



The Impact of Different Business Negotiation Styles Cause by Regional Differences on Across-Culture Cooperation

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Abstract. As globalization becomes more and more important, international business trades happen more and more frequently. In international cooperation, across-culture negotiation becomes important to discuss and confirm the details. If people can find out what differences between negotiators from different areas know how to solve those problems, and also study negotiation skills deeply, the chance of successful cooperation will be increased in the negotiation. This essay aims to find out some important and challenging differences. There are 3 significant differences, for example, individualism and collectivism, different languages and different manners of time control during making decisions. Moreover, this essay seeks out factors that lead to those differences, such as people who have different values caused by their growth environment and societal background, the high context and low context of the language which can cause misunderstanding in the communication, and different history culture. Finally, this essay points out three advice that negotiators can use, knowing about others' cultures and fully respecting them, using a second common language, and giving the other side enough space and time.

Keywords: Business negotiation, across cultures, time controlling, individualism and collectivism

1 INTRODUCTION

Human culture is stepping forward constantly as society develops, and the increasing international trade makes business negotiation more and more important [1]. Business negotiation is a favorable way of showing sincerity and expressing understanding for each other [2]. However, there are enormous differences between all negotiators over the world since they come from different countries and continents, and they have different cultural backgrounds. They speak in different languages and they have many ways of thinking. In addition, every country has its own culture and specialized negotiation styles. Conflicts will appear in the negotiation because both sides have opposite positions and goals to achieve. Nevertheless, when participants are from different cultural backgrounds, the conflict will be intensified because it will lead to

misunderstandings in the communication. Finally, the cooperation might be failed. This essay aims to find out some important differences caused by regional differences, then explain why these will happen, and finally give some suggestions. Finding out differences and studying how to respond to these can increase the chance of success in the negotiation.

2 REGIONAL DIFFERENCES IN BUSINESS NEGOTIATION

2.1 Individualism and Collectivism

One of an important difference in business negotiation is between individualism and collectivism. As people know, individualism and collectivism are opposite groups based on different cultures. Collectivism attempts to know the benefit of the whole group. Nevertheless, individualism prefers to satisfy their wants and needs, therefore, individualism and collectivism can be thought of as two inverse parties that express two poles [3]. This essay thinks a person might be straightforward, and frank in the business negotiation to achieve the position. Individualism means the habit or principle of being independent and self-reliant, because they focus more on their feelings, values, responsibility, and whether they are respected. Closed family members and themselves are paid attention to by individualism people [4]. Western people are often represented as individualistic. Xiaofan Zhang thinks Americans want to achieve the expected goal through their hardworking, also they often go to work alone and sometimes they make decisions by themselves instead of discussing with their bosses, and teammates or departure first, so in her view, she believes Americans have strong individualism thinking [1]. However, collectivism means the practice or principle of giving a group priority over everyone in it. People who are in a group or a team believe individuals should assimilate into groups and think about the group profit first, therefore, some people might sacrifice their benefits to take the overall situation into consideration. In business negotiation, collectivist people usually are peaceful between team members, since they think the power of the team is bigger than individuals and they do care about the sense of group honor. During this process, some people might give up their profits or make concessions. Moreover, many eastern countries such as China are one of the typical collectivist nations, because they attempt to analyze advantages and disadvantages together and make decisions carefully. Nevertheless, individualism might be sharp in business negotiation, because they don't consider the external condition very much compared to collectivism. They focus more on whether they achieve their positions and interests. Even in group work, they pay more attention to how much they contribute to this group, how much responsibility they need to undertake, and whether they play themselves value. In business negotiation, different characters and ways of thinking can affect decision-making and whether both sides can agree.

2.2 Languages and Expression

The next important factor that can affect business negotiation is language. Language is a part of the culture and is not only a significant carrier for the transmission of culture but also a foundation of culture, can be said, no words, no culture [5]. During cross-culture cooperation, negotiators have different mother languages, although technology is developing and people can use translators and AI, there might still be inaccuracy, or missed and mistranslated information will occur in translating. If neither side cannot understand what exactly the other wants, the negotiation will become challenged and digitized, and it will be hard to move forward. Even if negotiators use the common language, there might be different accents because of the regional differences, which will lead to the side not getting the other side's points directly and make the communication more untoward. It is important to express one's position and interest clearly and understand other's positions and interests, otherwise the process will be rough.

2.3 Time Control

The last element that impacts bargaining is time cost in balancing advantages and disadvantages and making decisions. There is an enormous difference in the sense of time between different regions. Eastern people get used to making decisions slowly, but in the West, people get used to making decisions efficiently compared to eastern. As an example, Americans people focus on efficiency, especially in the work or tasks they do [6]. In the East, especially in China and Japan, people often take a long time to decide something, they usually talk with their patterns and analyze what benefit will they get and what will they lose and balance the advantages and disadvantages in the specific case. In addition, they will present the results so far to their bosses, and bosses and high-level managers in the business will discuss and decide, which means it will take longer. Nevertheless, western negotiators often make decisions quickly, resulting in humans making decisions during communication and negotiation, because they usually do not report everything to their leaders and make decisions by fewer people even themselves. It is probably caused by different ways of time management between the East and West.

3 CAUSE AND EFFECTS

3.1 Value

The reason why there are different charterers between East and West is that different countries have different values and strategies. As people know, there are big differences in mode of thinking, values, and lifestyle between Chinese culture and Western culture [7]. In China, whether in schools or companies, employees and students are always taught to be kind, solidarity, and modesty with classmates and colleagues. Affecting this cultural background, Chinese people like doing everything in groups, China is deemed to be a typical collectivist country, and it has a strong presence in the East. Therefore, eastern negotiators think a lot during the negotiation, because they should consider the local government policy and if plans or decisions meet the local

government exception or whether they can get government assistance or not. Furthermore, they will consider if the plan meets their business objectives. Compared to Eastern countries, most Western countries promote capitalism, and many Western people are individualistic, also western society has experienced the ancient Greek culture and modern commercial civilization, and the free and relaxed social environment encourages it to pay more attention to diversity and pluralism of the development of things, advocating to survive by themselves and overcome nature through its ability, which promotes the development of its self-centered consciousness and independent consciousness, personal ability and unique personality largely [8]. Therefore, when Western negotiators communicate with the other side, they do not think of external conditions much. In addition, they might make the decision quickly in the process of negotiation and they speak frankly, succinctly, and even incisively to achieve the goal.

3.2 Misunderstand and Context

What causes people might have difficulties in languages and expression is that languages can be split into high context and low context. Western languages often have a low context and Eastern languages have a high context. High-context languages generally have deeper meanings than their literature expression. High-context culture means that most of the information is either stored in the social and cultural environment, contained in the communication situation, or internalized in the communicator itself, and also rarely exists clearly in the transmitted information. In other words, high-context culture has a high degree of dependence on the communicative environment and a large amount of information resides in the context and situation, without direct expression from the language, only the other to understand [8]. Conversely, low context culture is not relied on the specific situation very much, people can understand what others want to say clearly and get information easily. Western people think others can know your position and interest when people speak out directly and clearly. During the process of bargaining, eastern negotiators usually speak in higher context languages, in other words, they don't express their opinion directly, others need to combine the current situation, atmosphere, and environment to understand and even guess what Eastern people's exactly needs and opinions, and it leads to not understanding or misunderstanding, which will make the communication digress from the subject and be tough to move on. However, western participants use low-context languages, also they often express directly which means the information is shown in sentences and words and people can get the point easily, which decreases the time cost in the negotiation. In addition, negotiators can solve issues better when both sides have conflict positions, which can facilitate cooperation in the future. So, when people speak in different languages, misunderstandings caused by the different contexts of each language will occur in the negotiation.

3.3 History Culture

History background can affect time control in the negotiation. In Eastern, people make decisions slowly because they are affected by the Confucian culture that was set up by

Confucius thousands of years ago in ancient China. There are well-known sentences “A word once spoken cannot be taken back” and “Think of carefully before you do”, which mean if people make decisions or promise something to others, they need to make a commitment and not be regretful. Most Asian people, specialist Chinese people are affected profoundly. So, in negotiation, eastern people think it will break their reputation and personality and lose trust if they go back on their word, and they need to think cautiously, which takes their time, this is why they make decisions time-consuming. For Western negotiators, working overtime is rare because they think the time after work is private, and they do not spend more time on any tasks after they come off work, even though employers give them high overtime pay. In other words, western employees prefer to work hard in their work time, and they want to make decisions quickly and get a clear consequence for the negotiation. This essay believes the historical background is an important factor that affects different manners of time controlling, due to different areas having different history and cultural background that affects the manner of time controlling in every generation.

4 SUGGESTION

4.1 Understand Other Cultures and Respect

In order to have a smoother process in the business negotiation, people should admit the cultural variation and know about each others' culture as much as possible and fully respect it. People should know about the other side's history, values, societal structure, religious beliefs, and customs, which will produce people with a comprehensive cultural background [9]. Moreover, negotiators can imagine what kind of cultural conflict and interest conflict will happen during the negotiation, and then they can make plans for it, for example, they can decide what negotiation skills are they going to use and how to respond or solve the conflict. It is also essential to understand the other side's interest and focus on the interest instead of position because sometimes, both sides do not have a conflict of interest, which means they can have creative options to achieve their goals and satisfy their interests at the same time. Last but not least, international business negotiators should also understand the national characteristics and traditional customs in each country, especially because they need to understand the cultural taboo.

4.2 Use Common Language

The second way to promote cooperation is by using common language, simple and understandable words, and efficient communication way. If negotiators can use the second common language, they can use it to increase the possibility of understanding each other [9]. In negotiation, participants can use as much as a concise way to express their interests and position clearly and frankly. Furthermore, they should avoid using complex sentence structures and professional vocabularies, which can express opinions clearly and directly. Also, humans should be proficient in this language, because sometimes, a word has multiple meanings. It is essential to grasp the specific meaning from the other side and understand the language features [10]. Next, to have smooth

negotiation acquire logical profits and interest, and let others feel like good faith bargaining, human needs to use proper language [10].

4.3 Give Each Other Enough Space

A good solution to solve with people who are different in the time controlling during the bargaining is to give each other enough space and time. As this essay mentioned before, different people have huge discrepancies with setting up the pace for negotiation. People can give the other side enough space and time to discuss with their teammates or group members and not hasten them due to every decision that both sides make plays an important role in the negotiation and affects future cooperation across cultures and countries

5 CONCLUSION

In the international business negotiation, discrepancy between cultures is significantly challenged. The different ways of thinking, languages and differences in time controlling are 3 very common facts in business negotiation. People should do enough research and response positively to the difficulties in the negotiation, which can promote international and across-culture cooperation and increase the culture's communication. Those differences are caused by the value of people, language context, and history background. International negotiators can know about the other side's culture sufficiently and respect it fully, use a second common language to understand the other side's needs and don't push the other, also giving others enough space and time. Negotiators can read some materials to understand others' customs, societal backgrounds, and culture background before bargaining, which can avoid conflicts happening as much as possible and provides a higher chance of creating a win-win solution.

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