



IS IT WORTH COMPETING AT THE BARGAINING TABLE?

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Abstract

This article addressed social value orientation in Brazilian business negotiations. Is it worth competing at the bargaining table? The investigation is part of my doctoral thesis, and the results were attained through N=20 qualitative in-depth interviews combined with the naturalistic approach and Behavioral event interview. Raw data were coded and analyzed through content analysis. Key findings evidenced three critical moments for a given business negotiation: (i) before the negotiation, o preparation stage; (ii) during the negotiation, and finally (iii) the closing negotiation stage. In twenty out of twenty negative failure cases, competition prevailed at the final negotiation stage. Discussion and Future research complete the present work.

Keywords: Negotiation, Social Value Orientation; Cooperation; Competition

1.INTRODUCTION

This article addressed social value orientation in Brazilian Business negotiations. The issue under revision is part of my doctoral thesis (Dias, M.O. 2016), and is investigated here through qualitative, inductive research, combined with multiple methods approach, such as N=20 behavioral event interviews with Brazilian executives with more than 15 years' experience in business negotiations. This research was not focused on recent but relevant events. Findings suggested that social value orientation is a relevant factor to Brazilian business negotiations. However, a question remained: is it worth competing at the bargaining table?

First, social value orientation is influenced by past studies: Blake & Mouton's (1964) managerial grid. Messick & McClintock (1968) defined social value orientation, through the following utility function:

$$U(\pi_s, \pi_o) = a \cdot \pi_s + b \cdot \pi_o$$

Where:

π_s is the self's outcome, π_o is the other's outcome, a and b are constant, meaning: a = own allocations, and b = others' allocations (Messick & McClintock, 1968).

According to Murphy, Ackermann & Handgraaf (2011), Social Value Orientation is a psychological trait, over parties' willingness for resource allocation or distribution (De Dreu

& Van Lange, 1995). The primary concern is that “people vary in their motivation or goals when evaluating the different resource allocations between themselves and another person” (Murphy, Ackermann & Handgraaf (2011, p.771). Social value orientation has been studied in the past decades: Griesinger & Livingston (1973), for the outcome of the other (y-axis), vs. the outcome of yourself (x-axis), on a two-dimensional plane (see Figure 1).

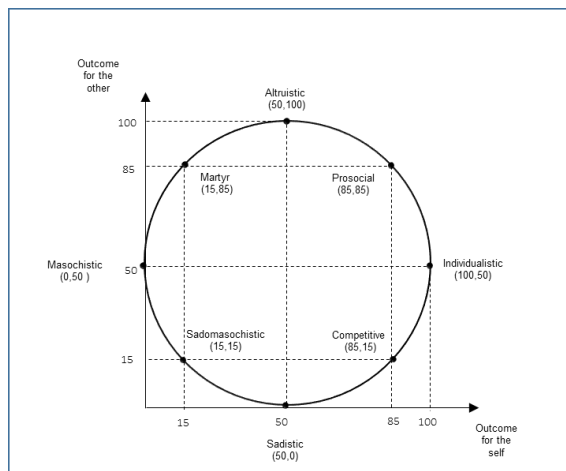


Figure 1. SVO Ring framework. Adapted from Griesinger & Livingston, 1973. Reprinted under permission.

Liebrand & McClintock (1988), designed the *Ring measure*, based on Griesinger & Livingston (1973) past works. Van Lange, Otten, De Bruin & Joireman (1997) designed the *Triple-dominance measure*. Finally, the Murphy, Ackermann & Handgraaf (2011) presented the social value orientation *Slider measure*. Figure 1 illustrates social value orientation correspondence in the following expression (i):

$$(i) \text{ SVO Ring } \theta = \arctan \left(\frac{\sum P O}{\sum P S} \right)$$

Where $\sum PS$ is the sum of payoffs allocated to the self and $\sum PO$ is the sum of payoffs selected for the other subject. The vector's angle indicates the social value orientation measure, for instance, (i) altruistic (50,100), and (ii) competitive (85, 15), as depicted in Figure 1 (Griesinger & Livingston, 1973).

Later, Van Lange, Otten, De Bruin & Joireman (1997) came up with the triple-dominance, based on the decomposed games (Messick & McClintock, 1968). Figure 2 illustrates the triple dominance measure's possible outcomes:

Self	Other	Orientation	Inferred motivation	Weight on one's own outcome	Weight on other's outcome
85	85	Prosocial	Maximize the joint payoff or minimize the difference between payoffs	1	1
100	50	Individualistic (i.e., selfish, narrow self-interest)	Maximize the payoff to oneself	1	0
85	15	Competitive	Maximize the positive difference between the payoff for oneself and the payoff for the other	1	-1
50	0	Sadistic	Minimize the other's payoff	0	-1
15	15	Sadomasochistic	Minimize the joint payoff or minimize the difference between payoffs	-1	-1
0	50	Masochistic	Minimize the payoff to oneself	-1	0
15	85	Martyr	Maximize the negative difference between the other's payoff and the payoff for oneself	-1	1
50	100	Altruistic	Maximize the other's payoff	0	1

Figure 2 triple dominance measure's outcomes. Source: Van Lange, Otten, De Bruin & Joireman (1997)

Finally, Murphy, Ackermann & Handgraaf (2011) devised a continuous scale, rather than using nominal motivational groups, the slider measure test, which consists of 15 items, six primaries, and nine secondary items. In each item, the individuals are supposed to indicate their most preferred allocation vs. the other's allocation, regarding nine options. Slider measure's consistency is of 89 percent, while the Ring measure is of 68 percent, and the Triple-dominance measure is of 70 percent (Murphy, Ackermann & Handgraaf, 2011).

On the other hand, negotiation has been studied over the last decades, under different perspectives (Raiffa, Richardson & Metcalfe, 2002; Rubin and Brown, 1975; Fisher, Ury & Patton, 1981; Salacuse, 2003, 2006; Lax and Sebenius, 1986; Shell, 2006; Dias, M.O. 2016; Bazerman and Moore, 1994; Neale & Northcraft, 1991; Thompson, 2001; Moore and Woodrow, 2010; Patton, 2012). Negotiation is defined here as a joint decision process, by which two or more parties seek to advance their interests on substance to reach a satisfactory agreement.

Dias, M.O. (2016) defined business negotiations “as the social interactions between two or more persons, regarding their interests, and dedicated to reaching an agreement on making, buying, or selling goods or providing services in exchange for money, or part of a job” (p.30).

Business negotiations have been widely studied under different scenarios, such as mining industry (Dias, M. O., & Davila, 2018); e-business negotiation (Dias & Duzert, 2017); carmaker industry (Dias, M. O., Navarro and Valle, 2013, Dias, M. O., et al., 2014; Dias, M. O., et al., 2013); retail business (Dias, M. O., et al., 2015; Dias, M. O. et al., 2015, 2014); aircraft manufacturer industry (Dias, M., Teles, and Duzert, 2018; Dias, M.O. and Duzert, 2018); cooperative societies in general (Dias, M.O., Ribeiro and Albergarias, 2019; Dias, M.O. 2019h Dias, M.O. & Teles, 2019; 2019b; Dalacosta, Dias, M.O, Meirelles, 2019; Dias, M.O., 2018; Dias, M.O & Craveiro, 2019; Dias, M.O, Krein, Streh, Vilhena, 2018; Dias, M.O. & Ramos, 2018; Dias, M.O & Teles, 2018); business negotiations role-play simulations (Dias, M.O. 2019, 2019a; Dias, M.O. and Albergarias, 2019, 2019b; Dias, M. O. & Teles,

2018); copier manufacturer industry (Dias, M.O., 2012); business negotiators regarding public administration (Dias, M. O., 2018); Non-governmental organizations (Paradela,; Dias, M. O.; Assis; Oliveira, J.; Fonseca, R. (2019); governmental business negotiation relations (Dias, M. O. & Navarro, 2017); business negotiation generational interactions (Aylmer & Dias, M. O., 2018); (d); (e) non-market forces (Dias & Navarro, 2018); craft beer industry (Dias, M.O. & Falconi, 2018; Dias, M. O., 2018); business civil construction (Dias, M.O., 2016); streaming video industry (Dias, M. O., & Navarro, 2018), and debt collection negotiations (Dias, M.O., 2019, 2019b; Dias, M.O. & Albergarias, 2019), for instance.

Finally, this article is beneficial to scholars, negotiators, mediators, agents, third parties in general, buyers, sellers, managers, and other practitioners in general. Dias, M.O. was the Interviews took 45 minutes' average and were conducted in calm places, without external noise or disturbance that could interfere in the interviewees' answers. Disclosure information was signed; ethnographical data was collected previous the interviews.

2. METHODS AND RESEARCH LIMITATIONS

This research is qualitative, inductive, following an interpretive and naturalistic approaches, idiographic and cross-sectional studies, combined with comprehensive literature review. N=20 behavioral event in-depth interviews (McLelland, 1973, 1976), semi-structured (Myers & Newman (2007), supported by and Goffman's Dramaturgical theory (1959).

Invitations were sent by e-mail with 100 percent response rate. The sample was purposive, criterion, snowballing, and convenient sampling techniques were applied (Dias, M. O. 2016). Out of the N=20 interviewees, N=15 male, and N=5 were female, depending on the availability of the participants, who were contacted first by phone or face-to-face, then receiving formal e-mail communication.

Interviews took 45 minutes' average and were conducted in calm places, without external noise or disturbance that could interfere in the interviewees answers. Disclosure information were signed; ethnographical data was collected previous the interviews. Interviews were audio and video recorded in both Brazilian Portuguese and English languages, then transcribed and coded, Raw data were analyzed through content, cluster, contrast, timeline analysis, following Miles, Huberman and Saldaña (2014).

This research was limited to Brazilian business negotiations. Other countries should be investigated in separately, because of multicultural issues (see Future research section). Also, this study refers to limitedness of the N=20 interviewees' perceptions. In other negotiations, such as peace or diplomatic negotiations, for instance, parties involved may behave differently.

To avoid elite bias, low, middle and top level managers were interviewed. To avoid confirmation, and social desirability biases, naturalistic approach was employed. NVivo 11 was used for processing raw data.

3. FINDINGS

The 20 interviews took 21 hours and 45 minutes or 1,305 minutes, or approximately 65 minutes per interview in total (Dias, M.O., 2016). The interviewees were told to tell N=20 successful and N=20 failure negotiation cases. Purposive sampling is illustrated in Figure 3, as follows:

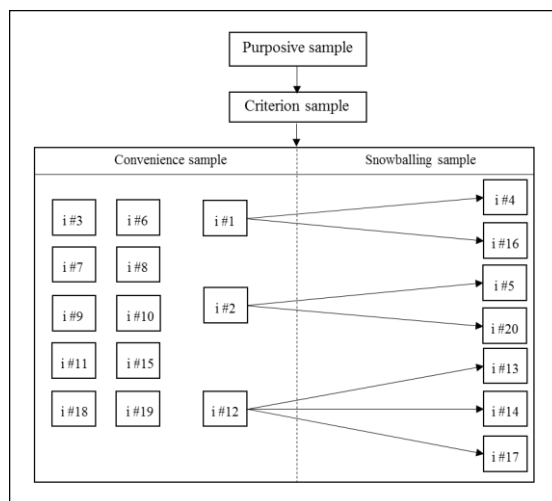


Figure 3 purposive sampling

The interviews, transcriptions, translations, corrections and codifications total 66 days, or 1,584 hours of working, from August 4 to October 8th, 2015 (Dias, M.O., 2016). Coding results are illustrated in Figure 4:

Code	Positive Outcome			Negative Outcome			Total
	First Cycle	Second cycle	Third Cycle	First Cycle	Second cycle	Third Cycle	
Holistic	20	zero	zero	20	zero	zero	40
Attribute	20	zero	zero	20	zero	zero	40
Structural	76	zero	zero	87	zero	zero	163
Process	196	zero	zero	219	zero	zero	415
In Vivo	174	zero	zero	173	zero	zero	347
Eclectic	zero	431	zero	zero	473	zero	904
Pattern	zero	431	zero	zero	473	zero	904
Open code	zero	zero	123	zero	zero	122	245
Total	486	862	123	519	946	122	3058

Figure 4 Coding process. Source: Dias, M.O., 2016. Reprinted under permission.

Observe in Figure 4, the results of the coding process, conducted in three cycles: (i) pre-coding; (ii) holistic; (iii) descriptive; (iv) structural; (v) process; (vi) in vivo; (vii) eclectic; (viii) pattern, and (ix) open codes. N=3058 codes and sub codes were employed in total, respecting each coding phase.

Code type	Code	Positive Outcomes				Negative Outcomes			
		Before Event	During Event	After Event	Total	Before Event	During Event	After Event	Total
	LITERATURE GAP	1	6	2	9	5	5	1	11
TRUST: TR	TR-DTR	1	5	zero	6	5	12	18	35
	TR-DTBT	zero	4	zero	4	zero	2	zero	2
	TR-CABT	7	3	3	13	5	2	1	8
	TR-KNBT	8	6	8	22	6	zero	zero	6
	TR-IDBT	2	2	5	9	zero	zero	zero	zero
SOCIAL VALUE ORIENTATION: SVO	SVO-PSELF	6	3	zero	9	16	18	20	54
	SVO-PSOCIAL	14	17	20	51	4	2	zero	6
TOTAL	245				123				122

Figure 5 Positive and negative outcomes: codes and sub codes. Source: Dias, M.O. (2016) Reprinted under permission.

Observe in Figure 5 that cooperation and competition are represented respectively by the sub-codes svo-pself (social value orientation pro-self, or competitive traits), and svo-psocial (social value orientation pro-social, or cooperative traits). Note that the outcomes were divided in three phases: before negotiation (preparation phase); during negotiation, and after negotiation. These results were achieved through structural coding (see Figure 4), used to separate negotiations according to their phases. Regarding SVO (social value orientation) in Figure 5, observe that in the positive outcomes, a different phenomenon can be noted: competition (svo-pself) decreased while cooperation (svo-psocial) increased in positive outcomes. The very opposite occurred in the negative outcomes: while cooperation (svo-psocial) decreased, competition (svo-pself) increased. In both circumstances, cooperation and competition were detected. Word cloud is depicted in Figure 6, as follows:



Figure 6 word cloud. Soucre: Dias, M.;O., 2016. Reprinted under permission.

Observe in Fig. 6 the word “trust” as the highest frequency word. These findings are analyzed and discussed in the following sections.

4. ANALYSIS

Past studies were followed on the analysis (Blake and Mouton, 1964; Van Lange, Otten, De Bruin & Joireman, 1997; Griesinger & Livingston, 1973; Pruitt & Rubin, 1986; Liebrand & McClintock, 1988; McClintock & Allison, 1989; Murphy, Ackermann & Handgraaf, 2011). Raw data was coded and further analyzed, according to Schreier (2012). Conceptually-clustered, combined with contrast analysis, resulted in the following Table 1, as follows:

Table 1

Conceptually clustered matrix

Clusters				Positive Outcomes						Negative Outcomes					
				Before Event		During Event		After Event		Before Event		During Event		After Event	
Level	Role	Participant	Gender	TR	SVO	TR	SVO	TR	SVO	TR	SVO	TR	SVO	TR	SVO
T	CEO	MSSITHE020	M	COBT	PSOCIAL	KNBT	PSOCIAL	KNBT	PSOCIAL	DTR	PSELF	DTR	PSELF	DTR	PSELF
	CEO	MSSITHE018	F	COBT	PSELF	COBT	PSELF	CABT	PSOCIAL	KNBT	PSELF	DTR	PSELF	DTR	PSELF
	CEO	MSSITHE014	M	CABT	PSELF	COBT	PSELF	COBT	PSOCIAL	DTR	PSELF	DTR	PSELF	DTR	PSELF
	CEO	MSSITHE010	M	KNBT	PSELF	CABT	PSOCIAL	KNBT	PSOCIAL	COBT	PSELF	DTR	PSELF	DTR	PSELF
	CEO	MSSITHE004	M	IDBT	PSOCIAL	IDBT	PSOCIAL	IDBT	PSOCIAL	CABT	PSOCIAL	CABT	PSOCIAL	DTR	PSELF
T	President	MSSITHE017	M	CABT	PSELF	CABT	PSOCIAL	COBT	PSOCIAL	DTR	PSELF	COBT	PSELF	COBT	PSELF
	Vice-President	MSSITHE001	M	CABT	PSOCIAL	KNBT	PSOCIAL	KNBT	PSOCIAL	CABT	PSELF	CABT	PSELF	DTR	PSELF
H	Director	MSSITHE019	M	KNBT	PSOCIAL	CABT	PSOCIAL	KNBT	PSOCIAL	KNBT	PSOCIAL	KNBT	PSOCIAL	DTR	PSELF
	Director	MSSITHE016	M	CABT	PSOCIAL	COBT	PSOCIAL	KNBT	PSOCIAL	DTR	PSELF	DTR	PSELF	DTR	PSELF
	Director	MSSITHE012	M	KNBT	PSOCIAL	KNBT	PSOCIAL	KNBT	PSOCIAL	DTR	PSELF	DTR	PSELF	DTR	PSELF
	Director	MSSITHE007	M	CABT	PSOCIAL	KNBT	PSOCIAL	KNBT	PSOCIAL	KNBT	PSELF	COBT	PSELF	DTR	PSELF
	Director	MSSITHE003	M	KNBT	PSOCIAL	KNBT	PSELF	CABT	PSOCIAL	IDBT	PSELF	DTR	PSELF	DTR	PSELF
I	Project Manager	MSSITHE013	M	KNBT	PSOCIAL	KNBT	PSOCIAL	KNBT	PSOCIAL	DTR	PSELF	COBT	PSELF	CABT	PSOCIAL
	Coordinator	MSSITHE011	F	DTR	PSELF	DTR	PSELF	CABT	PSOCIAL	COBT	PSELF	COBT	PSELF	DTR	PSELF
	Coordinator	MSSITHE006	M	COBT	PSOCIAL	COBT	PSOCIAL	IDBT	PSOCIAL	COBT	PSOCIAL	DTR	PSELF	CABT	PSELF
	Assessor	MSSITHE002	F	IDBT	PSOCIAL	IDBT	PSOCIAL	IDBT	PSOCIAL	CABT	PSOCIAL	CABT	PSOCIAL	DTR	PSELF
L	Procurement	MSSITHE005	M	KNBT	PSOCIAL	KNBT	PSOCIAL	KNBT	PSOCIAL	CABT	PSELF	DTR	PSELF	CABT	PSELF
	Engineer	MSSITHE008	F	CABT	PSOCIAL	KNBT	PSOCIAL	IDBT	PSOCIAL	DTR	PSELF	DTR	PSELF	DTR	PSELF
	Engineer	MSSITHE009	F	KNBT	PSELF	CABT	PSELF	CABT	PSOCIAL	DTR	PSELF	DTR	PSELF	DTR	PSELF
	Saleswoman	MSSITHE015	F	CABT	PSOCIAL	CABT	PSOCIAL	CABT	PSOCIAL	CABT	PSELF	CABT	PSOCIAL	CABT	PSOCIAL

Legend: T= Top Level Management H= High Level Management F= Intermediary Level Management L= Low Level Management M= male F=Female

Analysis of findings regarding Dias, M.O. (2016) evidenced two critical issues to be further discussed regarding Brazilian business negotiations: (i) cooperation (PSOCIAL), and competition (PSELF) were present in 100 percent of the overall results (interviews). (ii) Content analysis revealed also increasing degrees of competition and decreasing degrees of cooperation in failure negotiation cases and pointed the opposite in positive outcomes: increasing cooperation and decreasing levels of competition in business negotiation cases reported.

The analysis also suggests a correlation between competition and failure cases, as well as cooperation and success cases. Evidence suggests impacts on the relationship, as well. One conclusion is that negotiation outcomes affected somehow trust in this study: in the adverse outcomes, somehow breaking trust; in the positive outcome cases, reinforcing trust within the relationship.

In the cases of failed negotiations, high levels of distrust were reported, as well as broken trust, for instance, as a cause for adverse outcomes, which consequences we reported as a loss of respect and trust, for example.

These findings implicate correlations between trust and social value orientation regarding Brazilian business negotiations. One implication to negotiators in general regards the desired outcomes in negotiation: parties, by definition, seek to advance their interests to reach a joint solution (Salacuse, 2006). In this context, increasing levels of competition seemed to drive the negotiator out of an agreement in the overall N=20 negotiations. Evidence also implicated the opposite: fostering trust somehow correlates with cooperation, and in consequence, positive business negotiation outcomes.

In other words, answering the research question posed in the introduction, too much competition is prejudicial to both negotiation process, outcome and relationship, affecting somehow trust, mainly if concentrated in the end of the negotiation, when parties usually are closing their deals.

5.DISCUSSION AND IMPLICATIONS

Analysis of findings regarding Dias, M.O. (2016) evidenced two important issues to be further discussed regarding Brazilian business negotiations: (i) cooperation (PSOCIAL) and competition (PSELF) were present in 100 percent of the overall results (interviews). (ii) Content analysis revealed also increasing degrees of competition and decreasing degrees of cooperation in failure negotiation cases and pointed the opposite in positive outcomes: increasing cooperation and decreasing levels of competition in business negotiation cases reported.

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In other words, answering the research question posed in the introduction, too much competition is prejudicial to both negotiation process, outcome and relationship, affecting somehow trust, especially if concentrated in the end of the negotiation, when parties usually are closing their deals.

6. FUTURE RESEARCH AND LIMITATIONS

This research is limited to Brazilian business negotiations. Negotiations in other scenarios or countries should be investigated in separate. Negotiation performance being affected by social value orientation is worth investigating.

Future research is encouraged on investigating n what extent competition is prejudicial to a negotiation outcome since the evidence was found of competition present in all negotiations, as well as cooperation. Evidence suggested, however, that increasing the levels of competition should be investigated in separate or together with levels of trust, to be a predictor in the case of failure/success cases in business negotiations. Also, the impact of cooperation both in relationship and substance should be investigated in the future as predictors od negotiation outcomes. These studies could be conducted together or in separate, quantitatively.

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