

Women and Negotiation: An Invigorate Angle for Nation Development

Ankita Singh^a and Priya Raman^b

National Institute of Technology, Jamshedpur-831014, Jharkhand, India^a

School of Commerce and Management, ARKA Jain University, Jamshedpur-832108, Jharkhand, India^b

Email: singhank0012@gmail.com^a, priya.raman@arkajainuniversity.ac.in^b

DOI: - <https://doi.org/10.47531/MANTECH.2021.14>

Abstract

The art to put a point across a discussion in a structured manner to reach a conclusion is termed as Negotiation. An individual negotiates on a day-to-day basis, even without any realization of doing so. At the same time, when this takes place at the organizational level, the way negotiation is handled by men and women are different on many grounds. The major reason behind this is the behavioral traits of both genders, which substantially affect the way they negotiate. Men are seen as negotiators who are competitive, rational, and logical and prefer the situation of Win-Lose. On the contrary, Women are seen as accommodative, emotional & empathetic negotiators who prefer a Win-Win situation. Along with this, Women as negotiators in the organizations are never seen in the curve that contributes to the development of a nation. Hence, the study focuses on the accomplishment of the following objectives:

- 1. To specify the role of women as negotiators in the organization.*
- 2. To elaborate on the key differences between men and women negotiator.*
- 3. To mention the best practices women need to inherit and put forward during the negotiation.*

The research paper is an exploratory study to acquire in-depth knowledge and information on women as negotiators for the collection of secondary data through the systematic review technique. The study acts as an initial step towards the contribution of women as negotiators in the organization. This specifies the role of women as negotiators in the organization, which states negotiation as an opportunity, as well as, at times, a problem for women's career advancement. The study elaborates on the major differences between men and women negotiators. This demonstrates that women are passive and submissive, whereas men are most dominant and authoritative in their negotiation style. Women focused more on relationship building, whereas men are more focused on facts and figures. The study also mentions the best practices women need to inherit during negotiation. This involves negotiation on behalf of team members, negotiation from your position rather than

personality or gender, stress only where it is possible and appropriate, and building a network with individuals who do not believe in gender dichotomy.

Keywords- Women, Negotiator, Negotiation, Organization, Nation, Development, Role, Negotiation Practices

INTRODUCTION

Negotiation is termed as art to put a point across a discussion in a structured manner to reach at a conclusion. An individual negotiates on a day-to-day basis, even without any realization of doing so. At the same time, when this takes place at the organizational level, the way negotiation is handled by men and women are different on many grounds. As per the study conducted by Carnegie Mellon, she found that the frequencies with which Men and Women negotiate are totally different. When both men and women questioned about the recentness of their negotiation, men replied it to be two weeks back, whereas women replied a month back. It was also found that these gender-biased gaps increased with the given time period. The ultimate reason for this gap is that women negotiate only when they feel that they are 100% qualified for the job, situation or the raise. In case a woman feels she lacks certain qualities required for the job, she back steps from the negotiation. Hence, as a woman, one should be more confident and self-resilient about themselves. Negotiations in the organization take place in three different forms (Bowles, 2019). This involves:

- **Role negotiation:** This is associated with the expansion of authority, enhanced responsibility and developmental opportunities.
- **Workload negotiation:** This is associated with a number of working hours, place of work, distance from the organization and travel facilities.
- **Compensation negotiation:** This is associated with salary, bonus and other monetary and non-monetary benefits.

The form of negotiation and the strategy these choose provide implications for men's and women's career progression. The study presents an inductive thought of what and how women negotiate for career advancement.

The major reason behind this difference is the behavioral traits of both genders, which substantially affect the way they negotiate. Men are seen as negotiators who are competitive, rational, and logical and prefer the situation of Win-Lose (Furnham, 2012).

On the contrary, Women are seen as accommodative, emotional & empathetic negotiators who prefer a Win-Win situation (Furnham, 2012). It is also observed that if women behave in the manner, they are expected to behave on the basis of the social backlash; they end up paying less in comparison to men in the organization. This also leads to fewer career prospects.

Hence, it acts as a double sword for women and stands as a reason why women are not considered as good negotiators. Along with this, Women as negotiators in the organizations are never seen in the curve that contributes to the development of a nation.

REVIEW OF LITERATURE

The study of Adrian Furnham (2012) found differences in the mindset in context to male and

female leaders and also provided advice for women to negotiate at the workplace.

The study of Deenen M. Hatmaker (2012) found impression management tactics and coping strategies as two different two types of identity construction strategies employed by the women in response to the marginalizing interactions.

The study of Alain P.C.I Hong & Per. J. van der Wijst (2013) found that power influences the behavior of men and women differently in negotiation.

Emily T. Amanatullah et al. (2014) found that gender differences in negotiations reflect women's contextually contingent impression management strategies.

The study of Andrea Kupfer Schneider (2017) found an action plan which provides advice on how women can become more effective negotiators and identifies structural changes that might encourage negotiation and reduce the gender pay gap.

Hannah Riley Bowles et al. (2019) found asking, bending and shaping as negotiating strategies that vary in the extent to which the negotiator conforms to deviates from or attempts to redefine organization norms.

RESEARCH GAP

Different studies are published which specified the different roles of men and women in the organization. These studies also mentioned the hurdles women acquaint in the organization when they are involved in top management decisions. The obstacles can be divided into different categories, among which Negotiation plays a major role. Workplace negotiation is correlated with the characteristics of aggression, rationality &

emotional stability. The mentioned features are considered more masculine in nature. In case a woman adapts these qualities, she is backlashed for compromising her femininity in the organization. The removal of this erroneous belief requires a lot of amendments in this domain. The study acts as an initial step towards the contribution of women as negotiators in the organization. In the further stages, this ultimately represents the role of women as negotiators in the development of a nation. Hence, this study demonstrates the link between women and negotiation, which provides an invigorate angle for Nation development.

OBJECTIVES

Women as negotiators in the organizations are never seen in the curve that contributes to the development of a nation. The specific reason to underline this arena is yet under the cover, which needs further exploration and investigation. To start with this, the study emphasizes on few aspects to provide a base for additional refinement in this context which helps to understand the perspective of negotiation from both genders to overcome the traditional thoughts. Hence, the study focuses on the accomplishment of the following objectives:

1. To specify the role of women as negotiators in the organization.
2. To elaborate on the key differences between men and women negotiator.
3. To mention the best practices women need to inherit and put forward during the negotiation.

RESEARCH METHODOLOGY

The research paper is an exploratory study to acquire in-depth knowledge and information on

women as negotiators. The study uses a systematic review technique for the collection of secondary data. Several research papers and articles are qualitatively analyzed for the study.

FINDINGS

The role of women as negotiators in the organization states that women tend to hesitate more to negotiate their job offers their pay particularly. The major reason behind this is the associated social backlash where men are expected and viewed as the breadwinner of the family and women are viewed and expected to take care of children and do the household chores.

The other reason involves the behavioral traits of both genders. This emphasis that men are self-confident, ambitious and self-oriented, whereas women are expressive, caring and friendly. Apart from the above reasons, there are certain factors that provide a change in the way women negotiate in the organization. This specifically involves the role of Power in the organization. Power positively affects women's negotiation behavior as it triggers the personality traits of dominance and assertiveness and, on the contrary, possesses a negligible effect on men's negotiation behavior.

The key differences between men and women negotiator demonstrate that:

- Men feared failure, whereas females feared success as it threatened their femininity in the eyes of others.
- Men faced a similar dilemma asking for flexible work accommodation as women faced for higher pay due to gender role incongruity.
- Men reported more compensation negotiation as it leads to greater pay gain, while women reported more workload negotiation as it leads to greater work-life balance.
- Men are not influenced by power, whereas women make better first offer and negotiation outcomes due to it.
- Men are seen as negotiators who are competitive, rational, and logical, whereas women are seen as accommodative, emotional & empathetic negotiators
- Men prefer the situation of Win-Lose while women prefer a Win-Win situation.

As per a study, 20% of the women never negotiate at all before joining a specific job. But the negotiation skills they possess can be enhanced by preparing fully for the negotiation by cultivating positive emotions, boosting emotional intelligence, negotiating communally, and finally negotiating a desired package for the same. The best practice women need to inherit and put forward during negotiation is to negotiate on behalf of team members and not as individuals. This also involves negotiation from the position rather than personality or gender. Women should stress only where it is possible and appropriate. At last, women should build a network with individuals who do not believe in gender dichotomy.

CONCLUSION

Decisions that a Woman makes are based on varied reasons and priorities. A study pointed out that a woman's career is at its peak when she is 34 years of age as compared to a man whose career is considered to be gaining momentum in the mid-30. One of the major reasons for the same is the behavioral trait and priorities that men and women are driven by. Women are naturally driven by their emotional instincts while making decisions and negotiations. The study concludes that Men characteristics are seen as independence, power & self-reliance while female characteristics are

caring, helpfulness & sharing. Men are mostly dominant and authoritative in their negotiation style, whereas women are passive and submissive. Women focused more on relationship building, whereas men are more focused on the facts and figures. Masculine traits such as dominance, assertiveness & rationality are more important for negotiation success. Hence, Negotiations are more congruent with a male gender role than a female gender role. Females should learn and implement Best Negotiation Practices (BNPs) to overcome the social backlash in the organizations. At last, it is concluded that Negotiation acts as an opportunity, as well as at times, a problem for women's career advancement.

REFERENCES

1. Amanatullah, E. T., & Morris, M. W. (2010). Negotiating gender roles: Gender differences in assertive negotiating are mediated by women's fear of backlash and attenuated when negotiating on behalf of others. *Journal of personality and social psychology*, 98(2), 256.
2. Bowles, H. R., Thomason, B., & Bear, J. B. (2019). Reconceptualizing what and how women negotiate for career advancement. *Academy of Management Journal*, 62(6), 1645-1671.
3. Furnham, A. (2012). Female negotiators. In *The Engaging Manager* (pp. 81-83). Palgrave Macmillan, London.
4. Hatmaker, D. M. (2013). Engineering identity: Gender and professional identity negotiation among women engineers. *Gender, Work & Organization*, 20(4), 382-396.
5. Hong, A. P., & van der Wijk, P. J. (2013). Women in negotiation: Effects of gender and power on negotiation behavior. *Negotiation and conflict management research*, 6(4), 273-284.
6. Schneider, A. (2017). Negotiating while female. *SMUL Rev.*, 70, 695.