will be realized and performed. Research design consists of research strategy and research method and will be thoroughly explained as follows (Saunders et al., 2006).

#### 3.4.1. Research strategy

Considering that gender role perceptions in negotiations in three countries were to be studied, it was rather easy to choose to conduct a web-survey. This is a typical deductive approach which will be analysed through appliance of deduced theories, see Figure 3.

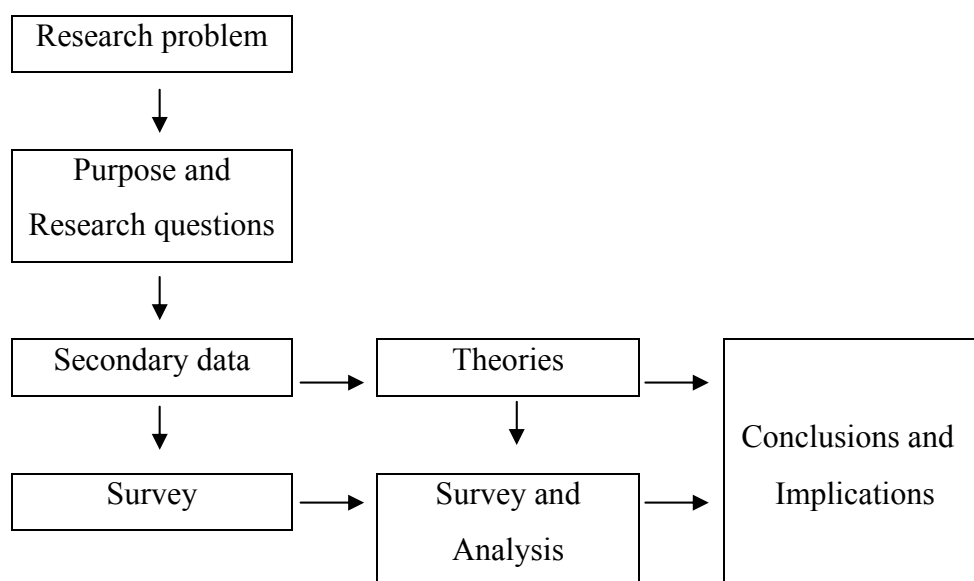


Figure 4 – Research strategy

### 3.4.2. Research method

For this study, the quantitative method was chosen instead of the qualitative one. The quantitative method provides with numbers to be analysed statistically. The qualitative method is analysis by relating to and involving comparisons of qualities; words are used to interpret the object.

The literature review was performed through searching for relevant books and databases in the university libraries of Kristianstad and Lund. The databases that was used to a larger extent were: Elin and Emerald.

A survey can be designed to gather qualitative, quantitative data or both. To collect quantitative data, it is of significance to phrase the questions well in order for the right meaning to be conceived the same by all participants. This should have a multiplied effect when research is done across several countries in a non-native language. The primary research was performed through a web-based survey. The details surrounding the survey, such as: the design and strategy, sample selection, validity, reliability and the faced challenges within the research process will be presented in chapter 4.

### **3.5. Summary of methodology**

This chapter explained chosen research methodology. A deductive approach will be conducted with a primary and secondary research. Quantitative method was chosen and a webbased survey in the form of a questionnaire was formed.

## **4. Empirical findings**

*This chapter will lay out the research design applied on the primary research. A discussion about the conducted survey will follow as well as a discussion of the reliability, validity and generalisability for this study. This chapter will end with a short summary.*

### **4.1. Design and strategy**

As discussed in the previous chapter, a research design means the strategy of how the purpose will be achieved through a research method. It is made clear which tools will be used in order to gather data and how the target group is defined. The empirical study was a web-based survey where 200-300 were asked to participate. The survey was only written in English; therefore it was imperative for the respondents to understand the language. In order to view the survey, please see Appendix 1. The phenomena of investigation for the empirical study were, as previously mentioned women's perception of the gender roles in the cultures of Italy, Sweden and Turkey. Further details of the empirical study will follow with the description of the survey and the sample selection.

### **4.2. Survey**

As previously mentioned, a survey is formed with the theoretical frame as a background. Moreover, a survey should be composed in a way that serves the purpose by answering the research questions. Before constructing the survey-questions, it is of significance that concentration is on what answers are of importance for the study. If not enough thought is put into it, the risk could be that the survey is too broad or too narrow. Consequently, the information gathering can have taken much time without gathering relevant information, which in turn makes it difficult to fully answer the research questions.

To have a clear and informative form is essential for the questions to be understood in the way they are intended. The dilemma is to give enough information without making the survey uneasy and too complicated to complete. Therefore, to some extent, it is the respondents' own interpretation that comes into action when they answer a question or statement.

To ask questions with qualitative nature without the purpose of adapting an interpretivistic philosophy can be considered a difficult task to undertake. However, by using a scale-system to reflect a perception or a view it can be possible to transform these data from being qualitative to quantitative. This method is usually performed with the use of Likert-scales. The empirical study for this thesis was done by using Likert-scales for all eight questions: the respondents were asked to rate their perceptions on a five-point scale whereby the findings could be analyzed through using tables and diagrams. The results of all surveys are provided for in Appendix 2.

### **4.3. Sample selection**

The sample was limited to working women that have had experience in negotiations in Italy, Sweden or Turkey. By studying women's perspective, the view of men is being cast aside and this gives us an angled view of the reality.

Several approaches were undertaken in order to find women with relevant profiles for the research. Contacts; friends, family, previous teachers, in all of the three countries were of big help both by participating as respondents and in providing me with their contacts. Moreover, Internet served as an information provider of contact details for possible respondents. More specifically, the academic network of Xing was used in order to find women with the right profile. Within Xing, a group exclusive for Turkish speaking women was found. This group had 353 members, at that time. Approximately half of these women had the right profile to become respondents. Hence, they were invited to participate in the study. The sample selection chosen is the convenience sampling. This means that the sample procedure is kept on until the necessary sample size is achieved (Saunders et al., 2006). The necessary sample size for this study was set to be between 30 and 60 respondents. Between 200 and 300 women were asked to participate and were contacted with mails written in English, Swedish and Turkish. The contact attempts were made during more than a week of intense contacting which makes it difficult to estimate an exact amount of the people that have been asked.

### **4.4. Generalisability**

Generalisability is closely connected to the positivistic philosophy and a deductive approach. The aim for this study that is conducted with a positivistic philosophy

and a deductive approach is to enable generalisation to a greater population. However, it is not possible to generalize human behavior based on a small sample size. To be able to generalise it would demand a considerably larger sample size than the one performed (Saunders et al., 2006).

#### **4.5. Validity**

Validity examines the findings and to what grade they actually are true (Saunders et al., 2006). In other words, a good research has a high validity. As mentioned previously, the interpretation of the respondents is hard to foresee and detect. The survey only had questions that measure perceptions. Validity is affected by a researcher's impact on the setting and the values of the researcher. Furthermore, qualities transformed to quantifiable variables should have a decreasing effect on the validity. A lot of care was invested in the formation of the survey-questions in order for them not to be misleading. A pilot-test was also undertaken in this concern.

#### **4.6. Reliability**

Reliability concerns the possibility of the same results being achieved through similar observations but in different times. A threat to reliability is the risk that the participants are biased. The answers may have been given to show a more attractive or unattractive picture than the actual. The research of perceptions also risks the reliability of this study. Because of the fact that the probability that people's perceptions to change is high.

#### **4.7. Faced challenges within the research process**

A few problems occurred during the research. The literature review was made during the starting week of thesis. Some of the books that were ordered were unfortunately never available during the whole time. This may slightly affect the literature review. Even though these books could have shed more light to the problem at hand, one can not be sure of how big the contribution could have been.

In addition, the survey could have been written in English, Swedish and Turkish. My knowledge in the Italian language is not extensive enough to use it professionally. Even though English is the most spread language in the world, its use in Italy, Sweden and Turkey can lead to misinterpretations and that the spread

of the survey will be limited to English-speaking professionals. Nevertheless, the survey was only performed in English. This decision was based on the fact that having more than one language toughens the analysis of the findings.

#### **4.8. Future research**

This area has many fields left to be explored. Suggestion for future studies could be: an in-depth study as a focus-group study researching women and means perceptions and values of the opposite sex. This would hints and reveal underlying values concerning gender roles in cultures.

It would also be interesting to do bring the research to another level by concentrating on the other end of gender: namely that of males. A similar study, researching males' perception of the attitudes and values lurking underneath the cultural behavior, would make it possible to compare with this study.

#### **4.9. Summary of empiric**

This chapter has provided with details of the empirical method. The right profile for participation as respondents was identified to following; working Italian, Swedish and Turkish women that have experience from negotiations. Furthermore, a description of the survey was performed. By using a web-survey it was made simple for the respondents to access the survey and to submit the answers. However, the low response-rate witnesses the difficulties of attracting respondents. Thereof, a discussion was included to explain the challenges that were encountered while performing the research.

## 5. Analysis

*In this chapter an analysis of the survey and the theory will be made. The analysis considers each research question separately and will be summarized in short after each section. Finally, a chapter summary will be provided for.*

Analyzing gender roles in negotiations within each culture, as well as the cultural differences between cultures, is significant for the purpose of this study. First three research questions (RQ) will be answered through empirical material, by using chosen theoretical framework. Analysis of the survey will be made in 3 parts, each part representing one research question. The survey in full, the data and the results are to be found in Appendix. Remaining three research questions will be answered only by deduction of theory. Analysis of the survey will be made in 3 parts, each part representing one research question.

The empirical study is narrow and limited and the findings can not be generalized. Hence, the analysis should only be seen as indications. Furthermore, it should be stressed that the respondents' answers are merely their perceptions of how the gender role behavior within their own culture is, in their own opinion, at completion time of survey.

**Total number of answers.** Before analyzing, it is important to have the response rate in mind. A total of 22 respondents participated, of which 6 answered for the Italian culture, 9 for the Swedish culture and 7 for the Turkish culture.

### 5.1. Females in mixed gender negotiations

The survey-questions were all formed to answer the research questions. Some of the survey questions may even be useful in analyzing more than one survey question. The analysis will start by treating research question 1, 2 and 3. They will be represented by Part 1, Part 2 and Part 3. Starting with Part 1, the analysis of the survey questions belonging to the first research question will be analyzed.

**Part 1****RQ 1**

How do women in different cultures/countries perceive that females negotiate with men?

- What differences in female behavior are there between cultures/countries?

**To answer part 1, following statements were rated by the respondents. The numbers represent the order of appearance in the survey. The statements are:**

**Statement 2** – “Women and men behave differently”

A majority of the respondents think that male and female behave differently. In other words, the respondents agree on cultural behavior being dependent on gender. Social and psychological gender perceptions derived from generation to generation provide images and encodements that interpret culture (Avruch, 2000). These might be transferred differently to male and female. In turn, this could imply that males might ascribe females positive and negative attributes inherited by former generations and changed or re-created by new generations. Hypothetically, partly depending on how deeply the images and encodements are rooted, an attempt of changing them could vary in result. This could mean that a culture that has a history of relative isolation, e.g. Chinese culture, might have more images and encodements that are deeply rooted than cultures that traditionally have been more open to cultural interchange.

One Italian respondents' comment was: “the male approach is surely direct, but the female approach is more persuasive to convince other to make a decision”. This statement shows that the respondent describes the behaviors as typical competitive behavior for men and integrative behavior for women (Canet-Giner & Saorin-Iborra, 2007).

**Statement 3** – “Male negotiators have stronger acceptance than female in negotiations”

The majority of respondents replied that male negotiators have stronger acceptance than female negotiators. The results of the Turkish respondents show



that 67 per cent disagreed with this statement. The Italian and the Swedish respondents have a vague majority that agreed with the statement.

**Statement 4** – “Female negotiators usually adapt to what is expected behavior by their male counterparts”

Nearly half of the respondents agreed or strongly agreed to the statement that female in their culture usually adapt to what is expected behavior by their male counterparts. This is an interesting statement indicating the degree of females that are willing to change their behavior in order to be perceived and accepted by the male professionals.

**Statement 5** – “Very often, international female negotiators are more successful when doing business in my country”

This statement investigates respondents’ perceptions of, if international female negotiators are more successful when doing business in their respective countries. The results show 55 per cent for “do not know”. This could mean that the respondents do not have experience of international negotiations. Hence, the indication of respondents lack of insight in international female negotiators. However, the results for Turkey are interesting because of the fact that 67 per cent agreed with this statement. This would mean that female negotiators conducting business in Turkey would be more successful in their negotiations than Turkish female negotiators.

#### 5.1.1. Summarizing analysis of gender and cultural differences

The respondents think that the behaviors are different depending on whether it is a woman or a man negotiating. According to the results, there are indications that males have a slightly stronger acceptance than females in the Italian and Swedish cultures, while in the Turkish culture, a vast majority of respondents claim the opposite. However, an international female negotiator seems to have better chance of succeeding in negotiations in Turkey than the national female negotiators. In general, there is a perception that adapting a masculine identity will lead to greater acceptance by male colleagues.

## 5.2. Female value compared to male value

The second part will compare the additional value that females might bring in general and specifically within the studied cultures. The analysis belonging to the second research question will be analyzed as follows.

### RQ 2

#### Part 2

Do women perceive that females bring additional contributions to the table compared to their male colleagues?

- Do women bring negative aspects to the table compared to their male colleagues?

**To answer part 1, following statements were rated by respondents. The numbers represent the order of appearance in the survey.**

**Statement 6** – “Women in my culture have some advantages in negotiations”

The results are similar for the perceptions in the Swedish and the Turkish culture, half of the respondents agreed and half of them disagreed. The perceptions for the Italian culture slightly indicate a disagreement of the statement. One Italian respondents’ comment strongly disagreed with this statement: “I think women are strongly disadvantaged”.

**Statement 7** – “Women in my culture have some disadvantages in negotiations”

The results for this statement show the opposite of the latter one, namely that the majority of the spokes-women for the Swedish and the Turkish culture disagree with this statement and for the Italian culture there is a majority that concur with the statement. The comment shared for Italian: “probably at the beginning they are not taken too seriously, they have to prove they are good”, referring to women.

**Statement 8** – “The female identity adds unique contribution that is rarely found in male identity”

In total, about 60 per cent agrees or strongly agrees with this statement. This perception indicates that females have a unique contribution not likely to be found represented by males. However, this does not indicate that males do not have

unique contributions as well. Looking specifically at each country, the percentage of respondents that agree or strongly agree is has more or less the same distribution. A Turkish respondent shares following: “women are much more emotional, merciful and faithful than men”.

### 5.2.1. Summarizing analysis of gender role values

There are indications found that women bring unique contribution to negotiations that can not be compared to contributions by male colleagues. The Italian respondents express that they are disadvantaged against men. The disadvantages may be referred to what is usually viewed as being integrative behavior, where open and honest behavior has more value than competitive behavior. This would in turn be an indication that competitive behavior could be imitated when mistrust against behavior and values is detected.

## 5.3. Female behavior

This final part, the analysis of the empirical study, will analyze the respondents’ perception of what is actually female behavior. The analysis belonging to the third research question will be analyzed as follows.

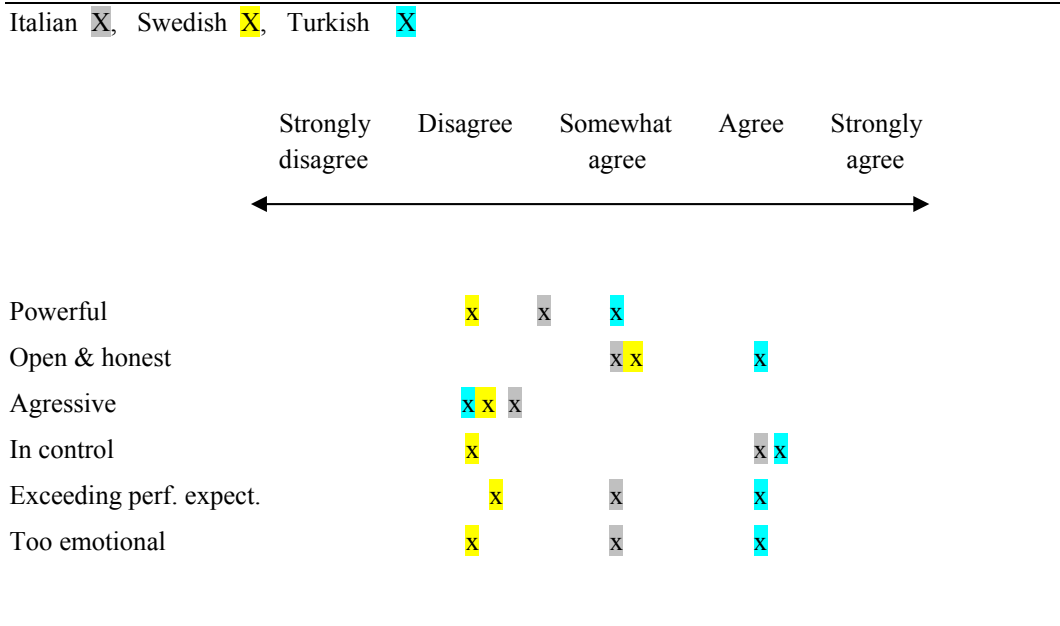
<b>Part 3</b>	<p><b>RQ 3</b> In what ways are female negotiators different?</p>
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To answer part 1, following survey-question was asked, the number represents the order of appearance in the survey.

**Statement 9** – “Female are more powerful”, “open and honest”, “aggressive”, “in control”, “exceeding performance expectations”, “too emotional”

The results for this question shed light on attitudes and behaviors that can be more perceived as being male or female behavior. The results can also be indications of what can be considered typical male or female behavior for each culture. It is always more effective to use simplifying tables, figures or models to present an analysis. This question handles perceptions of attitudes and behavior and the results are optimal for display through a figure, which facilitates a possibility for

overview and for spotting differences between the cultures. Figure 4 displays a total of the results.



**Figure 5 – Female behavior**

The Turkish answers are frequently on the agreeing opinion, while the Italian answers tend to pull more to the centre, which is: somewhat agree. On the other hand, the majority of the Swedish answers are rated on the left hand indicating disagreement of the statements being representative of Swedish female negotiators. It is not possible to view any responses that belong to any of the extremes on this table. The exact results and variations are accounted for in the Appendix.

### 5.3.1. Summarizing female behavior

**Italian.** The following discussion and conclusions are based on the findings retrieved from the ratings and comments made by the Italian respondents. All respondents state that, in general, women and men behave differently. This could indicate that it is highly likely to be true also in specific contexts, such as during negotiations. The majority of the respondents stated that Italian women possess small advantages in negotiations. They have further stated that the disadvantages clearly exceed the advantages. Furthermore, this study shows an indication that the attributes and behaviors chosen to be female could be concluded to adhere these disadvantages. Consequently, the attributes and behaviors that have not been chosen to be typical female could be regarded as positive attitudes to take after in

pursue of successful negotiations. This could be a task to pursue particularly by women of flexible character. To contain both female attributes and male attributes is usually adhered to as an androgynous profile (Canet-Giner & Saorin-Iborra, 2007).

- Male behavior: aggressive and somewhat powerful
- Female behavior: in control, too emotional and somewhat exceeding expectations.

**Swedish.** The following discussion and conclusion are based on the findings retrieved from the ratings and comments made by the Swedish respondents. The respondents think that women and men behave differently. It is also possible to conclude that the overall perception is that men have a stronger acceptance than women in negotiation contexts. In addition, the ratings concerning the behavior and attitude of female negotiators were in all, in disagreement. In contrast, some strongly positive perceptions of female negotiators were: advantageous, unique and open and honest. In conclusion, many positive attitudes, such as powerful and in control, were regarded as male attributes. However, there are indications that Swedish women think they are mistreated and that they do not receive a pay-back that they consider themselves worth.

**Turkish.** The following discussion and conclusion are based on the findings retrieved from the ratings and comments made by the Turkish respondents. Turkish respondents think that behavior of women is different from behavior of men. The most typical male behavior is found to be aggressiveness, which, as mentioned before is typical of competitive behavior. The most typical female behavior would be to be too emotional, which is an indications that females could gain on restraining themselves in negotiations so that the perception of them being too emotional to gain on the negotiation outcome. Furthermore, the respondents think that the advantages of women in Turkey exceed the disadvantages and that women are likely to add unique contribution to negotiations, that are rarely to be obtained from male colleagues.

**In general.** The analysis made in Figure 4 clearly shows an indication that the cultural differences are most frequent between the Turkish and Swedish behaviors. The Italian behaviors are usually between those of the Turkish and the

Swedish set. These behaviors must be linked to respective cultures, since behavior is the outer layer of what indeed is culture. Behavior being one of four cultural elements, hides the remaining three elements; attitudes, norms and values. The cultural values are deeply hidden underneath these elements. Hence, it is difficult to attempt to read a culture merely through observations of behaviors. (Salacuse, 1999).

#### **5.4. Inter-cultural business negotiations**

This section will mark the start of the analysis of the final tree research questions. As mentioned previously, these research questions are only to be analyzed through deduction of theory. Research question four: the power-relations between genders and how women can pursue equality in inter-cultural negotiations, is first to be answered. The discussion will consider the possibilities of imitating key characteristics of cultures to achieve more power in inter-cultural negotiations. First, Chinese culture will be analyzed. Subsequently, Sweden and finally Italy and Turkey.

#### **RQ**

**4)** How can women be accepted as equal negotiators in intercultural negotiations, where men traditionally are thought to possess more power?

a) Are there any indicators that women can imitate key characteristics that are preferred in specific countries to achieve more power when negotiating?

#### **China**

To begin with, the first question will be answered. It is of significance to define where men actually are thought to possess more power than women. Hierarchical cultures ascribe higher status to men than women. Chinese culture is highly hierarchical. It is also a collectivistic culture. Family and social groups mean more to individuals than themselves. In other words, if Chinese women contradict traditional Chinese behavior through attempts to break through and change the male dominant traditions, they are likely to be suffer discrimination. Gesteland (2001) points out gender as one of the four status barriers, where being a woman is low status. However, Chinese top managers, men, are likely to accept female negotiators from an egalitarian culture. This is due to the fact that women from

this culture are more widely accepted as top managers and can be viewed as possessing enough status to conduct negotiations with. Depending on other attributes that the international female negotiator has, the status can increase additionally, see Figure 6.

	Chinese	International	Old	High rank	
Woman		x	x	x	x = Status factor
Man	x	x	x	x	

**Figure 6 – Status barriers**

Viewing these measurements of status, it is possible to see culturally important factors for acceptance as a negotiator. One can see that a low-ranked international female negotiator will have less chance of achieving what she intended to when she came to China than a high-ranked old man.

The second question in relation to the Chinese culture will now be answered. Woo et al. (2001) have presented eight key characteristics as a guide for female Western negotiators conducting negotiations in China.

- Face
- Trust
- Friendship
- Guanxi networks
- Status
- Ambiguity
- Patience
- Chinese protocols

Finally, it is also important to always be formal, offer gifts, try not to be direct. Directness is valued differently in East cultures compared to cultures in West. Chinese people would most likely consider a direct person as very blunt and childish.

**Swedish culture** is egalitarian, meaning that individualistic values are strived for. Individuals generally come first and families second (Hofstede, 2001). Furthermore, Swedish culture is a deal-focused and low-context culture (Nilsson

& Molnár, 2000 and Adair & Brett, 2005). This often means a degree of difficulty in communicating with high-context cultures, e.g. Chinese culture, and understanding their way of communication. **Italian** and **Turkish** cultures are collectivistic and relationship focused cultures. This means that the values between the Mediterranean cultures and the Swedish cultures differ. Nonverbal ways of communication: body language, voice, emotion are not used in the same way between the cultures either. In intercultural negotiations, the part visiting in another culture should try to copy and adopt some details to bridge cultural gaps. One should remember that only ten per cent of communication is verbal. The remaining 90 per cent is nonverbal communication.

**In general**, it is important to learn the culture that one is to deal with. All individuals are not the same even though from the same culture. One should be careful not to stereotype. To bridge the cultural gap, tools are provided by Salacuse (1999):

- **Use counterpart's culture:** build a relationship through using culture
- **Use own culture:** stimulation of counterpart to learn own culture
- **Use both cultures:** significant details of both cultures, mediator can be used
- **Use a third culture:** choice of a third culture

### RQ

5) When do gender differences matter in negotiations?

Gender differences usually matter when cultures are:

- Hierarchical cultures
- Competitive cultures, by Hofstede (2001) defined as masculine cultures, where competitiveness, ambition and accumulation of wealth is highly valued.

### RQ

6) If negotiation behavior influences outcome, how do gender differences affect behavior choice?

a) How is this knowledge of value for firms?

Canet-Giner and Saorin-Iborra (2007) argue that behavior choice is dependent on the flexibility and adaptability of character. Women and men of these characters



can show feminine, masculine and androgynous profiles. Research question 6a is to be answered in the next chapter.

### **5.5. Guide for female negotiators**

Cultural differences are difficult to come around and the more experience one has from negotiations in a certain culture, the more understanding of its cultural values will be achieved. Women who lack experience in negotiations will very likely experience cultural difficulties, leading to unsatisfactory deals and reluctance to engage cultural exchange in the future. A smart move would probably be to minimize stress and risks for clashes by learning key characteristics of the culture and understanding the values hidden behind them as much as possible. I believe that, reading the analysis and the conclusion of this thesis would be a good investment of any female negotiator. This marks the ending of the analysis chapter and the beginning of the conclusions. Next chapter will start with a short summary, continue with conclusions, managerial implications and final reflections.

## **6. Conclusion**

*This final chapter begins with a short summary of this thesis. Following, a conclusion of the research, managerial implications as well as recommendations for further research and final reflections will be provided.*

### **6.1. Summary of thesis**

An extensive literature review was undertaken to gain insight in the fields of: culture, negotiation and gender roles. These theories laid the ground for the empirical study. To gather primary data, a web-based survey was distributed to respondents in Italy, Sweden and Turkey. Insight in the Chinese culture was gained through theoretical deduction. Results were achieved through theoretical application on problem and through the conducted empirical research. These results were analyzed with attention on details and creation of guidelines for female negotiators.

### **6.2. Conclusions**

The aim for this thesis was defined to examine effects of multicultural gender role perceptions and to suggest ways to overcome possible problems for professional female negotiators. To achieve this, relevant theories were confided in as well as the perceptions of business women with insight in the specific cultures were examined. In order to state the problems investigated by this research purpose, following research questions were stated:

- 1) How do women in different cultures/countries perceive that females negotiate with men?
  - a) What differences in female behavior are there between cultures/countries?
- 2) Do women perceive that females bring additional contributions to the table compared to their male colleagues?
  - a) Do women bring negative aspects to the table compared to their male colleagues?
- 3) In what ways are female negotiators different?

- 4) How can women be accepted as equal negotiators in intercultural negotiations, where men traditionally are thought to possess more power?
  - a) Are there any indicators that women can imitate key characteristics that are preferred in specific countries to achieve more power when negotiating?
- 5) When do gender differences matter in negotiations?
- 6) If negotiation behavior influences outcome, how do gender differences affect behavior choice?
  - a) How is this knowledge of value for firms?

**In previous chapter, results and theory were used to analyse all research questions. Following answers for the research questions is found:**

**Research question 1**

How do women in different cultures/countries perceive that females negotiate with men?

- a) What differences in female behavior are there between cultures/countries?

Even though sharing the same culture, behavioral patterns seems not to be shared by both genders. Equal for the cultures studied in this thesis is that men have traditionally been sitting on all management positions, to say the least. The respondents' perceptions witness that female in their culture usually adapt to what is expected behavior by their male counterparts. They generally think that change of behavior leads to acceptance by male counterparts. However, an international female negotiator seems to have better chance of succeeding in negotiations in Turkey than the national female negotiators.

According to this study, Chinese women are very formal compared to the other cultures in this study. Women in negotiations should not look a men in the eyes. The same behavior in a deal-focused culture, e.g. Swedish culture, would be considered as disrespectful and not trustworthy. In addition, Swedish negotiators prefer to be direct and not beat around the bush. This directness is rarely understood by people in relationship focused cultures, e.g. China, Italy and Turkey. It is difficult to understand differences between behaviors of other

negotiators. Though, it is imperative to tend to business and creating solutions in a smooth manner.

The analysis made in Figure 4 clearly shows an indication that the cultural differences are most frequent between the Turkish and Swedish behaviors.

### **Research question 2**

Do women perceive that females bring additional contributions to the table compared to their male colleagues?

b) Do women bring negative aspects to the table compared to their male colleagues?

The findings indicate that women from Italy, Sweden and Turkey bring unique contributions to negotiations that can not be compared to contributions by male colleagues. Swedish and Turkish negotiators think that additional contribution is brought and that they are reasonably, but not in total equality, accepted by their male colleagues. All studied cultures experience disadvantages to female negotiators. Especially, Italians seem to be disadvantaged against men. This might depend on the integrative behavior of female negotiators. Italy seems to have attributes of a competitive culture.

### **Research question 3**

In what ways are female negotiators different?

**Italian women** possess relatively small advantages in negotiations. In relative terms to men, Italian female negotiators seem to be more in control, too emotional and somewhat exceed expectations. Italian men are perceived as aggressive and somewhat powerful. Italian female negotiators could gain on imitating behavior characteristic for competitive culture: competitiveness and aggressiveness. **Swedish female negotiators** are perceived as advantageous, unique, open and honest. Swedish men are perceived as powerful and in control. Turkish female negotiators are perceived as too emotional. Findings indicate that they could gain on restraining themselves in negotiations so that the perception of them being too emotional can soften. Furthermore, the respondents think that the advantages of women in Turkey exceed the disadvantages and that women are likely to add unique contribution to

negotiations, that are rarely to be obtained from male colleagues. Male negotiators are described as aggressive.

**Research question 4**

How can women be accepted as equal negotiators in intercultural negotiations, where men traditionally are thought to possess more power?

- c) Are there any indicators that women can imitate key characteristics that are preferred in specific countries to achieve more power when negotiating?

**Chinese** negotiators would accept female negotiators from egalitarian cultures. They can be viewed as possessing enough status to conduct negotiations with. Depending on other attributes that the international female negotiator has, the status can increase additionally. Key characteristics are imperative to follow in negotiations. There are eight key characteristics: face, trust, friendship, Guanxi networks, status, ambiguity, patience and Chinese protocols. As discussed before, **Italian** women could imitate typical male key characteristics, e.g. aggressiveness, competitiveness. **Swedish** women are well advised to take control in a larger degree and increase power through using their specific advantages.

**Research question 5**

When do gender differences matter in negotiations?

This study has shown that gender roles affect negotiations. This has been shown through the empirical study performed in three cultures. Gender differences usually matter when cultures are (1) hierarchical, (2) competitive (3) affected by formal values and status barriers.

**Research question 6**

If negotiation behavior influences outcome, how does gender differences affect behavior choice?

d) How is this knowledge of value for firms?

Behavior of negotiators determines the outcome of negotiation. Behavior is a cultural element and affects both women and men in that culture. Furthermore, it has been found that behavior is dependent on gender. In conclusion, behavior influences outcome. Women tend to a larger degree behave in an integrative way. Women base behavior and attitudes on values that protect relationships and quality of life. Gender roles depend on inherited tradition and what have been accepted and communicated by old generations to new generations. New generations can re-create and reform traditions and cultures. It may be difficult to change traditions deeply rooted. It might not even be so that women or men want to change anything. Problems can be solved by international negotiators instead. Learn about the culture and try to understand the development it has had during time. This knowledge and understanding will allow one to read between the lines, because gender role behavior is ultimately based on cultural values.

**Firms.** Modern times has shown us indications on women breaking traditions and taking on roles previously culturally restricted for men. Engaging in change and promoting women to positions where challenges will rise, will increase the firm's goodwill and attract female professionals. Studies like this one increase attention in problems for women. This study investigated the problem of female negotiators to be accepted and appreciated for their contribution to increased national profits. Firms active in negotiations with China, Italy, Sweden and Turkey could possibly find some clues and points for succeeding in their business relations.

**6.3. Managerial implications**

Theoretical framework for this thesis and drawn conclusions from empirical material are attempting to provide a framework for guidance in international negotiations for women. Through the exploration and discussions presented, mainly directed towards female practitioners, it is possible to assess knowledge for cultural and gender related issues in business. I believe that it is possible to use the recommendations offered here when conducting business. Adapting

knowledge in inter-cultural exchange, women can facilitate from advantages; long lasting relations and increased profits. Depending on industry and culture that practitioners are in exchange with, knowledge provided in this thesis offers tools that can be engaged in diminishing during negotiation.

In conclusion, I believe that findings presented in this study will shed light on the field of negotiation, primarily for female negotiators attempting to negotiate deals in China, Italy, Sweden or Turkey. In addition to the practicality of this thesis, I also believe that this thesis possesses an academic value, because of the rare combination of the fields: culture, negotiation and gender roles.

#### **6.4. Final reflections**

I chose this topic because of my special interest in behaviors that are grounded in cultural values and how these are connected to gender roles. The negotiation aspect added the business aspect to the problem and in addition provided with a dynamic field to study. Choice of research topic made this study challenging, mainly considering the empirical study in three countries. The survey was ready to be spread early in the research process. To engage women to answer the survey for this study turned out to be more difficult than I thought it would be. Fortunately, when time started to run out, there were enough respondents to close the survey for analysis.

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## Appendix 1

**Survey: Gender-roles in negotiation**

---

Dear Madam,

The purpose with this research is to gather empirical data in order to examine effects of gender-role perceptions across cultures. The survey that you are kindly asked to fill in will take no more than 5-10 minutes of your time.

I would like to remind you that considering the inferior role that females generally are referred to, you now have a chance to express your perceptions of how female negotiators are behaving in the culture that you are working in. This survey is conducted in Italy, Sweden and Turkey. The final results will lead to cross-cultural conclusions within the researched areas.

If you wish to have the results of this study sent to you, just send an e-mail (see bottom of this page) with your request.

Thank you for your contribution!

Best regards,  
Serap Kocacenk

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**1) Of which nationality are you?**

Italian  Turkish  Swedish

**2) "Women and men behave differently."**

- Strongly disagree  
 Disagree  
 Do not know  
 Agree  
 Strongly agree

Your comments:

**3) "Male negotiators have stronger acceptance than female negotiators in negotiations."**

- Strongly disagree  
 Disagree  
 Do not know  
 Agree  
 Strongly agree

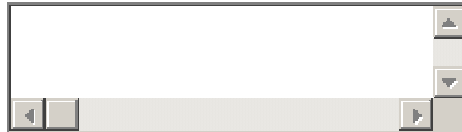
Your comments:



4) **“Female negotiators usually adapt to what is expected behavior by their male counterparts.”**

- Strongly disagree
- Disagree
- Do not know
- Agree
- Strongly agree

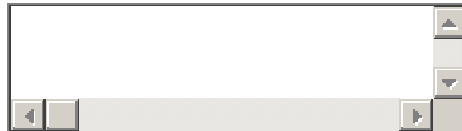
Your comments:



5) **“Very often, international female negotiators are more successful when doing business in my country.”**

- Strongly disagree
- Disagree
- Do not know
- Agree
- Strongly agree

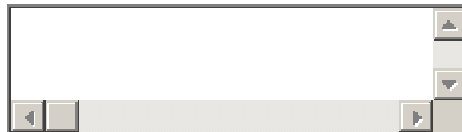
Your comments:



6) **“Women in my culture have some advantages in negotiations.”**

- Strongly disagree
- Disagree
- Do not know
- Agree
- Strongly agree

Your comments:



7) **“Women in my culture have some disadvantages in negotiations.”**

- Strongly disagree
- Disagree

- Do not know
- Agree
- Strongly agree

Your comments:

**8) “The female identity adds unique contribution that is rarely found in the male identity.”**

- Strongly disagree
- Disagree
- Do not know
- Agree
- Strongly agree

Your comments:

**9) “Female negotiators are...**

**a. ..more powerful”**

- Strongly disagree
- Disagree
- Do not know
- Agree
- Strongly agree

**b. ..open and honest”**

- Strongly disagree
- Disagree
- Do not know
- Agree
- Strongly agree

**c. ..aggressive”**

- Strongly disagree
- Disagree
- Do not know
- Agree

Strongly agree

**d. ...in control”**

Strongly disagree

Disagree

Do not know

Agree

Strongly agree

**e. ...exceeding performance expectations”**

Strongly disagree

Disagree

Do not know

Agree

Strongly agree

**f. ...too emotional”**

Strongly disagree

Disagree

Do not know

Agree

Strongly agree

**Your comments:**

**A sincere thank you for participating!**

---

**Contact person:** Serap Kocacenk , [serap.kocacenk@gmail.com](mailto:serap.kocacenk@gmail.com)

**Last modified:** 28/05/08

## Appendix 2

<b>Svars-ID</b>	<b>1</b>
1) Of which nationality are you?	Turkish
2) "Women and men behave differently."	
Your comments:	I am not sure about what is meant in the question. In what ways they behave differently?
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	
Your comments:	Stronger acceptance of what?
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	
Your comments:	Somewhat agree - so, I am in the middle but that does not mean 'don't know'. I think there is a problem in your scale.
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Disagree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	
Your comments:	The question is not clearly stated.
9) "Female negotiators are..."	
a. ...more powerful"	Do not know
b. ...open and honest"	Agree
c. ...agressive"	Disagree
d. ...in control"	Disagree
e. ...exceeding performance expectations"	Do not know
f. ...too emotional"	Agree

Your comments:	More than males, I assume?
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Svars-ID	2
1) Of which nationality are you?	Swedish
2) "Women and men behave differently."	Agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Strongly agree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Agree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Disagree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Agree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Disagree
Your comments:	
9) "Female negotiators are..."	
a. ...more powerful"	Disagree
b. ...open and honest"	Disagree
c. ...agressive"	Disagree
d. ...in control"	Disagree
e. ...exceeding performance expectations"	Disagree
f. ...too emotional"	Disagree
Your comments:	

<b>Svars-ID</b>	<b>3</b>
1) Of which nationality are you?	Italian
2) "Women and men behave differently."	Strongly agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Agree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Agree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Strongly agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Strongly agree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Disagree
b. ..open and honest"	Disagree
c. ..agressive"	Disagree
d. ..in control"	Agree
e. ..exceeding performance expectations"	Strongly agree
f. ..too emotional"	Agree
Your comments:	



<b>Svars-ID</b>	<b>4</b>
1) Of which nationality are you?	Swedish
2) "Women and men behave differently."	Agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Agree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Agree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ...more powerful"	Disagree
b. ...open and honest"	Strongly agree
c. ...agressive"	Disagree
d. ...in control"	Agree
e. ...exceeding performance expectations"	Agree
f. ...too emotional"	Agree
Your comments:	

<b>Svars-ID</b>	<b>5</b>
1) Of which nationality are you?	Swedish
2) "Women and men behave differently."	Do not know
Your comments:	It differs from individual to individual
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Disagree
Your comments:	I still claim that it has to do with the person and not the gender
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Strongly disagree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Agree
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Disagree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Disagree
Your comments:	
9) "Female negotiators are..."	
a. ...more powerful"	Disagree
b. ...open and honest"	Disagree
c. ...aggressive"	Disagree
d. ...in control"	Disagree
e. ...exceeding performance expectations"	Disagree
f. ...too emotional"	Disagree
Your comments:	This has nothing to do with the gender, and is instead connected to the individual. therefore it can not be measured as a gender issue. It also differs between generations. So I think that the conclusion is hard to reach with these questions.

<b>Svars-ID</b>	<b>6</b>
1) Of which nationality are you?	Swedish
2) "Women and men behave differently."	Agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Agree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Agree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Agree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Do not know
b. ..open and honest"	Agree
c. ..agressive"	Disagree
d. ..in control"	Disagree
e. ..exceeding performance expectations"	Agree
f. ..too emotional"	Disagree
Your comments:	

<b>Svars-ID</b>	<b>7</b>
1) Of which nationality are you?	Swedish
2) "Women and men behave differently."	Agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Do not know
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Do not know
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Disagree
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Do not know
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Do not know
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Disagree
b. ..open and honest"	Agree
c. ..agressive"	Strongly disagree
d. ..in control"	Agree
e. ..exceeding performance expectations"	Do not know
f. ..too emotional"	Strongly disagree
Your comments:	

Svars-ID	8
1) Of which nationality are you?	Swedish
2) "Women and men behave differently."	Disagree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Disagree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Disagree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Do not know
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Strongly disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Do not know
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Do not know
b. ..open and honest"	Disagree
c. ..agressive"	Do not know
d. ..in control"	Strongly disagree
e. ..exceeding performance expectations"	Disagree
f. ..too emotional"	Disagree
Your comments:	

<b>Svars-ID</b>	<b>9</b>
1) Of which nationality are you?	Swedish
2) "Women and men behave differently."	Strongly agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Do not know
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Do not know
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Strongly agree
Your comments:	
9) "Female negotiators are..."	
a. ...more powerful"	Disagree
b. ...open and honest"	Disagree
c. ...agressive"	Disagree
d. ...in control"	Disagree
e. ...exceeding performance expectations"	Disagree
f. ...too emotional"	Disagree
Your comments:	

Svars-ID	10
1) Of which nationality are you?	Turkish
2) "Women and men behave differently."	Strongly agree
Your comments:	Generally women and men have been taken on certain responsibilities which are different from each other in their life.
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Strongly agree
Your comments:	Because there is a male hegemony in our community.
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Strongly agree
Your comments:	Generally women have been taken on understanding counterparts and doing requirements first by community
5) "Very often, international female negotiators are more successful when doing business in my country."	Disagree
Your comments:	International female negotiators who come developed countries are less successful in our country environment. Because our oppurtunities are very limited.
6) "Women in my culture have some advantages in negotiations."	Do not know
Your comments:	It depends on which is negotiation.
7) "Women in my culture have some disadvantages in negotiations."	Do not know
Your comments:	It depends on which is negotiation.
8) "The female identity adds unique contribution that is rarely found in the male identity."	Strongly agree
Your comments:	Women are much more emotional, merciful and faithful than men.
9) "Female negotiators are..."	
a. ..more powerful"	Strongly disagree
b. ..open and honest"	Agree
c. ..agressive"	Disagree
d. ..in control"	Agree
e. ..exceeding performance expectations"	Agree
f. ..too emotional"	Strongly agree
Your comments:	Generally there is a constraint on the women by environment or men although it changes according to regions. Especially it appears in east of Turkey.

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<b>Svars-ID</b>	<b>11</b>
1) Of which nationality are you?	Italian
2) "Women and men behave differently."	Agree
Your comments:	the male approach is surely direct, but the female approach is more persuasive to convince other to make a decision.
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Disagree
Your comments:	It doesn't depend on the gender but on the character approach.
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Strongly agree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Disagree
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Strongly disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Strongly agree
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Strongly agree
b. ..open and honest"	Do not know
c. ..agressive"	Disagree
d. ..in control"	Strongly agree
e. ..exceeding performance expectations"	Strongly agree
f. ..too emotional"	Agree
Your comments:	

<b>Svars-ID</b>	<b>12</b>
1) Of which nationality are you?	Swedish
2) "Women and men behave differently."	Strongly agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Agree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Agree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Agree
b. ..open and honest"	Agree
c. ..agressive"	Disagree
d. ..in control"	Agree
e. ..exceeding performance expectations"	Agree
f. ..too emotional"	Do not know
Your comments:	

<b>Svars-ID</b>	<b>13</b>
1) Of which nationality are you?	Italian
2) "Women and men behave differently."	Agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Disagree
Your comments:	depends all on the context
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Disagree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Agree
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Disagree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Agree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Disagree
Your comments:	
9) "Female negotiators are..."	
a. ...more powerful"	Disagree
b. ...open and honest"	Do not know
c. ...agressive"	Do not know
d. ...in control"	Do not know
e. ...exceeding performance expectations"	Do not know
f. ...too emotional"	Do not know
Your comments:	

<b>Svars-ID</b>	<b>14</b>
1) Of which nationality are you?	Italian
2) "Women and men behave differently."	Agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Agree
Your comments:	Probably not in anglo-Saxon countries, definitely so in mediterranean countries
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Disagree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Disagree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Agree
Your comments:	Probably at the beginning they are not taken too seriously, they have to prove they are good
8) "The female identity adds unique contribution that is rarely found in the male identity."	Disagree
Your comments:	The female identity adds unique contribution as well as male identity does
9) "Female negotiators are..."	
a. ..more powerful"	Disagree
b. ..open and honest"	Agree
c. ..agressive"	Disagree
d. ..in control"	Agree
e. ..exceeding performance expectations"	Agree
f. ..too emotional"	Disagree
Your comments:	

Svars-ID	15
1) Of which nationality are you?	
2) "Women and men behave differently."	Strongly agree
Your comments:	I agree with the broadly held view that women are driven more by instinct and emotion than men who are driven more by logical processes. This does not mean that men are more pragmatic.
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Do not know
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Agree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	I am British, but living and working in Italy. If 'in my country' is Italy, I believe that probably international female negotiators may be more successful than national (Italian) negotiators.
6) "Women in my culture have some advantages in negotiations."	Strongly disagree
Your comments:	I am British but living and working in Italy. I have chosen 'my culture' to mean Italy, where I think women are strongly disadvantaged. If I were responding for my OWN culture, I would agree. Women negotiators in Britain have some advantages.
7) "Women in my culture have some disadvantages in negotiations."	Strongly agree
Your comments:	Again, I have taken 'my country' as Italy.
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Do not know
b. ..open and honest"	Agree
c. ..agressive"	Disagree
d. ..in control"	Disagree
e. ..exceeding performance expectations"	Do not know
f. ..too emotional"	Disagree

Your comments:	I stress again that as a Brit my view of Italian women negotiators is possibly more objective and remote than it would be if I were responding for my own culture.
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<b>Svars-ID</b>	<b>16</b>
1) Of which nationality are you?	Italian
2) "Women and men behave differently."	Agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Agree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Disagree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Do not know
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Do not know
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Do not know
b. ..open and honest"	Agree
c. ..agressive"	Disagree
d. ..in control"	Agree
e. ..exceeding performance expectations"	Do not know
f. ..too emotional"	Agree
Your comments:	Say hi to Marco. I am Daniela, one of his friends. Hope this helps you. Daniela

<b>Svars-ID</b>	<b>17</b>
1) Of which nationality are you?	Swedish
2) "Women and men behave differently."	Agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Agree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Do not know
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Do not know
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Do not know
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Do not know
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Do not know
b. ..open and honest"	Do not know
c. ..agressive"	Disagree
d. ..in control"	Do not know
e. ..exceeding performance expectations"	Do not know
f. ..too emotional"	Disagree
Your comments:	



<b>Svars-ID</b>	<b>18</b>
1) Of which nationality are you?	Turkish
2) "Women and men behave differently."	Agree
Your comments:	The women and the men may behave differently in the conditions of Turkey market
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Disagree
Your comments:	Sometimes women have stronger acceptance ability than men.It depends on the conditions
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Agree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Agree
Your comments:	This idea can be negotiated according to the conditions of the company which she will have experiance
6) "Women in my culture have some advantages in negotiations."	Agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Agree
b. ..open and honest"	Agree
c. ..agressive"	Agree
d. ..in control"	Agree
e. ..exceeding performance expectations"	Agree
f. ..too emotional"	Agree
Your comments:	In our business culture women have an important position.But the advantages and disadvantages can be changed according to the business branches which will be involved.Therefore it is very hard to provide an exact comments about the comparison between wome

<b>Svars-ID</b>	<b>19</b>
1) Of which nationality are you?	Turkish
2) "Women and men behave differently."	Strongly agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Disagree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Disagree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Agree
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Agree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Agree
b. ..open and honest"	Agree
c. ..agressive"	Disagree
d. ..in control"	Agree
e. ..exceeding performance expectations"	Agree
f. ..too emotional"	Agree
Your comments:	Females have both advantages and also disadvantages,with the help of the advantages like vision they can be more powerful..Females are also too emotional that can be disadvantage which cause bad results for them.

<b>Svars-ID</b>	<b>20</b>
1) Of which nationality are you?	Turkish
2) "Women and men behave differently."	Agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Disagree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Do not know
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Agree
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	
Your comments:	
9) "Female negotiators are..."	
a. ..more powerful"	Agree
b. ..open and honest"	Strongly agree
c. ..agressive"	Disagree
d. ..in control"	Agree
e. ..exceeding performance expectations"	Agree
f. ..too emotional"	Disagree
Your comments:	

<b>Svars-ID</b>	<b>21</b>
1) Of which nationality are you?	Turkish
2) "Women and men behave differently."	Strongly agree
Your comments:	
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Disagree
Your comments:	
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Disagree
Your comments:	
5) "Very often, international female negotiators are more successful when doing business in my country."	Agree
Your comments:	
6) "Women in my culture have some advantages in negotiations."	Agree
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Disagree
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Agree
Your comments:	
9) "Female negotiators are..."	
a. ...more powerful"	Strongly disagree
b. ...open and honest"	Strongly agree
c. ...agressive"	Strongly disagree
d. ...in control"	Disagree
e. ...exceeding performance expectations"	Do not know
f. ...too emotional"	Strongly agree
Your comments:	

<b>Svars-ID</b>	<b>22</b>
1) Of which nationality are you?	Turkish
2) "Women and men behave differently."	Agree
Your comments:	I think men behave more polite to women
3) "Male negotiators have stronger acceptance than female negotiators in negotiations."	Strongly agree
Your comments:	Right. It is quite easy to be accepted any ideas to men.
4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."	Strongly agree
Your comments:	It is acceptable that female adapt soonest.
5) "Very often, international female negotiators are more successful when doing business in my country."	Disagree
Your comments:	We can say it is equal. Sometimes men negotiators can be more successful in doing business.
6) "Women in my culture have some advantages in negotiations."	Do not know
Your comments:	
7) "Women in my culture have some disadvantages in negotiations."	Do not know
Your comments:	
8) "The female identity adds unique contribution that is rarely found in the male identity."	Do not know
Your comments:	
9) "Female negotiators are..."	
a. ...more powerful"	Agree
b. ...open and honest"	Agree
c. ...aggressive"	Do not know
d. ...in control"	Agree
e. ...exceeding performance expectations"	Agree
f. ...too emotional"	Strongly agree
Your comments:	In my opinion women negotiators have more and more chance of success in the business area.

## Appendix 3

**Survey: Gender-roles in negotiation****Survey: Gender-roles in negotiation**

Summary	
<b>Total number of answers</b>	22
<b>Filter</b>	no
<b>Group by question</b>	no

Dear Madam,

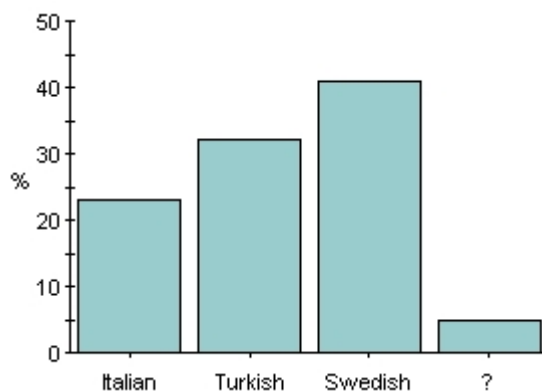
The purpose with this research is to gather empirical data in order to examine effects of gender-role perceptions across cultures. The survey that you are kindly asked to fill in will take no more than 5-10 minutes of your time.

I would like to remind you that considering the inferior role that females generally are referred to, you now have a chance to express your perceptions of how female negotiators are behaving in the culture that you are working in. This survey is conducted in Italy, Sweden and Turkey. The final results will lead to cross-cultural conclusions within the researched areas.

If you wish to have the results of this study sent to you, just send an e-mail (see bottom of this page) with your request.

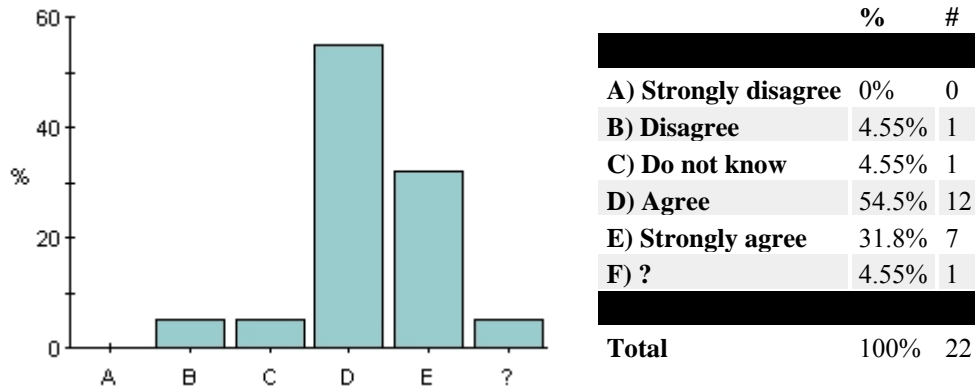
Thank you for your contribution!

Best regards,  
Serap Kocacenk

**1) Of which nationality are you?**

	%	#
<b>Italian</b>	22.7%	5
<b>Turkish</b>	31.8%	7
<b>Swedish</b>	40.9%	9
<b>?</b>	4.55%	1
<b>Total</b>	<b>100%</b>	<b>22</b>

**2) "Women and men behave differently."**



Your comments:

7 have commented on this question

**Do not know** (one comment)

— It differs from individual to individual

**Agree** (3 comments)

— The women and the men may behave differently in the conditions of Turkey market  
 — the male approach is surely direct, but the female approach is more persuasive to convince other to make a decision.  
 — I think men behave more polite to women

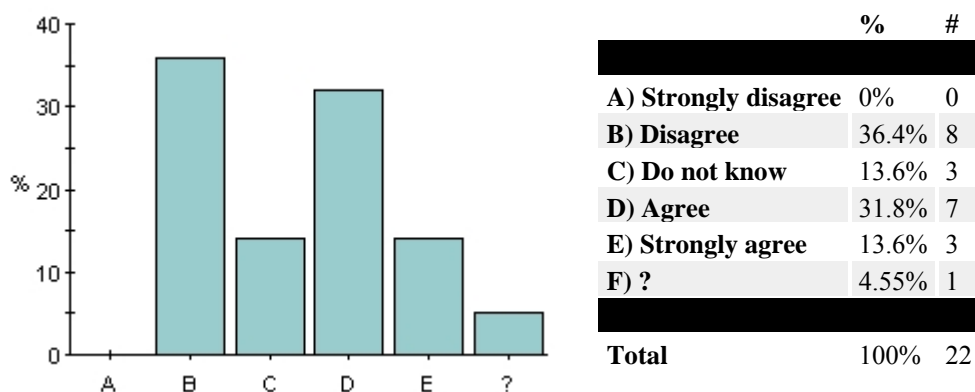
**Strongly agree** (2 comments)

— Generally women and men have been taken on certain responsibilities which are different from each other in their life.  
 — I agree with the broadly held view that women are driven more by instinct and emotion than men who are driven more by logical processes. This does not mean that men are more pragmatic.

**No alternative given** (one comment)

— I am not sure about what is meant in the question. In what ways they behave differently?

**3) “Male negotiators have stronger acceptance than female negotiators in negotiations.”**



Your comments:

8 have commented on this question

**Disagree** (4 comments)

- depends all on the context
- It doesn't depend on the gender but on the character approach.
- I still claim that it has to do with the person and not the gender
- Sometimes women have stronger acceptance ability than men. It depends on the conditions

**Agree** (one comment)

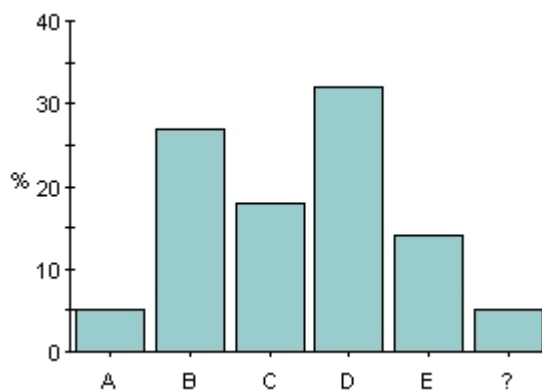
- Probably not in anglo-Saxon countries, definitely so in mediterranean countries

**Strongly agree** (2 comments)

- Because there is a male hegemony in our community.
- Right. It is quite easy to be accepted any ideas to men.

**No alternative given** (one comment)

- Stronger acceptance of what?

**4) "Female negotiators usually adapt to what is expected behavior by their male counterparts."**

	%	#
<b>A) Strongly disagree</b>	4.55%	1
<b>B) Disagree</b>	27.3%	6
<b>C) Do not know</b>	18.2%	4
<b>D) Agree</b>	31.8%	7
<b>E) Strongly agree</b>	13.6%	3
<b>F) ?</b>	4.55%	1
<b>Total</b>	<b>100%</b>	<b>22</b>

Your comments:

3 have commented on this question

**Strongly agree** (2 comments)

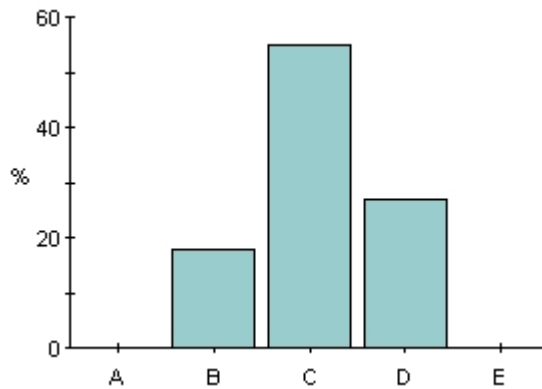
- Generally women have been taken on understanding counterparts and doing requirements first by community
- It is acceptable that female adapt sooner.

**No alternative given** (one comment)

- Somewhat agree - so, I am in the middle but that does not mean 'don't know'. I think there is a problem in your scale.

**5) "Very often, international female negotiators are more successful when doing business in my country."**





	%	#
<b>A) Strongly disagree</b>	0%	0
<b>B) Disagree</b>	18.2%	4
<b>C) Do not know</b>	54.5%	12
<b>D) Agree</b>	27.3%	6
<b>E) Strongly agree</b>	0%	0
<b>Total</b>	<b>100%</b>	<b>22</b>

Your comments:

4 have commented on this question

**Disagree** (2 comments)

— We can say it is equal. Sometimes men negotiators can be more successful in doing business.

— International female negotiators who come developed countries are less successful in our country environment. Because our opportunities are very limited.

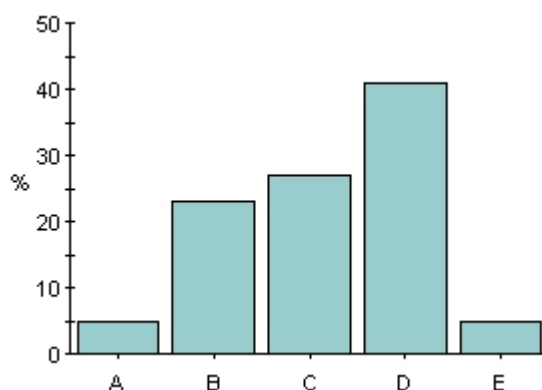
**Do not know** (one comment)

— I am British, but living and working in Italy. If 'in my country' is Italy, I believe that probably international female negotiators may be more successful than national (Italian) negotiators.

**Agree** (one comment)

— This idea can be negotiated according to the conditions of the company which she will have experience

**6) "Women in my culture have some advantages in negotiations."**



	%	#
<b>A) Strongly disagree</b>	4.55%	1
<b>B) Disagree</b>	22.7%	5
<b>C) Do not know</b>	27.3%	6
<b>D) Agree</b>	40.9%	9
<b>E) Strongly agree</b>	4.55%	1
<b>Total</b>	<b>100%</b>	<b>22</b>

Your comments:

2 have commented on this question

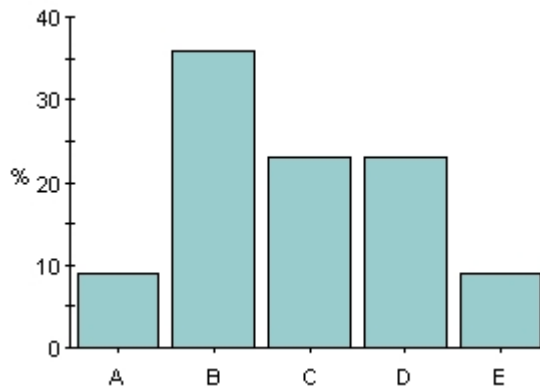
**Strongly disagree** (one comment)

— I am British but living and working in Italy. I have chosen 'my culture' to mean Italy, where I think women are strongly disadvantaged. If I were responding for my OWN culture, I would agree. Women negotiators in Britain have some advantages.

**Do not know** (one comment)

— It depends on which is negotiation.

**7) “Women in my culture have some disadvantages in negotiations.”**



	%	#
<b>A) Strongly disagree</b>	9.09%	2
<b>B) Disagree</b>	36.4%	8
<b>C) Do not know</b>	22.7%	5
<b>D) Agree</b>	22.7%	5
<b>E) Strongly agree</b>	9.09%	2
<b>Total</b>	100%	22

Your comments:

3 have commented on this question

**Do not know** (one comment)

— It depends on which is negotiation.

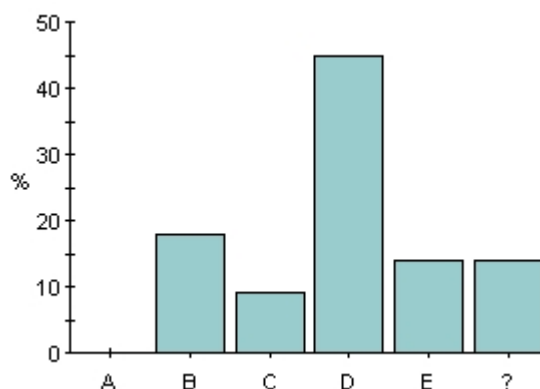
**Agree** (one comment)

— Probably at the beginning they are not taken too seriously, they have to prove they are good

**Strongly agree** (one comment)

— Again, I have taken 'my country' as Italy.

**8) “The female identity adds unique contribution that is rarely found in the male identity.”**



	%	#
<b>A) Strongly disagree</b>	0%	0
<b>B) Disagree</b>	18.2%	4
<b>C) Do not know</b>	9.09%	2
<b>D) Agree</b>	45.5%	10
<b>E) Strongly agree</b>	13.6%	3
<b>F) ?</b>	13.6%	3
<b>Total</b>	100%	22

Your comments:

3 have commented on this question

**Disagree** (one comment)

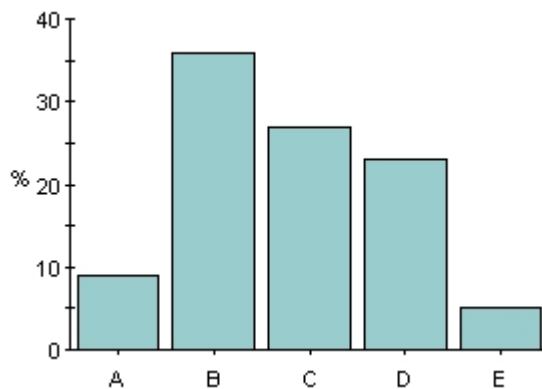
— The female identity adds unique contribution as well as male identity does

**Strongly agree** (one comment)

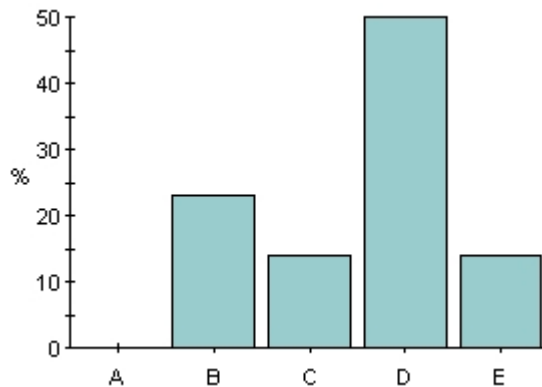
— Women are much more emotional, merciful and faithful than men.

**No alternative given** (one comment)

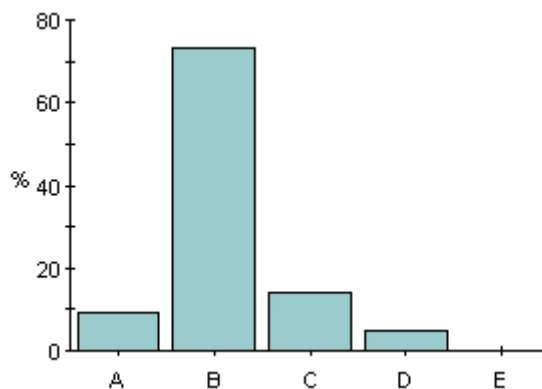
— The question is not clearly stated.

**9) “Female negotiators are...****a. ..more powerful”**

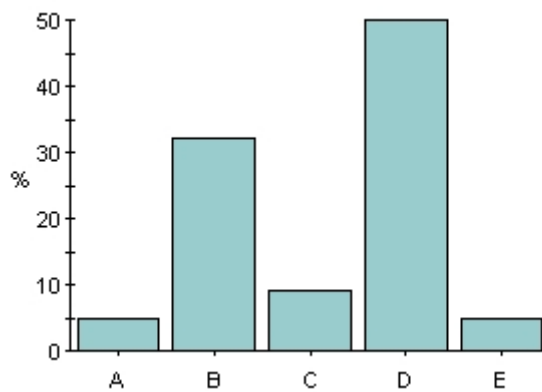
	%	#
<b>A) Strongly disagree</b>	9.09%	2
<b>B) Disagree</b>	36.4%	8
<b>C) Do not know</b>	27.3%	6
<b>D) Agree</b>	22.7%	5
<b>E) Strongly agree</b>	4.55%	1
<b>Total</b>	<b>100%</b>	<b>22</b>

**b. ..open and honest”**

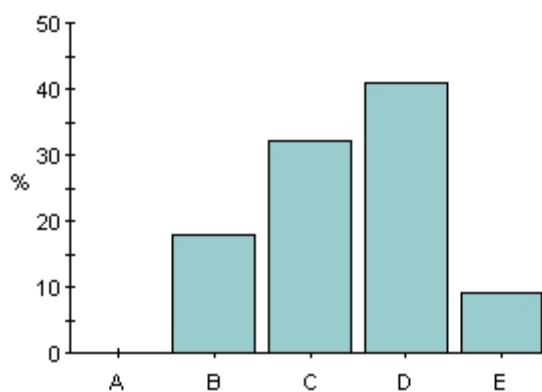
	%	#
<b>A) Strongly disagree</b>	0%	0
<b>B) Disagree</b>	22.7%	5
<b>C) Do not know</b>	13.6%	3
<b>D) Agree</b>	50%	11
<b>E) Strongly agree</b>	13.6%	3
<b>Total</b>	<b>100%</b>	<b>22</b>

**c. ..agressive”**

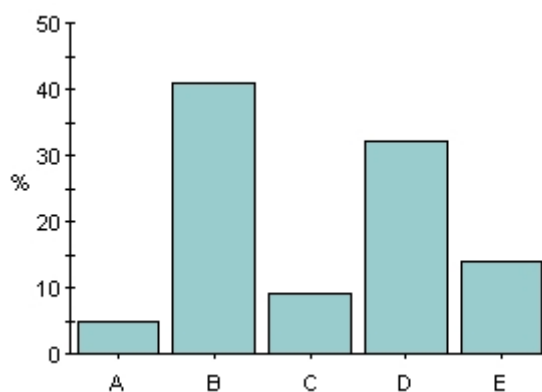
	%	#
<b>A) Strongly disagree</b>	9.09%	2
<b>B) Disagree</b>	72.7%	16
<b>C) Do not know</b>	13.6%	3
<b>D) Agree</b>	4.55%	1
<b>E) Strongly agree</b>	0%	0
<b>Total</b>	<b>100%</b>	<b>22</b>

**d. ..in control”**

	%	#
<b>A) Strongly disagree</b>	4.55%	1
<b>B) Disagree</b>	31.8%	7
<b>C) Do not know</b>	9.09%	2
<b>D) Agree</b>	50%	11
<b>E) Strongly agree</b>	4.55%	1
<b>Total</b>	<b>100%</b>	<b>22</b>

**e. ..exceeding performance expectations”**

	%	#
<b>A) Strongly disagree</b>	0%	0
<b>B) Disagree</b>	18.2%	4
<b>C) Do not know</b>	31.8%	7
<b>D) Agree</b>	40.9%	9
<b>E) Strongly agree</b>	9.09%	2
<b>Total</b>	<b>100%</b>	<b>22</b>

**f. ..too emotional”**

	%	#
<b>A) Strongly disagree</b>	4.55%	1
<b>B) Disagree</b>	40.9%	9
<b>C) Do not know</b>	9.09%	2
<b>D) Agree</b>	31.8%	7
<b>E) Strongly agree</b>	13.6%	3
<b>Total</b>	<b>100%</b>	<b>22</b>

**Your comments:**

8 have answered this question

— In my opinion women negotiators have more and more chance of success in the business area.

— More than males, I assume?

— This has nothing to do with the gender, and is instead connected to the individual. therefore it can not be measured as a gender issue. It also differs between generations. So I think that the conclusion is hard to reach with these questions.

— Generally there is a constraint on the women by environment or men although it changes according to regions. Especially it appears in east of Turkey.

— I stress again that as a Brit my view of Italian women negotiators is possibly more objective and remote than it would be if I were responding for my own culture.

— Say hi to Marco. I am Daniela, one of his friends. Hope this helps you. Daniela

— In our business culture women have an important position. But the advantages and disadvantages can be changed according to the business branches which will be involved. Therefore it is very hard to provide an exact comments about the comparison between women and the men. I believe women have many advantages and they are as strong as the men in usual.

— Females have both advantages and also disadvantages, with the help of the advantages like vision they can be more powerful. Females are also too emotional that can be disadvantage which cause bad results for them.

**A sincere thank you for participating!**

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**Contact person:** Serap Kocacenk , [serap.kocacenk@gmail.com](mailto:serap.kocacenk@gmail.com)

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