Cross Cultural Communications in Negotiations

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Abstract: Communication behaviors in different kinds of negotiation can be characterized as tactics, as they are employed in facilitating of a goal. However, tactics are not used in isolation, but rather in combination, either intentionally or habitually to form a strategy. Thus analysis and understanding of cross-cultural communication is very useful, apart from any real-world interest in cross-cultural relations. The way a culture socializes an individual defines their perceptions of themselves, and the manner they interact with others. Cross cultural communication plays important role in effectively developing the different stages of negotiations such as being prepared, understanding the interest of different negotiating parties and understanding the consequences of failure of negotiation. In an effective bargaining situation each party looks for common goal in order to meet the interest of other party. The present paper focuses on the role and importance that cross cultural communications plays in all kind of effective negotiation process.
Keywords: Egalitarian, Cross-cultural communication, Arbitration, Bargaining, Negotiation

INTRODUCTION

Understanding the nature and importance of competency in political circles, in the international workplace, in the board rooms of major multinational companies and organizations, in counseling hospitals and clinics, in schools and universities, and in a wide variety of other settings is one of cross-cultural communications most important goals. Communication behaviors in different kinds of negotiation can be characterized as tactics, as they are employed in facilitating of a goal. However, tactics are not used in isolation, but rather in combination, either deliberately or unintentionally to form a strategy. The way in which strategies are combined to form a plan or the way strategies are employed to reach a goal is reflected in the form of the communication. By form, we mean the pattern of communication, that is, how often distributive or integrative strategies are used, when different tactics are introduced, and the sequencing of activities for goal-oriented communications over time. Current research suggests that frequency, phasing, and sequencing of communications form how disbursement is reached [1].

Cross-cultural communication helps in understanding the behavior of people in organizations and around the world which shows how people work in organizations with employees, client and venders belonging from different cultures.

The importance of cross-cultural communication lies in the on-growing co-operation between companies in different countries where difficulties may arise because of the different cultural backgrounds. One of the well-known researchers in the field of culture and management is Geert Therefore, Hofstede's work is considered indispensable to any study on culture and management. He developed what is called a "dimensional approach to cross-cultural comparisons." [2].

As the world is witnessing nowadays "globalization", more and more companies are being run in different places all around the world. This will result in more activities all over the world which result in communication across cultures. Culture is something that human beings learn and as a result, learning requires communication and communication is a way of coding and decoding language as well as symbols used in that language. For example, humans communicate through many means other than language such as facial expressions, gestures, body language, posture etc.

OBJECTIVE

The Present paper aims to find out the role and impact of cross cultural communication in effective negotiation process.

METHODOLOGY

In present study researchers followed the narrative literature review methods for assessing the role and importance of cross cultural communication in building effective negotiations.

CROSS CULTURAL COMMUNICATIONS

Current paper on cross cultural communication and negotiation focuses on sensitivity to cross-cultural differences and the ability of negotiator to understand the cultural environments. The study of cross-cultural communication is central to both theoretical and applied linguistics. Examining the causes of misunderstandings in cross-cultural communication sets in relief the processes that underlie all communication but often go unnoticed when it proceeds successfully. Thus analysis and understanding of cross-cultural communication is very useful, apart from any real-world interest in cross-cultural relations. In cross-cultural communication, however, expectations about how paralinguistic signals are used to indicate what is meant by what is said are not shared. Therefore, in asking what would be the chances of misunderstandings, one is forced to notice that a certain tone of voice or use of pitch or other paralinguistic or prosodic feature was intended to mean one thing and taken to mean another. When the speaker of British English responds in kind to what she or he has perceived as a flare up of temper on the part of the Indian, both interlocutors feel that the other unaccountably introduced the tone of alleger into the interaction [3].

Individualism vs. Collectivism

The way a culture socializes an individual defines their perceptions of themselves, and the manner they interact with others. In-groups consist of employees and people from one's own culture and out-groups comprise of those that are not[4]. With collective cultures, in-group association is mutually dependent with self-identity while in individualistic culture; self-identity is also affected by the other outside factors in-group membership. Collectivists narrate more effectively with their in-groups, and also are more delicate to the needs of others in comparison to individuals [5]. Collectivists are also more aware of dissimilarities between in/out groups than individualist[4]. Individualism vs. collectivism is said to specify a culture's core priorities and preferences regarding goals. This is important for negotiators as goals direct behavior and goals are also considered as basic motivators. For advocates of collective culture, it is most important to seek win-win results whereas individualists incline to pleasure all negotiations as win-lose. This is because individualist, out of self-interest, strive for higher individual goals and therefore tend to descentless appropriate agreements in assurances of attaining more suitable goals[5].

Individualistic negotiators, as compared to collectivistic negotiators, have a habit of making more exciting offers and spend more time for planning short-term goals. Collectivistic negotiators incline to plan more for long term objectives than individualists[6]. It has been revealed that individualists are more practical as they do not frequently change their behavior in connection with whom they are negotiating, unless opposed with a deadlock. Collectivists are known to adjust their way of negotiation from competitive to cooperative when opposed with individualists. Nevertheless, even though collectivists are competitive, they still continue sensitive to the other's concern. On other hand, as long as effects are looking good for them, the individualists are not worried with the effect on other party[4].

Egalitarian vs. Hierarchy

Egalitarian cultures reduce inequalities, while hierarchical cultures highlight the importance of rank and status. In egalitarian cultures, participants have a tendency to to expect to learn from each other, and they expect discussion. They naturally see their trainers as peers and coaches, and feel free to speak. In addition, they generally feel comfortable with theirself-directed activities. In hierarchical cultures, participants expect to learn from the expert. They expect more of parental design. Subordinate expect the superior to provide a clear structure, and they are unlikely to express up unless get directed. Hierarchy versus egalitarianism is a cultural value which suggests how power is acknowledged in a culture [7]. Egalitarianism vs. hierarchy can also be supposed of as a continuum that communicates to the degree by which a culture's social structure is uniform or the degree by which it is considered into ranks[4].

High and low content Communications

High versus low-context communication discusses to the quantity of direct or indirect communication a particular culture uses for its internal negotiation. In high-context cultures, a huge part of the message is conveyed in perspective or background of the negotiation, while very little information is actually being assumed. The speaker basically trusts on the receiver to have assured pre-existing information about the matter, as the essence of the communication is secondary as opposed to being directly comprehensible. On the other hand, in low-context cultures, data is explicitly communicated through strong and precise messages[5].

NEGOTIATIONS

Organizations found that most of times they have to involve in different kind of negotiations. They have to negotiate unions, employees, customers, vendors etc. Regardless of different types of negotiation culture of the organization and socio culture of the employees who are taking part in negotiation have a high impact on negotiations.

There are two important types of information in negotiation: Information about the other parties' interest and information about their capability, or the motive for their positions. Information about interest and power are indispensable to both types of negotiations since interest must be known to hypothesis integrative compromise and integrative compromise always comprises distributive bargaining[4]. Collecting

information is complex because power is a psychological demonstration of one's strength throughout a negotiation. Also, all perceptions have a habit of to be biased. A negotiator might think that they have extra power than they do or negotiator might be inclined by the influence of the other side's argument. Sometimes representatives are even influenced by the role or other related variables. Perceptions of influence may be prejudiced by factors such as persuasion, ingratiation, substantiation, and appeals to sympathy[4].

Resource formation, along with the negotiators capability to identify adjustments and mutually beneficial choices, are at the soul of integrative negotiation. In order to identify the opportunity of an integrative agreement, negotiators need to know their own as well as other opponent's interests and importance. Information about urgencies leads to sympathetic of what is important and what is not so important. Information about interests of parties reveals the importance of a subject. The abolition of judgment errors and the advancement of communication help to disclose these interests and needs[4].

Cross cultural management plays important role in effectively developing the different stages of negotiations such as being prepared, understanding the interest of different negotiating parties and understanding the consequences of failure of negotiation.

Preparing to negotiations

Different parties involved in negotiation, both management and labor, spend considerable time for preparation of negotiations. It is so important to be aware about the current and accurate information about the negotiation matter. If one party in negotiation process shows inability on agreement, the party should justify the reasons of its inability and supported by necessary data. As one can see, preparing for effective negotiation requires careful attention on the issues. Additionally negotiating preparation is ongoing activity .As soon as negotiation is completed and bargaining agreement is signed, it is time to start thinking for next agreement. During the preparation stage first line staffs role is very crucial for getting desired information[8].

Knowing the interest of Parties

Understanding the interest of negotiating parties makes negotiator in stronger position to bargain in their favor. Learning the interest of other parties takes a lot of time and efforts but the payoff is worth it. Two very common types of negotiation strategies are integrative and distributive. Distributive strategy is based on winner and loser. In integrative bargaining strategy, each party is more cooperative and works to make the outcome win-win. In this situation one party can pursue its goal without precluding the other party from doing the same. Both sides cooperate to reconcile

their differences and reach a mutually agreeable solutions[9].

Understanding the consequences

When an impasse occurs, the parties have several options. First ,an impartial outside party can be called into facilitate the negotiation .this facilitation can take the form of conciliation ,which involves keeping the parties working on agreement until they can resolve issues at hand. The facilitation can also take the form of mediation which involves the outside party working with each side to reach an acceptable agreement. Finally arbitration can be used to resolve the issues, in which third party actually take decision to resolve the issue. More and more companies are using mediation and arbitration to resolve the employee complaint and grievance Employees and unions are also using arbitration to resolve their disputes with individual employees. And labor arbitration and mediation is used by employers and unions to resolve collective bargaining labor management disputes because this approach is more cost effective and timely than taking the dispute to court [10].

Cultural Impact on Negotiations

Intercultural differences of employees and organizations may influence the negotiation process between representatives of different organizations belonging from different cultures. There may be different kinds of understanding of the various signs or actions indiverse cultures. Therefore, before the start of any negotiations it is required to get familiar with other cultural features, or even to hire consultant who knows this culture well. In special literature it is suggested to communicate in the organizational negotiations with consultants who are acquainted with the culture of the other party and having legal background, because they may have the specific knowledge concerning cultural and legal aspects in the negotiations process about the other party.

The problem may not be sufficiently explored the effects of different cultures for appropriate measure of the negotiation process and the final outcomes. Several confusions in negotiations may occur among the negotiating parties of similar culture also; in the case of negotiation among different cultures it is essential to know the basic features of the discordancy of the negotiating parties. In the cross cultural communication misperceptions of symbols can take place because of different cultures. As the negotiation process without communication is impossible, therefore, impact of culture on the business negotiations is significant.

Culture is a significant variable influencing the negotiations and performance. Values and norms which are involved in culture, can affect the negotiation process either stronger or weaker[11]. Some authors[12]claims that accountability, culture, and

group membership can control not only approach to associations in the negotiations , but also expected to influence and the consequence of negotiations. Culture of responsibility and possession of the group may influence the negotiation process and probable outcomes, and approach-oriented affiliation remains to mediate between accountability, culture, and the group consequence[12]. Business negotiation is a multifaceted process of interaction between two or more organizations, companies, or their compounds, originating from different countries and seeks characterization of their mutual dependence [13]. These authors explain that negotiators strategies are influenced by several important factors: possession of alternatives, the negotiators trust, conflict background, time available, ethics, social sustainability, etiquette, political affiliation, and cultural distance. Negotiating team expresses negotiating behavior and style, history, resulting in geography, religion, and policyforms. Negotiating allies, conflicts often arise due to the differences in preferences, perception, behavioral styles and objectives of the deal to fail is to risk for each country of unprincipled behavior and their private initiatives[14]. Differences in culture, monetary factors, legal pluralism, ideological diversity and greater uncertainty distinguished business negotiations from one cultural negotiations[15]. Culture and expectations from cultures affects all business negotiations, culture is considered a factor covering business ethics [16]. It is noted [16], the business culture is based on the traditional and time-tested practices dominant business practices and mode of thinking for a long period, which continued for hundreds or even thousands of years, through which, and has formed a corporate culture in the country. Christopher and cousin found that cultural values generates a negotiating rate differentials, therefore it is useful to find and to recognize the relationship between the other country's culture and negotiationtactics [11]. Negotiator behavior is supposed to depends on the other negotiator'sfocus on the others behavior, ability to learn, and to conduct the evaluation. Therefore, if only one of the course elements as an error occurs, you can expect disappointment or misunderstanding. In some cultures, bargaining is easily acceptable and even compulsory. In other cultures, bargaining might or might not beconsidered when negotiating at different level, it is significant to collect and shape information not only on the additional side of the negotiations, but also on the background of the negotiations. It may effect political processes, legal changes and many others significant factors in a specific bargaining situation of other entities that influence.

CONCLUSIONS

In an effective bargaining situation each party looks for common goal in order to meet the interest of all the concerned parties. Brainstorming, information sharing, and other techniques are used to ensure that the

lines of communication between the two are more parties may remain open. Thus, in cross-cultural communication, showing respect for cultural differences is a violation of rapport, denying ways that all people are alike. That is why many researcher objects to any research supporting cross-cultural differences, which researchers see as strengthening stereotypes and henceforth exac-erbating judgment. At the same time, ignoring cultural differences leads to misinterpretation and hence discrimination of another sort.

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