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The relationship between cultural values, cultural intelligence and negotiation styles

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Abstract

Working environments become increasingly culturally diverse and managers, employees and people at large are often required to engage in cross-cultural negotiations. In this regard, it becomes important for negotiators to develop the ability to recognize cultural differences and adapt their negotiation styles to the cultural contingencies they face. This study examines the influence of cultural intelligence on the relationship between cultural values and the individual preferences for a given negotiation style. Our results show that cultural values (e.g. power distance, uncertainty avoidance, collectivism and masculinity) have a direct influence on negotiation styles as well as an indirect effect, which is mediated through cultural intelligence. The study highlights the importance of cultural values and cultural intelligence on negotiation styles and contributes to the research and practice of negotiations.

Keywords: cultural values, cultural intelligence, negotiation styles, competition, cooperation, cultural differences

Authors Biographies

Andrea Caputo is Reader in Strategy & Entrepreneurship at the Lincoln International Business School (UK) and member of the UNESCO Chair on Responsible Foresight for Sustainable Development. He received his PhD in Management from the University of Rome Tor Vergata. He has also been a Visiting scholar at the University of Queensland Business School, at The George Washington School of Business, the University of Sevilla, the University of Alicante, and at the University of Pisa. His main research interests are related to entrepreneurship, negotiation, decision-making, and strategic management. He published more than 40 papers in several international journals, including JBR, BPMJ, EBR, IJEER and IJCMMA among others.

Oluremi B. Ayoko is Associate Professor of Management in the UQ Business School at the University of Queensland, Australia. Remi's principal research interests include conflict management, emotions, leadership, diversity, team work and employee physical work environment and territoriality. The results of her cutting-edge research have been presented in several international and national conferences. Remi is an award-winning researcher and has published in journals such as JOB, APIR, IJCMMA, and SGR. She has also written many book chapters and co-edited a Handbook of Conflict Management Research (Edward Edgar Publishers). Remi is an Associate Editor of the Journal of Management and Organization.

Nii Amoo is Senior Lecturer at Leeds Beckett University. He received his PhD in Management from the Leeds University Business School. His research interest are in strategy and leadership with emphasis on implementation, SMEs and Family Businesses. His research work has been presented in a number of international conferences including the BAM and the AOM. Nii's work has been published in a number of international journals, including the Journal of Management Inquiry (JMI), Journal of Business Research (JBR), Energy Economics (EE), International Journal of Sustainable Strategic Management (IJSSM), and Management Control. He is also an Article Editor for Sage Publications.

Charlott Menke is a PhD Student at Otto-von-Guericke University in Germany. Her research focuses on negotiation as well as individual-level and country-level determinants of different forms of entrepreneurial activity. Her particular interests include decision-making processes, personality, utility, and cultural values affecting commercial and social entrepreneurship and her work has been presented at a number of international conferences such as the European Academy of Management, the Academy of Management, the Annual Social Entrepreneurship Conference, and the Australian Conference for Entrepreneurship Research Exchange. Moreover, Charlott published in the International Journal of Entrepreneurial Venturing (IJEV).

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