

# How do Emotions Influence Negotiators in Negotiations?

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**Abstract.** This paper emphasizes on the necessity of emotional intelligence in negotiation since it is critical to understand the emotions of the other parties involved in a negotiation, as well as knowing how one's own emotions affect the negotiation. Using secondary data literature analysis, this paper then embarked on a systematic review of those sources of information (past works of literature). A comprehensive summary has also been done including integration of contemporary practice, knowledge, and theory. Considering the varieties in customs and values, individuals from various societies negotiate unexpectedly. Therefore, social values and customs shape certain theories used in negotiation, which may impact the negotiators' response to ably portrayed emotions. Since this paper is merely conceptual in nature, all the discussions were based on past literature reviews and conceptual arguments. This conceptual paper will give insights to marketers and negotiators in dealing with negotiations regardless of the purposes. It is also useful to assist stakeholders and practitioners in making relevant management and research decisions as well as guiding them in providing better and specialized negotiations which in the end contributed to the success of the negotiation process.

**Keywords:** Negotiations; Emotions; Culture; Social Values; Emotional Intelligence

## 1 Introduction

According to Fells & Sheer (2020), negotiation is a process in which two parties with differences attempt to find a compromise by negotiating possibilities, sharing offers, and reaching an agreement. Negotiations take place everywhere, from home to school to work, negotiation can be of various forms like a business negotiation, a negotiation with a shopkeeper over a product, or a negotiation with your parent, etc. Negotiation takes place when there is more than one possible outcome from a situation where two or more parties have an interest, but they have not determined how or what the outcome will be. One of the key challenges in negotiation is how a negotiator deals with the emotional dimension. Emotions are a class of feelings, that are differentiated by their experienced quality from other

sensory experiences. They are messages which can influence not only the person it is directed to but also the person who is conveying them (Clempner, 2020). Furthermore, it is important to identify the differences between emotion, mood, and affect. As mentioned, emotion is a multifaceted experience of awareness, body feeling, and behavior that reflects the personal meaning of an object, event, or condition of things (Solomon, 2019) while the term "mood" refers to a generally positive or negative feeling and the underlying sense of feeling or emotion, and mood is referred to as affect (George & Dane, 2016).

Emotions influence the negotiator's capacity to achieve negotiating objectives. Negotiators often want two outcomes in their negotiation, they are effective satisfaction and instrumental satisfaction. The capacity to cope with emotions effectively increases the chances of achieving those goals. There are various types of emotions an individual can express, some of which are; anger, sadness, happiness, excitement, sympathy, etc. Emotions play a vital role in negotiation. Emotions can play either a negative or positive role in a negotiation process. For example, anger is one of the most destructive emotions during a negotiation, but it is not always a negative variable, because when it is delivered correctly in a negotiation, it can help the party to win a negotiation. But the anger should not be directed to the person but at the situation or problem. Not all emotions are bad for negotiating even though negative emotions lead to a higher cost in the negotiating table. Positive emotions can help to achieve a more positive outcome. And feelings like anxiety or nervousness can be directed towards success. Hence, some types of emotions that improve decision-making, promote innovative problem solving, maximize mutual benefits and minimize the use of divisive strategies are happiness, acknowledgment, excitement. While negative emotions like frustration, fear, and anxiety may encourage win-lose bargaining, encourage offer rejection, limit opportunities for joint gains, and reduce the incentive to join together (Kelly & Kaminskiene, 2016). Emotional negotiation is something that practically everyone performs daily, even if they are unaware of it.

## **2 Literature Review**

### **2.1 Types of Emotions - Positive Negotiation**

Positive emotions make us think about our own needs and other people. Empathy can help people understand each other and communicate more effectively. Hiding emotion and outbursts can also be a successful negotiation strategy. Positive emotions generate a positive mood toward the counterparty and, they are more likely to contribute to more integrative processes. Positive feelings, such as optimism, may help to create honesty, good experiences, and loyalty. Parties that witness such positive emotional expressions may find themselves becoming more optimistic and cooperative, exchanging more knowledge about their interests, increasing the possibility of finding shared interests, and building a stronger relationship over time (Sharma, Elfenbein, Sinha & Bottom, 2020). When negotiators like the counterparty, they are more willing to compromise. Positivity against the other increases concession making reduces negative conduct and creates goodwill between the parties and it encourages perseverance. If negotiators are positively drawn, they are more likely to be optimistic and, as a result, to persevere in attempting to get their interests and problems resolved in the agreement and achieve better results (Gavin, 2019). According to one study, people who displayed positive emotion were more likely to find a settlement rather than those who did not demonstrate positive emotion. Similarly, Coutts, Mitchell & Duffy (2018) found that a positive mood might make a negotiator more vulnerable as they can just be taken advantage of.

Negotiators who are positive and extremely sociable are more capable of making a compromise, which will not always be in their best interests. It is a situation that pro-self-negotiators can use to significantly shift the negotiation out of balance and particularly in favor of one party. As a result, positive emotions will make it easier for negotiators and their counterparties to find the solution that would benefit both parties. But also the rage that is legitimately articulated can convey the party's honesty and loyalty.

## **2.2 Negative Emotions**

In contrast, negative emotions can cause both parties to label a situation as competitive or distributive. A negative mood raises the probability that the negotiator will become more aggressive against the other. In a negotiation, this pessimistic emotion is more likely to reveal itself in a more distributive attitude on the issue. So, fear and rage or anger typically play negative roles in negotiation. Negative emotions may influence a negotiator's capacity to objectively interpret a scenario, affecting specific results. According to past research, frustrated negotiators are less successful at assessing the other party's priorities and remembering their interests than negotiators with neutral emotions. But negative emotions could increase tension or be seen as pro-self in certain situations. When a negotiator wishes to successfully negotiate with the opposition party, this might be useful. They will take advantage of the opposing party's softened stance, hoping for a concession (Bratianu & Iordache, 2012). Researchers have discovered that negotiators who express anger claim more value than negotiators who do not express any emotions. If the counterpart considers the alternatives to be more appealing, the influence of anger speech has very little effect on the individual or, in two-thirds of the situations, contributes to a bargaining situation.

Nonetheless, displaying anger during a negotiation may sometimes backfire. Rage may produce conflict because the showing of anger might stimulate identical emotions in the counterparty (Campagna, Mislin, Kong & Bottom, 2016). In any case, negative feelings to unreasonably modify the consequence of negotiation for one party raises a few dangers. It might harm the drawn-out relationship of the parties involved, which implies that the party that is negotiating to get the angry expressions can avoid further conversations or result in unrewarding results from the negotiation. Experiencing anger during a negotiation tends to reduce trust due to the harm it does to interpersonal relationships (Campagna, Mislin, & Bottom, 2019). Ultimately, anger expressions can cause emotional contagion, in which counterparts become angry because of the negotiator's continuous expression of anger. This phenomenon is known as the "blowback-effect" – a negotiator's strategic anger can result in real anger in the counterparty (Campagna, Mislin, Kong, & Bottom, 2016). Negative emotional responses may harm impression development, loyalty, and relationship fulfillment in addition to the direct effect on the other person's concession habits. Consequently, these negative expressions are more likely to reduce collective economic results in which both parties gain from the negotiated deal.

## **2.3 Emotional Intelligence in Negotiation**

It's important to read the feelings of the other parties participating in negotiations, in addition to learning how one's own emotions impact the negotiation. To be competitive in a negotiation, one must have a good sense of emotional intelligence. Serrat (2017) stated that emotional intelligence depicts the ability, aptitude, talent, or self-perceived ability to detect, evaluate, as well as dealing with themselves, others, and the groups' emotions. Individuals with

a high level of emotional intelligence are keenly aware of their feelings as well as the emotions of other people. Emotionally intelligent individuals can recognize and appreciate the feelings that they and others are feeling, as well as how those emotions affect their thought, to put the experience to good use to produce better results and manage feelings effectively by tempering or intensifying them for a specific reason.

As mentioned earlier emotional intelligence is important for effective negotiation. Emotional intelligence, unlike IQ or logical intelligence, is not genetically or otherwise fixed. This implies that emotional intelligence can be taught and improved through practice and preparation. When negotiators struggle with emotional intelligence, it's mostly because they're unfamiliar with and haven't practiced with effective models for dealing with the complexities that come with the negotiation. The willingness or abilities of the negotiating partners to provide and accept empathy influences the outcome of the negotiation. When empathy is refused – whether for political reasons or due to inability – the negotiation becomes much more complex. This complicates the task of achieving effective satisfaction. Moreover, different studies discovered that denying empathy in negotiations induces an awkward feeling and is correlated with a loss of trust, a lower degree of desire to participate in negotiation, and/or an opportunity to obtain control over the negotiation circumstances. In short, individuals with a high level of emotional intelligence would be able to effectively respond to and proactively stimulate the emotions of the other party, thus creating a positive negotiating environment.

#### **2.4 Cultural Influence on Emotion in Negotiation**

Zimmermann (2017) defined culture as “the characteristics and knowledge of a particular group of people, encompassing language, religion, cuisine, social habits, music, and arts”. Culture is the distinct set of values and norms that distinguishes one social group from another and influences negotiating processes and outcomes. Values are collective concepts of what is regarded as good, desirable, and proper in society, as opposed to what is regarded as bad, unwanted, and inappropriate. In addition to that, norms are typically described as socially imposed standards or expectations. Negotiators' cognitions, emotions, and motives are influenced by values and norms (Tamir, 2015). People from various cultures negotiate differently because of differences in values and norms. As a result, cultural values and norms form implicit theories used in negotiations and may impact a negotiator's reaction to strategically portrayed emotions. It was mentioned by Han, Park & Rhee (2021), that when the counterparty's emotion is full of emotional clues, including facial expression, voice, nonverbal actions, and the situational context, portray the same emotion, it is likely that the negotiator from various cultures would agree on what the counterparty is experiencing. Similarly, when the counterparty's emotion is ambiguous that is many emotions portray distinct feelings; for instance, the counterparty looks angry yet has a watery, quivering voice, then the individuals from distinct cultures may identify the counterparty's emotions differently.

One cultural feature that is likely to be crucial when analyzing shown emotions during negotiations is the face and its expressions. The face is a multifaceted term with inextricably linked meanings to culture and social relationships. Face, in its most basic form, refers to how individuals believe others see them in social circumstances. The concept of "saving face," which implies being courteous in public, is perhaps one of the most common words when contemplating face in cross-cultural situations. The face is related to issues such as respect, honor, and reputation throughout cultures (Rodgers, 2020). Positive shown emotion appears to be compatible with these cultural norms, it may be especially useful when talking with

negotiators from East Asian cultures who value face and consider respect to involving humility and respect. Furthermore, for example, negative displayed emotion appears to be inconsistent with what is normative or expected by East Asian negotiators (Drake, 2019). Negatively displayed emotion, on the other hand, does not appear to be inconsistent with the Israeli negotiators' values and norms (Cheshin, 2020). Studies of negotiating behavior in various cultures nearly often point to a certain group's tendency to behave emotionally. According to the stereotype, Japanese and countless other Asians conceal their emotions while Latin Americans reveal their emotions at the negotiation table. Individual personality certainly plays a factor here. In general, various cultures have different standards with the respect to the appropriateness and type of displaying emotions, and all these guidelines are likewise brought to the negotiating table.

### **3 Methodology**

This concept paper uses secondary sources and then a systematic review is done on those sources of information (past works of literature). A comprehensive summary has also been done including integration of contemporary practice, knowledge, and theory to assist stakeholders and practitioners in making relevant management and research decisions.

### **4 Results and Discussions**

Several studies have emphasized the influence of cognition in bargaining by exploring how emotions might affect and predict negotiated results in recent years, resulting in an astounding change in the psychological study of negotiation. Negotiations often trigger a range of emotions, especially anger and rage. There are two types of emotions: positive and negative emotions. While strong negative emotions might cost a lot of money at the bargaining table, positive emotions can assist enable a more positive outcome. In summary, although positive emotions appear to lead to better and more integrative negotiation results, there is evidence that negative emotions such as anger might aid negotiators in specific situations. Evidence suggests that positive emotions aid bargainers in a variety of ways, but negative or even neutral emotions frequently result in significant negative outcomes. Thus, emotion influences decision making, innovation, and relationship development, all of which are important components in reaching an agreement. Dealing with harsh bargainers or negotiators and difficult negotiating strategies is tough for both beginner and well-experienced negotiators, especially when the stakes are high, and success is vital. To remain calm and constructive during such stress, we must be able to manage powerful emotions, both our own and those of our counterparty. Therefore, one must have a good sense of emotional intelligence. Emotions influence negotiations in some ways like culture because negotiators' emotions are influenced by values and norms. It differs from person to person. In conclusion, emotions are what distinguishes us as humans, and negotiation is a human activity. Therefore, one cannot, no matter how hard they try, exclude emotions from negotiation.

### **5 Conclusion**

Negotiating is an interpersonal process. There will always be at least one additional party involved and typically many more. Therefore, it is very important to manage emotions. While emotions are frequently difficult, especially when attempting to keep a cool head during a negotiation, one can harness the power of their emotions to produce great outcomes for themselves and also the counterparty by addressing emotions at a core level and in a methodical manner. Thus, the framework of core concerns can be used. The core concerns framework is a widely used strategy for handling emotions in negotiation which was designed by Roger Fisher and Daniel Shapiro, it comprises five basic human motivations: appreciation, affiliation, autonomy, status, and role. It demonstrates how we may utilize them to identify people's feelings and promote positive emotions that enable information sharing and mutual advantages. Fisher and Shapiro suggest "that the core concerns be used as a lens to understand the emotions of each side and as a lever to stimulate positive emotions" (Fisher & Shapiro, 2005). Moreover, it is important to understand trigger words because some words when used in a negotiation may evoke or trigger emotions.

And an example of such a phrase would be "I know what I am doing", this sentence or phrase could trigger the counterparty in which they feel the negotiator is being superior. Emotions of all kinds have an impact on our ideas, behavior, and underlying biology. The fact that fundamental emotion, feelings triggered by the negotiation itself, affects results is extensively established in negotiations (Staff, 2021). Although emotions might get the best of a negotiator during negotiations, having a clear grasp of how emotions affect the situation might offer them an advantage. Therefore, it is highly recommended to channeling nervousness or anger into enthusiasm so that it can enhance the chances of a successful conclusion at the bargaining table, and strong emotional intelligence abilities can help one to understand how the counterparty feels. Because as mentioned earlier perceiving how other people are feeling is an important aspect of emotional intelligence, and it is especially important in negotiations.

### **Limitation and Study Forward**

Since this paper is merely conceptual in nature, all the discussions were based on past literature reviews and conceptual arguments.

### **Acknowledgement**

This research was supported by the Centre for Research & Innovation, Universiti Kuala Lumpur, and Universiti Kuala Lumpur Business School. We would also like to show our gratitude to the Management of Universiti Kuala Lumpur, the Dean of Universiti Kuala Lumpur Business School, the Management of Manipal International University as well as all citizen of both universities for their endless support and assistance towards the completion of this research. Our special thanks also go to the organizer, publication editors, and also to everyone in the impact hub. Thanks for all your support and encouragement! Finally, to Mak (Hjh. Normah Hj. Hashim) and Bak (Hj. Ahmad Hj. Akib), may Allah grant both of you with His Jannah. Aamiin Ya Rabb

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