Investigating the Process Whereby Emotions Influence Negotiation Performance: A Comparison of Americans and Sojourning Chinese

By

Dr Meina Liu
University of Maryland, USA

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All interested are welcome
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ABSTRACT

This study examined the process whereby two other-directed, differentiated emotions (i.e., anger and compassion) influenced negotiators’ own and their counterparts’ negotiation behavior and outcomes, and culture’s main and moderating effects in this process. Participants (N = 134) were 70 sojourning Chinese and 64 Americans who performed a simulated employment contract negotiation with members of the same cultural background. Results showed that anger and compassion influenced negotiation outcomes (i.e., individual gains, joint gains, and perceived desire for a future work relationship) because these emotions influenced negotiators’ and their counterparts’ interaction goals (i.e., competitively and cooperatively oriented instrumental, identity, and relational goals), which in turn influenced their bargaining tactics (i.e., distributive and integrative tactics). The study found that Chinese negotiators placed more importance on competitively oriented interaction goals and used more distributive and fewer integrative tactics than American negotiators; however, the associations between emotions, goals, behaviors, and outcomes rarely differed across cultures. Theoretical and practical implications of these findings will be discussed in the presentation.

Dr Meina LIU is an Assistant Professor in the Department of Communication at the University of Maryland specializing in organizational communication, intercultural communication, and conflict management and negotiation. She received her Ph.D. from Purdue University in 2006, M.A. from Tsinghua University in 2000, and B.A. from Beijing Language and Culture University in 1997. Her current research examines the process whereby negotiators’ cognition and emotion influence their own and their counterpart’s negotiation performance and culture’s effect on these processes. She also has conducted research investigating gendered organizing processes, particularly as they relate to career and work-family issues. Her research has been presented in national and international conferences and is published in journals such as Human Communication Research, Journal of Business Communication, Human Relations, Journal of Cross-Cultural Psychology, Communication Research, Journal of Applied Communication Research, and elsewhere. She has won a few research awards from national and international associations, including two Best Article Awards from the National Communication Association (NCA) and the Organization for the Study of Culture, Language, and Gender (OSCLG), and three Top Paper Awards from the International Communication Association (ICA) and NCA.