

Negotiation behavior and tactics of emotionally intelligent purchasers

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ABSTRACT,

Emotional intelligence is more present than ever in research and its effects on all kinds of situations are studied. This thesis applies the study of emotional intelligence on a field of business administration. The purpose of this thesis is to find out, what kind of negotiation behavior and tactics are typically used by emotionally intelligent purchasers in business to business negotiations. Through a literature review, a qualitative data collection method and an analysis of 15 interviews with purchasing employees from companies in manufacturing industries data were collected to identify typically displayed negotiation behaviors and tactics. The study found several behavior styles that are more typically used by emotionally intelligent purchasers, such as the usage of more appropriate competitive behaviors such as bluffing and traditional bargaining, as well as inappropriate competitive behavior and tactics such as information misrepresentation. Overall, a greater variety of behavior styles was found with emotionally intelligent purchasers. Further, body language and its conscious usage are considered more important with emotionally intelligent purchasers. Trust as a necessary condition for confidential information exchange was more clearly observed with high scoring purchasers, as was the desire to understand the opponent's position and goals in the negotiation. Several tactics and behavior styles were observed with all respondents, no matter their level of emotional intelligence. These findings follow a literature review, that builds the foundation of this thesis and which the thesis complements with its findings. The results are of interests to experts in the fields of negotiation behavior and emotional intelligence, as well as to all negotiators and HR managers. Limitations include the neglect of further factors influencing negotiation behavior such as negotiation power, gender, age and other forms of intelligence or preconditions. Further, the sample size is limited which reduces the findings' significance. Further research can complement and check on the results.

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Keywords

Emotional intelligence, negotiation behavior, case study, purchasers, business to business, body language, competitive tactics

1. INTRODUCTION

The concept of Emotional intelligence is gaining widespread popularity in the literature. Also, in the field of business administration, it is gaining attention, as researchers recognize its importance in understanding human behavior and its effects on situations of interpersonal communication such as negotiations. This thesis aims to analyze the negotiation behavior displayed by emotionally intelligent purchasers in business negotiations.

One popular conceptualization defines emotional intelligence as the ability to express, recognize and understand emotions, as well as to generate and use them to assist thought and personal growth (Mayer & Salovey, 1997, p.5). Emotion recognition ability lies at the core of this concept (Schlegel & Scherer, 2015, p.1389).

Some researchers show that it can be useful to study its effects on organizational performance. They found that emotional intelligence can predict organizational components like leadership and sales performance (Daus & Ashkanasy, 2005, pp.15-19).

Business negotiations take place between two businesses that have a mutual willingness to trade goods and services for other resources. The negotiators engage in active communication with the goal to reach an agreement or outcome within the interest of their respective firm. In this context, good negotiators must be good communicators, which involves both verbal and non-verbal communication (Hui Zhou & Tingqin Zhang, 2008, p.91). Negotiation behavior is typically classified as either competitive or integrative, though the idea that the combination of different behaviors and tactics is better classifiable on a continuum as developed by Saorín-Iborra et al. is more appropriate for this thesis (Saorín-Iborra & Cubillo, 2019, p.64). There seems to be a knowledge gap in the literature as not much research has been done to show which negotiation behavior and tactics can be associated with emotionally intelligent purchasers.

The findings of this thesis show more variety in the behavior patterns of emotionally intelligent purchasers, highlight their emphasis on the importance of body language and their increased demand for positional information. The findings could benefit anyone involved in negotiations, both purchasers and sellers, as it provides a basic understanding of the different behaviors displayed by different levels of emotionally intelligent purchasers and could potentially guide actions and reactions. Further, it could have implications for employers and hiring processes, as some negotiation styles and behaviors could lead to better business relationships or better outcomes in the long term than others, which to find out could be a suitable addition to this thesis.

Through a multiple case study, this thesis aims to answer the research question: What type of negotiation behavior and tactics do purchasers that rank high on an emotional intelligence scale use in business negotiations?

Hereafter the relevant existing literature on emotional intelligence and negotiation behavior is shown. Afterward, findings from 15 expert interviews with purchasers are analyzed and critically discussed in light of the existing literature. Finally, a conclusion and an outlook for future research are given.

2. LITERATURE REVIEW

There are two aspects to consider:

- a) How to conceptualize and measure emotional intelligence?
- b) How to distinguish, observe, and categorize negotiation behavior and tactics?

The literature in the fields of emotional intelligence and organizational negotiations is complex and in times diverging. In the following, an overview and critical discussion of previous findings will lead to a better understanding of the situation and illustrate the direction of this research.

2.1 Emotional Intelligence

It is important to clarify what is meant when speaking about emotional intelligence. The research in this field has developed over decades and despite ongoing criticisms, the literature suggests that currently the framework developed by Mayer and Salovey in 1997 is widely accepted as the basis to study the effects of emotional intelligence. It defines emotional intelligence as "(a) the ability to perceive and express emotions, (b) to access and generate emotions so as to assist thought, (c) to understand emotions and emotional knowledge, and (d) to reflectively regulate emotions so as to promote emotional and intellectual growth" (Mayer & Salovey, 1997, p.5). The four branches included in this definition provide the baseline for the MEISCT model, which was invented to provide measurements of individuals' levels of emotional intelligence by giving objects two tasks per branch. Objective measurements are necessary as self-perceived and actual emotional intelligence often correlate only partially and differ in great proportions (Mayer, Salovey & Caruso, 2004, p.203). Other findings also support the assumption that emotion recognition ability is the most basic component of emotional intelligence and crucial to good performance in its other components (Schlegel & Scherer, 2015, p.1389).

2.2 Negotiation Behavior

Business to business negotiations take place where two parties try to find an agreement that is beneficial for both and improves the status quo. (Hindriks, Jonker, Tykhonov, 2007, p.27) It involves the bargainers, who first "create value before claiming their share of it" (Narisham & Ungarala, 2016, p.38). Further, it is described as "a mix of both collaborative and more competitive or persuasive activities" (Fels, Rogers, Prows & Ott, 2015, p.6). Narsiham and Ungarala complement this view, describing cooperative tactics as focused on maximizing the joint returns obtained by the bargaining parties, while competitive negotiators try to maximize their own returns (Narisham & Ungarala, 2016, p.36-37). General classifications of negotiations were disassembled into specific components like initial offers, reciprocity, and complementarity of tactical behavior, the progression of offers, and information sharing (Weingart, Thompson, Bazerman & Carroll, 1990, p.9-13).

Other researchers tried to overcome the often dichotomous approach (integrative or competitive) by classifying negotiation behavior using a continuous scale, dividing the behavior styles into the three categories "integrative, acceptable competitive and inappropriate competitive action" (Saorín-Iborra & Cubillo, 2019, p.54 & p.64) or, as was done on by Robinson et al. using the SINS-scale, which divides behavior styles into five categories ranging from highly appropriate to highly inappropriate. The five categories in the SINS-scale are traditional competitive bargaining, attacking an opponent's network, misrepresentation or lying, misuse of

information, and finally false promises. (Robinson et al, 2000, abstract & p.659). This is in accordance with Saorín-Iborra and Cubillo, who classify misrepresentation, bluffing, misrepresentation to the opponent's network, and inappropriate information collection as inappropriate actions, while traditional competitive bargaining is an acceptable competitive tactic. It is stated, "that both integrative and competitive actions can be combined since they are complementary, and the combination of effect explains the outcome" (Saorín-Iborra & Cubillo, 2019, p.64). Integrative actions then include ensuring an understanding of the counterpart's needs, seeking of mutual satisfaction, ensuring positive and productive personal relationships, free flow of information, trust, the participation of all parties in the decision-making process, asking questions, explanations, and self-disclosure (Saorín-Iborra & Cubillo, 2019, p.54-55).

The different combinations of behavior styles can then be classified on a continuous scale:

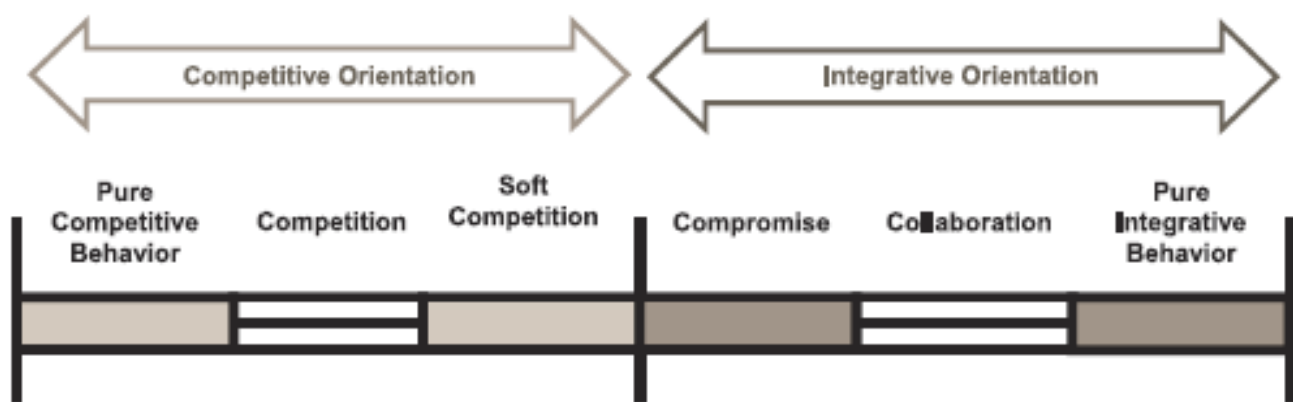


Figure 1 – Types of negotiation behavior (Saorín-Iborra, Carmen, 2008, p.135)

The six categories described are:

- Pure integrative behavior
- Collaboration, which describes a "prevalence of integrative action, with few acceptable competitive actions and no inappropriate actions",
- Compromise behavior, which means frequent usage of integrative actions and moderate use of acceptable competitive action and no use of inappropriate competitive action,
- Soft competition, where negotiators use integrative actions but also rely on frequent use of acceptable competitive bargaining and few inappropriate actions,
- Competition, which describes a frequent use of all three possible behavior styles and,
- Pure competitive behavior, where negotiators display none or very low integrative behavior but many acceptable as well as inappropriate competitive tactics (Saorín-Iborra & Cubillo, 2019, p.55).

Looking at possible differences between buyers and sellers, it seems that buyers engage more often in aggressive tactics than sellers. (Sigurðardóttir, Hotait, & Eichstädt, 2019, p.308) In Perdue's paper "Ten aggressive bargaining tactics of industrial buyers" from 1992, as well as in research done by

Sigurðardóttir, Hotait, & Eichstädt (2019, p.303), further specific negotiation tactics were found. Specific aggressive tactics according to Perdue include the creation of an atmosphere of competition ("If the supplier believes that competition exists, then for practical purposes, competition exists"), the imposition of time pressure, the threat of going elsewhere, the employment of a shill or a fake competitor, claiming a lack of flexibility, "putting down" the selling firm and mentioning their weaknesses or bad performance, making excessive demands, the claiming of limited authority, the threat to move negotiation to the seller's boss and the classic "good guy- bad guy" (Perdue, 1992, p.46-47). Generally, tactics related to positional information sharing were the ones most observed from both buyers and sellers (Sigurðardóttir, Hotait, & Eichstädt, 2019, p.307).

Researchers studied the effects of moral misbehavior like false promises and deception, where emotional deception "is viewed as more morally appropriate than other types of deceptive

negotiation tactics" (Fulmer, Barry & Long, 2009, p.704), as for example informational deception. The study concluded that false promises and emotional deception were not related to higher outcomes, while positive attitudes towards deception such as misrepresentation were related to higher negotiation outcomes (Fulmer, Barry & Long, 2009, p.704).

The literature points out the importance of body language in general communication and therefore in negotiations. Not only is it important to read the other persons' nonverbal communication in order to understand all of what they are telling you, but it can also be used to "more easily detect truth and lies, project a more confident, powerful presence, persuade, influence, and sell better, put people at ease, create a sense of trust [and] make friends" (Hui Zhou & Tingqin Zhang, 2008, p.91). One must, therefore, differentiate between actively used tactics such as portraying or signaling a certain message to the opponent and the passive usage which includes observing the other party's non-verbal behaviors. Schelling built the concept of tacit bargaining, which describes a set of covertly displayed behavior patterns including little hints, signs, and gestures of all non-verbal kinds (Schelling, 1960). Other forms of active nonverbal communication include physical contact between negotiators, eye contact, facial expressions, and posture. Additionally, also relevant and part of the landscape of non-verbal communication is the distance between communicators and physical appearance (Hui Zhou & Tingqin Zhang, 2008, pp.92-93).

2.3 Emotional Intelligence in Negotiations

While research on the influence of many factors on negotiation behavior has been done, the effects of emotional intelligence

remain understudied. Nevertheless, existing literature does hint at some effects a high level of emotional intelligence could have on negotiation behavior.

As mentioned earlier, negotiations are about creating value (Narisham & Ungarala, 2016, p.38). In a previous study by Der Foo et al. it is mentioned that individuals with high levels of emotional intelligence can create value, but that other individuals consume that created value (2004, p.15). Another study found that higher monetary outcomes as well as increased likeability could be predicted by high GERT scores, a test that measures emotion recognition ability, which highlights the necessity to find out what tactics bring these higher outcomes (Schlegel & Scherer, 2015, p.1384-1385).

The ability to perceive and accurately assess others' emotions might reveal underlying truths or interests of the opponent and therefore help in terms of information acquisition (Fulmer & Barry, 2004, p.257-258). This can be used to settle a negotiation into an agreement, whether that means cooperatively or egoistically. (Elfenbein, der Foo, White, Tan & Aik, 2007, p.206-208). Further, it is proposed, that while emotionally intelligent people could be inclined to use their ability to enhance their own and others' mood, on the other side they could aim and choose to manipulate and induce their desired emotions in negotiation opponents (Fulmer & Barry, 2004, p.260). People with higher emotional intelligence level are also described as beneficial in terms of affection in negotiations (Der Foo et al., 2004, abstract), which might make them more skilled in conducting face-to-face negotiations, which in turn is considered a core competence for sustaining long-term business relationships (Sigurðardóttir, Hotait, & Eichstädt, 2019, p.300; Harwood, 2008, p.106). The ability to build rapport seems to increase their likeability and respective levels of trust, which could lead to more collaboration and less escalation of conflict (Fulmer & Barry, 2004, 261). High levels of inter-organizational, as well as interpersonal trust, were also found to keep costs low in negotiations (Zaheer, McEvily, Perrone, 1998, pp.153-156).

Other forms of intelligence such as cognitive ability, social intelligence, and tacit knowledge, which includes implicit knowledge from past experiences on how to deal with certain situations or people, could have effects on negotiation outcome and behavior (Fulmer & Barry, 2004, p.250). In a paper by Daus and Ashkanasy, it is stated that other assessments of personality traits and of cognitive ability show only little correlation with emotional intelligence (2005, p.11). This shows that it is necessary to distinct emotional intelligence, as it was operationalized by Mayer and Salovey, from plain cognitive ability and personality traits.

It remains unclear which negotiation behaviors and tactics can be associated with emotional intelligence.

3. METHODOLOGY

A lack of research on this topic suggests using a qualitative approach to answer the research question. In order to explore the typically used negotiation tactics and behavior styles used by emotionally intelligent purchasers, a multiple case study, and an analysis based on the grounded theory using expert interviews were done. The grounded theory is a systematic guideline and process description for qualitative research, that is described as both descriptive and explanatory. The theory guides the researchers in sampling, in his conduct of interviews and the simultaneous analysis of those. Further, it guides the development of concepts and theories based on constant comparisons (Corbin & Strauss, 1990, pp. 3-21).

15 purchasing employees from companies in manufacturing industries that engage in buyer-seller negotiations were interviewed together with two other researchers. First, their respective level of emotional intelligence was measured using a standardized test. Due to a limited amount of time per interviewee, the focus of the measurement of emotional intelligence in this research is on individuals' emotion recognition ability, using the GERTs. Combining elements of previously existing tests, the Geneva Emotion Recognition Test (GERT) contains 14 distinct emotions that are displayed by actors and actresses in short videos with sound (Schlegel, Grandjean & Scherer, 2014, p.669). The GERTs contains 42 of these videos, that interviewees must assign emotions to. The duration is about 10 minutes and the results are shown in percentages of correctly assessed emotions (Schlegel & Scherer, 2015, p.1385). The test shows a high correlation with other measures of emotional intelligence such as emotional understanding and emotional management as qualified by Mayer & Salovey (Schlegel & Scherer, 2015, p.1390).

After the assessment of their emotional intelligence respondents underwent a semi-structured interview with the goal to find their typically used negotiation behaviors and tactics. Negotiation behavior is classified according to the continuous scale developed by Saorín-Iborra and Carmen. The in the literature review discussed specific negotiation tactics will be translated to fit onto this continuous scale. The interview questions have been developed in collaboration with the other two researchers around these behavior styles. The full interview-guide can be found in Appendix A.

The interviews took place at prearranged times between May 10th and May 28th and were set to take around one hour. All respondents agreed to the interviews being audio-recorded. Before the interviews, the researchers tried to find relevant background information about the respondents such as gender, nationality, position in the company, company industry, and company size, which you can find in Table 1 (next page). Some obvious differences in negotiation preconditions are considered for the analysis of the results or discussed in the limitations part of the thesis.

Due to the situation surrounding the coronavirus the interviews mostly took place in an online-setting via videocall-platforms like Skype or Microsoft Teams. Transcripts of the interviews were done but are not included in the thesis. Interviews were encoded to reach better comparability. This further improves the traceability and transparency of the arguments and conclusions made.

In the following chapters, there is an analysis of the interviews and a presentation of the findings, which then leads to a critical discussion in the light of the existing literature. Finally, an outlook on future research and limitations of this thesis is given and conclusions are made.

Table 1. Interviewee information

Name	Country	GERTs score	Company industry	Company size
Interviewee 1	Germany	81%	Auto components	1000 - 10000
Interviewee 2	Argentina	81%	Tobacco	50000+
Interviewee 3 (only female)	Germany	76%	Furniture	100 - 1000
Interviewee 4	Germany	71%	Furniture	100 - 1000
Interviewee 5	Germany	71%	Paper packaging	10000+
Interviewee 6	Netherlands	64%	Industrial conglomerate	10000+
Interviewee 7	Netherlands	62%	Aerospace & Defense	100 - 1000
Interviewee 8	Netherlands	64%	Electrical equipment	1000 - 10000
Interviewee 9	Germany	64%	Furniture	100 - 1000
Interviewee 10	Germany	57%	Health care providers	1 - 100
Interviewee 11	Germany	57%	Household durables	1000 - 10000
Interviewee 12	Netherlands	43%	Industrial conglomerate	100 - 1000
Interviewee 13	Germany	50%	Construction & Engineering	1000 - 10000
Interviewee 14	Germany	45%	Electrical Equipment	1000 - 10000
Interviewee 15	Germany	40%	Household durables	1000 - 10000

Green = high score, Yellow = medium score, Red = low score

4. ANALYSIS OF THE INTERVIEWS

The GERTs claims to have shown an average score of 66% in previous studies (see Appendix B), while the mean score of our participants is 62% (see Appendix C). For the purpose of this study, the five respondents with a value above 66% are considered highly emotionally intelligent, the six respondents with a score between 57% and 64% are classified as medium emotionally intelligent and the four respondents with values below that are considered to have low levels of emotional intelligence. In order to answer the research questions, the findings of the interviews with the 5 high-scoring respondents are summarized in detail, while the other interviewees are summarized in their respective groups of emotional intelligence. The analysis is divided into summaries of the interviews, their respective findings, and a final comparative analysis. Similarities between the high scoring respondents are pointed out and compared to the behavior styles of individuals with medium and low scores to check if they are behaviors typically displayed by emotionally intelligent negotiators.

4.1 High Scoring Interviewees

4.1.1 High Scoring Interviewee 1

The interview with Interviewee 1 took place in a face-to-face setting, which allowed body-language and mimic to be observed to a greater extent than with most other interviewees. The interview took about 50 minutes. He obtained a GERTs score of 81%, which is a joint highest in the field. The respondent works for an Automobile component company with 1000-10000 employees in Germany.

He considers the negotiation process to be about *“motivating the other party, that has conflicting interests, to do something that is in your own interest”* (Interviewee 1). Preparation is a key component, as is goal setting, which can be about financial goals or relationship building. Both aim to find *“a structure to build the arguments”* (Interviewee 1). Preparation for Interviewee 1 means creating a target range including entry

price and exit value, as well as thinking about everything that can be negotiated. The respondent emphasizes the importance of compromise for relationship building and that in turn, good relationships can help to build up and expand the business. Information sharing is a *“double-edged sword”* (Interviewee 1), because on the one side, sharing your information makes you vulnerable, but on the other side it makes the negotiation more rational, which he prefers. A high level of trust *“can also help if you get unofficial information in conversations”* (Interviewee 1). But it is also dangerous because it can be used against you. The respondent states to never share false information, but to *“consciously withhold information or prepare it in a way that suits”* him and to bluff about confidential information, that he does not feel the need to share freely (Interviewee 1). Therefore, he also considers bluffing mutually accepted conduct. He presented his strategy, which focusses on building up an argumentation structure beforehand, that justifies a very high or low offer. So, with each argument rebutted by the opposition, he slightly adjusts his offer but still has an existing structure of arguments that supports his demands. He also states that understanding the opponent’s position by asking about their goals and values is important to make an offer that values their interests, too. *“If you understand roughly what has the greatest value for your counterpart then you can use it strategically”* (Interviewee 1). Also explaining his own position brings him benefits, though it seemed that he is more focused on understanding the opponents than to make them understand him. This became even clearer when he mentioned one of his major tactics to be listening when opponents speak about their priorities. *“Try to get more information than to give”* (Interviewee 1). Further, he recognized that he adjusts his own behavior to the opponent’s behavior, though he does that more with cooperative negotiation partners. With competitive partners, he tries not to give them an attack surface by avoiding escalation and by finding common ground, by making them receptive to rational arguments instead of emotions. Body

language and eye-contact play a role in that as well, because he uses it to relax the situation. He doesn't submit to competitive opponents, but he finds a middle way that avoids confrontation on an emotional level. It also depends on the personality type, he claims. His personal moral limit with negotiations is bribing. He states that his outcome satisfaction rate is 50/50.

Overall, respondent Interviewee 1 uses almost all the in the literature review mentioned integrative tactics and engages in traditional competitive bargaining, bluffing, and misrepresentation of information, out of which bluffing, and misrepresentation are classified as inappropriate action. As he finds bluffing mutually appropriate, it can be argued that bluffing should be considered an acceptable competitive tactic. The same holds true for all respondents. Therefore, on the previously introduced continuum, Interviewee 1 is classified as a *soft competitor*.

4.1.2 High Scoring Interviewee 2

The interview with 24-years old respondent Interviewee 2 took place via WhatsApp videocall and took about 40 minutes. He obtained a GERTs score of 81%. Interviewee 2 works for a large, 50000+ employees, international Tobacco company in Argentina.

He considers negotiations to be about reaching a middle point with the opponent. He explained that due to heavy inflation in Argentina his negotiations are usually every 6 months and about the percentage price increases with their suppliers. He claims that when he started negotiating, he did lots of preparations, though that with growing experience he stopped preparing much. The only things he tries to find out beforehand are the market prices and inflation rates, information that he gets from his department or official government sites. Also, his goals are being set from the purchasing together with the logistics and finance department. Respondent Interviewee 2 states that he prefers *"to have a good relationship with the supplier, but often it's not possible because [he has] to respond to [his] necessities"* (Interviewee 2). Regarding information sharing he points out that he likes to receive more information than he gives, and that he only shares *"the information that help me to win"* (Interviewee 2), while his suppliers usually share information more freely to argue for their offer. He says that trust is important to him, while at the same time he acknowledges that he sometimes overstates official or expected numbers, which is false information. Also bluffing is a typically used tactic, which he uses because *"we need to survive"* (Interviewee 2). According to him, both parties do it and it is acceptable conduct. He typically starts with a very low offer and then gradually move towards a middle point with the opposition. Other ways to reach his goals are trying to understand the opposition's position and goals so that he knows how far he can go. To get to this understanding he tries to be informed before the negotiation starts. Also, explaining his own position is important, as he does it to tell the suppliers his own limits given by the company. He describes his own negotiation behavior as *"rough"* and *"competitive"*, yet he also admits that he adapts his behavior to the one displayed by his opponent. This is especially true for competitive opponents. Body language can be important in negotiations for him, though most of his negotiations are done by phone. He admits that he has no moral limits in his negotiations. Lastly, he claims to be mostly satisfied with his results, which he also attributes to the negotiation power of his company against the smaller and local suppliers.

Combining these aspects, it is observable that respondent Interviewee 2 uses many inappropriate, as well as acceptable competitive tactics while using integrative tactics only

partially. For example, does he not propose a free information flow or ask questions about the other's goals, neither does he self-disclose. Interviewee 2 is classified as belonging to *competition*.

4.1.3 High Scoring Interviewee 3

Respondent Interviewee 3 works for a German company in the furniture industry with between 100 and 1000 employees. The obtained GERTs score is 76%.

In advance to negotiations, the respondent focusses on objective preparation and scenario development. Also, goal setting is important so she can picture her goal and work towards it. She describes her negotiation behavior as focused and determined and she wants to reach the best results for the company, regardless of whether that is about relationship building or winning the negotiation. She adds *"unfortunately I am not very diplomatic"* (Interviewee 3), though she also mentions wanting *"the best possible result for both parties"* (Interviewee 3). For her a trustful and protected information exchange is necessary and everything of importance should be shared upfront for the negotiation to be more efficient. Both, false information sharing, as well as bluffing are not part of respondent Interviewee 3's tactics, although bluffing is acceptable, yet unnecessary. Usually, her opponents place the first offer. She highlights the importance of mutual understanding as she finds understanding the opponent's position and goals, as well as explaining her own ones, important. *"It's very important that he understands why I want what"* (Interviewee 3). She does this through cooperation. She states that she does adapt her opponent's behavior style, but this is more strongly the case for competitive negotiation partners than it is for cooperative ones. Her opponents sometimes are so *"confrontational that the effort [to behave open and balanced] often is not successful"* (Interviewee 3). Respondent Interviewee 3 also considers body language an important tool, that she indeed uses consciously to influence her opponents or to read their emotions. Her body language is adapted to the context or situation. One means that she never uses to reach her agreements is lying or insulting. The respondent is usually satisfied with her results.

The self-perceived directness, determination, and competitiveness are not directly reflected in the tactics she displays. The appropriate competitive bargaining used in combination with the integrative behaviors such as a mutual understanding of each other's needs, self-disclosure, trust in the information, and position of her opponents, make her belong to the *compromise behavior*.

4.1.4 High Scoring Interviewee 4

The next respondent who obtained a high GERTs score with 71% is respondent Interviewee 4. The interviewee works for the same company as Interviewee 3 in the furniture industry.

The negotiation process depends on the situation, but it should be rational and controlled according to Interviewee 4. Preparation like goal setting, knowing your own position, and scenario-development can give advantages when negotiation with someone who is unprepared. The goals are usually ambitious so that he can work towards them and reach a satisfying agreement. The interviewee points out that although he wants to reach a good deal and be the *"winner"* (Interviewee 4), he also wants to be able to *"look the other person in the eyes after"* the negotiation without knowing that any base for a good relationship was destroyed (Interviewee 4). General *"decency"* is preferred (Interviewee 4). When it comes to information exchange the respondent acknowledges the importance and that it is inevitable to exchange information. That is also why false information should never be shared according to Interviewee 4.

This can be ensured by trust, but it is dangerous to rely on that, which is why the interviewer prefers to control the negotiation also through his “*rules and regulations*” (Interviewee 4). Trust makes everything easier and more pleasant. For Interviewee 4 the thrill of negotiation also lies in dealing with different kinds of people and personalities. He considers many conducts to be taboo like lying, insulting and giving false data and some other conducts that he doesn’t like such as stretching the negotiation unnecessarily long and a lack of objectivity, but one thing that he finds ethically to do and which he uses as a tool is bluffing. He also lets the other party make the first offer because he considers it to be beneficial to react to offers instead of making them himself, following the saying “*whoever says the first number loses*” (Interviewee 4). Further, he considers it important to understand the background of the opposition, so that a favorable agreement for both can be reached and that he can use the other’s position for his benefit. During his negotiations, it is inevitable that he adapts his behavior to the counterpart’s one and he even adjusts his behavior to meet the situational need. That means usually he meets cooperative with cooperative and aggressive with aggressive behavior, yet sometimes it might be for example more beneficial to not get into a fight. The behavior is adjusted to what the situation demands. Body language on the other hand he “*considered rather secondary*” (Interviewee 4), something that he doesn’t use consciously and only very limited to observe his opponents. At the end of the interview, he mentions that he wants “*let the other person reveal more to you than what you reveal yourself*” (Interviewee 4). He also uses time-pressure as an instrument of power and with a partner uses good cop, bad cop tactics. Artificial breaks in the negotiations are considered helpful to take a step back and to get another perspective on the matter. In the end, he seems critical about his own results, acknowledging to not always, but mostly be satisfied.

The respondent uses many appropriate competitive, and some inappropriate tactics like pressuring. Nevertheless, he wants to ensure basic decency between the parties. On the other side, he uses only limited amounts of integrative tactics. Trust, explaining his own position and even relationship maintenance are no major concerns. He likes to receive more information than he gives and highlights the importance of preparation and the desire to keep discussions rational. He belongs to *soft competition*.

4.1.5 High Scoring Interviewee 5

The last high-scoring respondent, who obtained a GERT-score of 71%, is here called Interviewee 5. He works for a large, 10000+ employees, company in the paper packaging industry.

As respondents described before, for him negotiations “depend on the situation”, such as the significance of the negotiation, the relationship between the negotiators, and the goals (Interviewee 5). The goals that were set should be justifiable by arguments, which require a lot of preparation and information gathering about market prices, the supplier situation, and the knowledge from experience. The respondent states that the relationship between the negotiators depends on the level of trust, which is the “*most important thing in a negotiation and business relationship*” (Interviewee 5) and on the situation and power. If the respondent is in a situation with no other alternative supplier, the relationship building has a higher priority than if there are other suppliers available. The level of trust also influences the magnitude of the information exchange. One boundary here is the sharing of false information because it leads to bad business relations, but the withholding of information is justified. “*Who asks wins*” (Interviewee 5) is his statement, and he highlights the fact that more information should be received than given away. Also,

the act of bluffing is justified and can be used when the situation allows it. Interviewee 5 usually lets the opponent place the first offer. Coming back to the previously mentioned dynamic, the respondent also mentions that he tries to understand the suppliers’ position and goals because they can only continue doing business with a “*healthy*” supplier. “*The supplier must make a profit and of course he must do it with us*” (Interviewee 5). The negotiation should be beneficial for both. On the other hand, he doesn’t find it important to explain his own position and goals to the suppliers if they don’t ask. Further, he acknowledges that he adapts his behavior to the one displayed by the opposition. A cooperative partner is likely to receive a “*win-win situation*” with Interviewee 5, whereas a competitive opponent is likely to face a very “*stubborn*” negotiator (Interviewee 5). Other bargaining tactics used include inducing time-pressure on the opponent and fake begging. Additionally, the conscious usage of body language like facial expressions and hand gestures is a tool for the interviewee that he calls “*tactical psychological warfare*”, and that he adapts to the situation (Interviewee 5). In the context of negotiations, it is a no-go for him to lie, to be overly aggressive, and to be unprepared. Generally, Interviewee 5 is satisfied with his results.

Again, the respondent highlights the importance of understanding the opponent and the fact that one should receive more information and clues from the opposition than the ones given away. He seeks mutual satisfaction, asks questions, explains his own position, and self-discloses with a certain level of trust. Yet he also uses competitive bargaining, bluffing, and withholds information, which makes him a *soft competitor*.

4.1.6 Results High Scoring Interviewees

The high scoring purchasers tend to adjust their behavior to the one displayed by the opposition, while they all have the goal in mind to keep the negotiation rational and preferably beneficial for both sides. Four out of five use inappropriate competitive tactics including misrepresentation, one of which even gives false information and pressuring the opponent. The same four also engage in bluffing, which was categorized as inappropriate, which the 15 interviews showed to be acceptable and ethical conduct by all interviewees and is therefore reclassified as acceptable competitive bargaining. All five high-scoring respondents use traditional competitive bargaining tactics and all of them use many integrative tactics. They try to understand their opponent’s position by asking directly, by relying on experience, reading their body language, or working together in a productive relationship. Keeping a positive relationship is not a must-have for the respondents though, for all of them it depends on the given circumstances. Information sharing is seen carefully and directly related to the level of trust in the relationship. All of this leads to the classification of three of the high scorers as *soft competition*, one as *compromise* and one as *competition*.

4.2 Medium Scoring Interviewees

Six of the respondents obtained a medium score on the GERT-s test, which means between 57% and 64%. Hereafter they will be called by their abbreviations, Interviewee 6 (64%), Interviewee 7 (62%), Interviewee 8 (64%), Interviewee 9 (64%), Interviewee 10 (57%) and Interviewee 11 (57%). Interviewee 10 works for a small health care provider, while the others work as purchasers for larger companies ranging from industrial conglomerate (Interviewee 6), aerospace & defense (Interviewee 7) and electrical equipment (Interviewee 8) to furniture (Interviewee 9) and household durables (Interviewee 11).

All medium-scoring respondents set goals for their negotiations and all but Interviewee 10 prepare for them. Interviewee 10 does rely on experience from previous negotiations with his suppliers. Further noticeable, all but Interviewee 10, who prefers short-term wins, highlight the preference for cooperative relationships in the long-term. While all respondents share product information freely, they keep strategic information to themselves. The other way around, only Interviewee 7 and Interviewee 11 obtain information from their negotiation partners easily, while for the others it depends more on the supplier. All respondents agree that information should be shared more freely, with Interviewee 7, Interviewee 10 and Interviewee 11 including into this the sharing of confidential and strategic information to trusted partners. Fitting that observation, Interviewee 6 and Interviewee 8 think of trust more critically, stating they would always keep a certain level of suspicion. The other respondents highlight the importance of trust in a relationship. None of the interviewees share false information in a negotiation, although incomplete information and bluffing is an accepted and used conduct, if it does not include lying. Interviewee 6 and Interviewee 10 are the only ones usually placing the first offer, the others prefer to react. Notably only Interviewee 8 and Interviewee 11 included “asking questions” as a method to understand the opposition’s position and goals, with other methods being to rely on experience (Interviewee 9 & Interviewee 10) and communication with mutual problem sharing (Interviewee 6 & Interviewee 7). Interviewee 7 and Interviewee 11 additionally try to actively contribute and help the suppliers with their own ideas and solutions to their problems. All except Interviewee 9 try to actively explain their own position and goals to the opponent. The respondents acknowledge the influence of the opponents’ behaviors on their own, so all but Interviewee 11 and Interviewee 6, who didn’t answer this question, accept a confrontation and engage in competitive negotiation behavior if displayed by the opponent. Further, all but Interviewee 6 and Interviewee 7, who didn’t answer the question, act cooperatively with cooperative partners. Interviewee 11 is the only respondent who described his negotiation behavior as dependent on the situation but is the only one who states to not adapt a competitive or aggressive behavior if this is displayed by his opponent. Interviewee 6 describes his behavior as down-to-earth and informal and his most often used tactic is to threaten with a switch to another supplier. Interviewee 7 describes his negotiation behavior as informal, fair and he gives room for explanations. Interviewee 8 states to be honest and open. Interviewee 9 highlights the importance of preparation but to also be spontaneous, describes himself as patient and persistent. Interviewee 10 describes himself as usually soft and nice, except if the supplier is not nice and soft too, then he does “not care about their feelings”.

4.2.1 Results Medium Scoring Interviewees

Overall, the medium scoring respondents, as respondents from all levels of emotional intelligence seem to do, use a lot of integrative tactics. Exclusions from this observation are a lack of trust in the information given by the opponent from Interviewee 6 and Interviewee 8, as well as their lack of self-disclosure and therefore not having a completely free information flow. On the other side, Interviewee 6 engages in traditional bargaining, uses bluffing and even withholding and misrepresentation of information. He is therefore classified as *competitive*. Interviewee 7, who uses the same acceptable, as well as inappropriate competitive behaviors as Interviewee 6, additionally also integrates all other integrative tactics except asking questions in order to understand the opponent’s position and goals in his negotiation behavior. He is therefore classified

as a *soft competitor*. The usage of inappropriate competitive tactics as misrepresentation of information makes Interviewee 8 as *soft competitor* as well. Interviewee 9 shows many cooperative behaviors, except explaining her own position and asking about the opponent’s position and goals. She tries to get this understanding through different means such as her experience. On the other side, she uses only bargaining and bluffing in competitive situations, which makes her belong to *compromise behavior*. Interviewee 10, who described himself as soft and nice, but who can become very competitive, does not use inappropriate bargaining tactics and only little bluffing, too. Only using acceptable competitive bargaining next to his integrative behaviors makes him belong to *collaboration*. Lastly, Interviewee 11, who shows very cooperative behavior in every way and emphasizes the importance of keeping positive relationships, uses only bluffing and traditional bargaining as competitive means. He is also classified as belonging to *collaboration*.

4.3 Low Scoring Interviewees

Four of the respondents obtained a low GERT-s score between 40% and 50%. Interviewee 12 (43%) works for a small industrial conglomerate, Interviewee 13 (50%) works in a large construction and engineering company, Interviewee 14 (45%) is employed at a company in the electrical components industry and Interviewee 15 (40%) works for a company selling household durables.

All respondents engage in heavy preparation, which consists mostly of fact-gathering and coordination with their team. The respective team is also involved in their goal setting, which all respondents consider an important aspect. The interviewees state that they are mostly pro-relationship, though that in a position of power they try to achieve maximum results. For a good negotiation, information exchange is considered important, with Interviewee 12 being the strongest proponent of a free information flow. Interviewee 13 and Interviewee 15 highlight the fact, that a better relationship leads to more information sharing and Interviewee 14 states that one must be open and fair. Trust does not seem to be a major concern for these respondents, though Interviewee 15 considers it necessary and Interviewee 13 & Interviewee 14 propose a general need for fairness. None of the low scorers share false information, but all of them think that bluffing is an acceptable conduct, even though Interviewee 12 and Interviewee 13 use it only rarely.

The suppliers usually make the first offer with all the respondents. None of them considers the explaining of his own position and goals to the supplier important and only Interviewee 14 does this at all. Nevertheless, all but Interviewee 13 try to obtain this kind of information about their opponents in some way. Interviewee 12 wants to actively help the suppliers with their problems and understand their changes, Interviewee 14 visits the suppliers once a year and Interviewee 15 tries to find out where the opponent can move through mutual discussions about problems or interests. The interviewees state that they adapt their own behavior to the ones displayed by their opponents except for Interviewee 15, who adapts his behavior according to the situation. He describes his behavior as hard but fair and explains that in a position of power he acts competitive, while in a weaker position he acts pitiful. He also finds body language an important tool to read the opponent and to display strength. Interviewee 12 focuses on cooperation and openness and even in competitive situations remains with this attitude. He tries to level with the opponent, which he also does using body language to relax the opposition. Interviewee 13 describes his negotiation behavior as simple and

focused, adapts his behavior to the opponent to a certain degree, but when the competitiveness gets to extreme, he tries to calm it down. He considers body language important yet does not use it consciously to influence the opponent. Interviewee 14 is efficient and fair and adapts the behavior according to the opponent, though with competitive behavior one should “*always stay polite*”. She states that she can read body language but that she uses it mostly subconsciously. Both Interviewee 13 and Interviewee 14 use silence as a negotiation tactic. Interviewee 15 instead openly displays his reactions to what was said by the opponent, triggering confusion. For Interviewee 12, time wasting is a no-go, for Interviewee 13 it is lying, insults and personal attacks, Interviewee 14 finds lying unacceptable as well and Interviewee 15 does not approve of personal pressuring and blackmailing. All four respondents claim to be usually satisfied with their results.

4.3.1 Results Low Scoring Interviewees

Overall, the low scorers use few competitive tactics. Both, Interviewee 12 & Interviewee 13 do not engage in traditional competitive bargaining and only use bluffing occasionally. On the other side, Interviewee 12 focuses on cooperative tactics such as understanding the opponent’s needs, explaining his own position, he adjusts his behavior to the one displayed by his opponents, he proposes a free information flow and trusts their information. He is classified as *purely integrative*. Interviewee 13 is slightly more restrained with information, sharing them only gradually and the mutual understanding of each other’s’ position and goals is not a major concern for her. Nevertheless, trust is important in relationship building and he adjusts his behavior to his opponents. He uses few integrative, but even less competitive tactics. He belongs to the category *collaboration*. Interviewee 14 strives for a productive relationship and tries to explain his own position. Fairness is important and it allows her to trust the information that suppliers share freely with her. She also adjusts her behavior and uses body language to read her negotiation partners. On the other hand, he uses only bluffing as an acceptable competitive tactic, which he does regularly to provoke reactions. That makes him belong to *collaboration*. Lastly, Interviewee 15 engages in traditional competitive bargaining tactics as well as bluffing. His usage of integrative tactics is limited, as he does not actively reach out to ask and understand the opponent’s position and goals with questions. Further, he does not adapt his behavior to the negotiation partner, but to his own negotiation power. He considers body language important but uses it only to show strength. All this makes him belong to *soft competition*.

5. FINDINGS

In the previous section, the interviews with the respondents have been analyzed. In this section, the findings will be presented. The negotiation behaviors and tactics used by emotionally intelligent purchasers will be compared to the ones displayed by less emotionally intelligent purchasers. Similarities and differences will be pointed out.

In Table 2 (next page) the findings from all the interviews are presented graphically. A with an x ticked box indicates that the respondent uses the on the y-axis mentioned tactic in a frequent manner. A with an (x) ticked box indicates that the respondent uses the tactic or behavior, but only in a limited manner.

The interviews show that emotionally intelligent negotiators use more competitive tactics than negotiators with lower emotional intelligence. The distribution of the interviewees on the Saorín-Iborra & Carmen continuum can be seen in Figure 2

(next page). It shows that high scoring respondents have a more competitive orientation, while low scoring respondents tend to have a more integrative orientation.

While none of the respondents use misrepresentation to opponent’s network, false promises or inappropriate information collection as a tactic, it is especially visible is that emotionally intelligent negotiations are more inclined to misrepresent information to their opponents, with Interviewee 2 (H) being the only respondent who even shares false information. Almost all respondents from all emotional intelligence levels use traditional competitive bargaining and bluffing as competitive tactics. Although the literature partly classifies bluffing as an inappropriate bargaining tactic, all respondents stated to find it acceptable conduct, which is why here it was reclassified as appropriate competitive behavior (Saorín-Iborra & Cubillo, 2019, p.54-55).

Nevertheless, most high-scoring respondents use integrative tactics as well. This reflects a greater total variety of negotiation tactics used by the emotionally intelligent purchasers. This greater variety can also be observed with the conscious usage of body language. Overall, the high scorers adapt their body language according to the opponent and the situation, except for Interviewee 4 who doesn’t find it important and for Interviewee 1, who uses body language only to relax the situation and opponent. Respondents with a medium score on emotional intelligence mostly didn’t consider body language to be important. Respondents with low levels of emotional intelligence gave body language more importance in their assessments, but do not use it consciously or only in one specific way repeatedly, that means either to relax or to build up pressure or to show strength, as was observed with Interviewees 10 and 15. High scoring respondents were observed to be the only ones using body language dependent on the situational need, while other respondents used body language either not at all or only in one specific way.

In comparison to low scoring respondents, high and medium scorers put more focus on understanding the opposition’s needs, position, and goals. By asking questions and letting the other party talk, as was observable most apparently with Interviewees 1, 5, 8, and 11, especially high scorers try to gain an informational advantage. Also other means of trying to understand the opponents’ position and goals such as relying on experience (Interviewees 4, 5 and 9), preparation (Interviewees 2, 4 and 10) and mutual problem sharing (3, 6, 7 and 15) were observed mostly from high- and medium scoring respondents, while low scorers put little emphasis on this issue. Further, explaining the own position and goals in the negotiation to the opponent is seen as more valuable with high- and medium scoring respondents and none of the low scoring respondents mentioned it as typical behavior. The wish for a mutually satisfactory outcome is also more observable with higher levels of emotional intelligence.

While low scoring respondents emphasize their wish for mutual fairness and openness, with increasing emotional intelligence the issue of trust seems to gain importance. The high scoring purchasers are more careful with the information they share, as they first want to build personal trust and rely on it to protect their own information and in return expect to benefit from confidential information and a positive relationship. In turn, they are stronger proponents of a free flow of information.

Table 2 – Findings

Interviewees ► Behaviors ▼	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Ensure understanding of counterpart's needs	x	x	x	x	x	x	x	x	x	x	x	x		x	(x)
Seek mutual satisfaction			x	x	x			x			x	(x)			
Ensure a positive and productive personal relationship	x		x	(x)	x	x	x	x	x		x	x	x	x	x
Free flow of information	x	(x)	x	(x)	(x)		(x)		x			x	(x)	(x)	
Trust the position and information of counterpart	x	x	x	x	x		(x)		x		x	(x)		(x)	x
Questions	x				x			x			x				
Explanations (1)	x	x	x			x	x	x		x	x				
Self-Disclosure												x			
Traditional competitive bargaining	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Bluffing (1)	x	x		x	x	x	x	x	x	(x)	x	(x)	(x)	x	x
Misrepresentation	x	x		x	x	x	x	x							
Misrepresentation to opponent's network															
Inappropriate information collection															
Considers body language important	x	x	x		x	x		(x)	(x)	x		x	x	x	x
Conscious usage of body language (R= to relax, P= to create pressure, B= both, depends on situation)	R		B		B	R	R	R		P		R			P
Adapt behavior to cooperative opponent (more cooperative too)	x	x	x	x	x		x	x	x	x	(x)	x	x	x	x
Adapt behavior to competitive opponent (X= more competitive, Y=avoid escalation)	Y	X	X	Y	X		X	X	X	X	Y	X	X	X	X

Green boxes = Integrative behavior
Yellow boxes = Appropriate competitive behavior

Red boxes = Inappropriate competitive behavior
Blue boxes = Other behavior

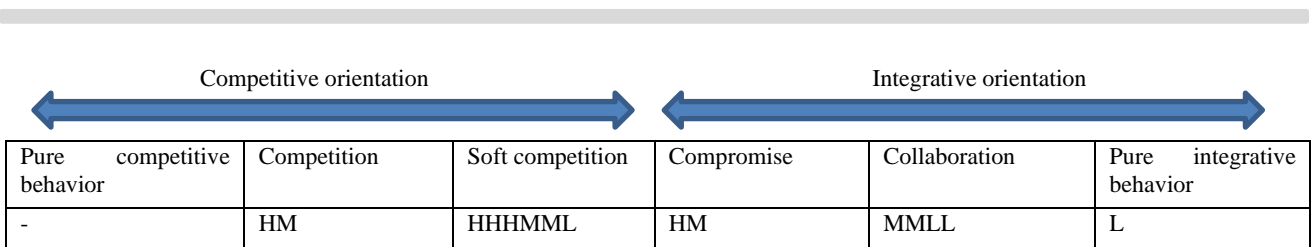


Figure 2 – Distribution of interviewees on the continuum

Generally used tactics from all respondents include goal setting and preparation, where low scorers focus on facts and numbers, while high scorers also mentioned including information about their competitors and experience from past negotiations with the supplier. It seems that most respondents prefer a good relationship over winning the negotiation, though all high scoring purchasers state more clearly that their preference depends on the given situation and opponent.

With a cooperative partner, all respondents adapt their behavior and behave cooperatively too, while that changes when facing a competitive opponent. Two out of the five high scorers do not adopt the competitive behavior, but instead avoid escalation, while all low scorers and all but one medium scorer accept the confrontation and behave more competitive, too.

Overall, the willingness to use a greater variety of tactics and behaviors separates emotionally intelligent purchasers from less emotionally intelligent purchasers. Especially the traits of being more competitive, the higher focus on nonverbal communication, as well as the strive for the understanding of personal or positional information and the means of getting them, make a clear case for a distinction between the tactics used by emotionally intelligent negotiators and others.

6. DISCUSSION

In this part of the thesis, the findings from the previous section will be critically discussed in light of the existing literature.

It was found that emotionally intelligent negotiations are more inclined to misrepresent information to their opponents. The literature points out that this is usually seen as more morally inappropriate than emotional deception and was also classified as inappropriate competitive behavior by Saorín-Iborra et al. (Fulmer, Barry & Long, 2009, p.704; Saorín-Iborra & Cubillo, 2019, p.54-55). Possibly this type of deception is preferred over emotional deception with emotionally intelligent negotiators as they might have a different sense of the effects of emotional deception on the individuals on the other side. Informational deception in turn does not directly involve emotions.

There is a bigger awareness of the importance of body language with emotionally intelligent purchasers. These respondents also showed a greater desire to consciously use it to their advantage in multiple ways. The literature points out the importance of body language for detecting truth and lies, for the understanding of the opponent's message, and also for the creation of the desired communication atmosphere and the delivery of one's own message. Studies even found 70%-90% of all communication to happen on the nonverbal level (Hui Zhou & Tingqin Zhang, 2008, p.91). In combination with the results of this thesis, this could lead to the assumption that emotionally intelligent negotiators have a larger skillset at their disposal. Being able to understand and read communication also on the non-verbal level could even be part of what makes these respondents more emotionally intelligent in the first place. Nevertheless, it can be argued that the conscious usage of body language to influence the opponent could not only be a tool of cooperation, but also an element of emotional deception.

In comparison to low scoring respondents, high and medium scorers put more focus on understanding the opposition's needs, position, and goals. In combination with the increased desire for mutually satisfactory results, there seems to be a paradox between this finding and the display of more competitive behavior in general. Yet, emotionally intelligent negotiators going into the extremes on both ends of the continuum, highly integrative and also highly competitive behavior, is one of the major findings of this thesis.

Interestingly, the same individuals who tend to misrepresent information in their negotiations, are also the ones who propose a free flow of information more strongly. The likely factor making this possible is trust. While low scoring respondents emphasize their wish for mutual fairness and openness, with increased emotional intelligence the issue of trust seems to gain importance. The literature points out the importance of trust as an integrative aspect, showing that it is beneficial for cooperation and a means to avoid conflict (Fulmer & Barry, 2004, 261). High levels of inter-organizational, as well as interpersonal trust, were also found to keep costs in negotiations low (Zaheer, McEvily, Perrone, 1998, pp.153-156). One possible reason for the increased reliance on personal trust and relationship building could be the higher belief in the ability to detect truth and lies in other individuals through emotion recognition, as was suggested in the literature (Fulmer & Barry, 2004, p.257-258).

With a cooperative partner, all respondents adapt their behavior and behave cooperatively too, while that changes when facing a competitive opponent. Two out of the five high scorers do not adjust to competitive behavior, but instead avoid escalation, while all low scorers and all but one medium scorer accept the confrontation and behave more competitive, too. There seems to be another paradox between the finding of fewer adjustments to competitive behavior of opponents being made by high scorers, and their more frequent usage of competitive tactics in general. Possible explanations could be the alignment of behavior to the situational need and to what the situation offers more than to what the opponent does. On the other side, this finding is in alignment with suggestions from the literature that emotionally intelligent people are more likable and trustworthy which could lead to avoidance of conflict and escalation (Fulmer & Barry, 2004, 261).

Overall, the findings go in accordance with the literature. Nevertheless, some of the findings can only be explained with a certain level of speculation in this thesis. Further research is recommended to clear up these speculations and to verify the results.

7. LIMITATIONS

Many aspects can influence an individual's negotiation behavior. Other forms of intelligence could have effects on negotiation outcome and behavior, such as cognitive ability, social intelligence when it comes to building rapport, and tacit knowledge that includes implicit knowledge from past experience on how to deal with certain situations or people (Fulmer & Barry, 2004, p.250). Additionally, in this study, we also didn't include aspects like the buyer-seller relationship, experience, training, gender, age, and other factors that could likely influence the behavior and usage of certain negotiation tactics into the analysis. If these factors were not really obvious, they exceeded the possibilities of this thesis.

The interviewees had different positions in companies of different sizes, which likely influences their negotiation power. Generally useful theories for looking at B2B negotiations include the Principal-agent theory. It states that risks and uncertainties arise from differing interests and information across levels of responsibility when one party (agent) is acting on behalf of another (principal). More powerful principals could possibly influence negotiation behavior. Negotiations are likely to have differing conditions for our interviewees, which could influence behavior, but which were not considered in this thesis.

Emotion recognition ability was found to be a strong indicator of emotional intelligence, yet it is no perfect substitution. Future tests are advised to use more wholesome tests for the measurement of emotional intelligence.

Additionally, the sample size was too small to give the results a high validity. Future research can verify these findings. Further research about this topic is recommended and can verify the findings. Finding the relationship between tactics used by emotionally intelligent purchasers and their effect on the outcome, as well as the inclusion of other factors would be a recommended addition to this thesis.

8. CONCLUSION

Through a literature review, a qualitative data collection method, and an analysis of 15 interviews with purchasing employees from companies in manufacturing industries data were collected to identify typically displayed negotiation behaviors and tactics from emotionally intelligent negotiators. The study found several behavior styles that are more typically used by emotionally intelligent purchasers.

The most obvious difference found in the analysis of the interviews is the usage of more competitive behavior and more competitive tactics with high scoring purchasers. That is true for both, appropriate bargaining behavior such as traditional bargaining tactics and bluffing, as well as inappropriate tactics such as information misrepresentation. Another finding is that body language is considered more important with higher emotional intelligence. Its conscious usage was observed almost exclusively with high scoring purchasers. Trust as a necessary condition for confidential information exchange was more clearly observed with high scoring purchasers, as was the desire to understand the opponent's position and goals in the negotiation. Several tactics and behavior styles were observed with all respondents, no matter their level of emotional intelligence. Overall, emotionally intelligent negotiators displayed a greater variety and flexibility in their behavior and tactics used.

As no existing literature specifically indicated certain behaviors to be associated with emotionally intelligent purchasers, these findings follow up and go in accordance with previous literature, which was done separately about emotional intelligence, negotiation behavior, and related topics. It complements an emerging field of interest and shows that studying emotional intelligence can have feasible insights in the field of business administration.

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APPENDIX

Appendix A – Interview Guide

No.	Questions
INTRO1	How would you describe the negotiation process?
GOALS2	Do you prepare for your negotiations? How? If yes, do you set a goal? a. Why do you set these goals? b. How do you try to reach them? How do you collect information before the negotiation?
VALUES3	What is more important to you: relationship or winning?
INFO4	How do you feel about sharing information? a. Do you feel that those you are negotiating with are willing to share information with you? b. If they won't, how does it affect you? c. Do you think information should be shared freely? Why? d. Do you sometimes share false information? How? e. What is trust in your opinion?
COM5	Do you bluff when you are negotiating? How do you feel about bluffing? Do you think it is ethical or not? Have you been bluffed? a. How does it make you feel? b. Do you think it is acceptable? Do you place the first offer or the other party? a. If you place the first offer: what does it look like? (low, too high)
INTEGR6	Do you think it's important to understand your opponent's position, goals etc? a. Can you give some examples of how you try to come to this understanding? (through questions) Do you try to explain your own position, goals, etc to your opponent? a. How do you do this?
ADOPT7	How would you describe your negotiation behavior? Do you adapt your own negotiation behavior to your opposition's behavior? a. Does a competitive opponent trigger more competitive behavior? b. Does a cooperative opponent trigger more cooperative behavior?
BODY8	Do you think body language is important? How? Do you use body language consciously to influence outcomes? a. Do you use it to make your opponent feel comfortable or pressured? b. Do you consciously adapt your body language depending on the context?
GENERAL9	What tactics (+explanation first) do you use the most? Do you have boundaries? Are you usually satisfied with your agreements?

Appendix B – Average Score GERTs



Recorded
Jun 3, 2020 3:01 PM

Duration
00:38:25



You have now finished the test.

You correctly recognized 81% of the video clips.

In previous studies, two thirds of the participants obtained a score between 55% and 77%, with the average score being 66%. One sixth scored below 55% and one sixth scored above 77%.

Appendix C – Average score respondents

All scores
64
43
62
64
64
71
71
76
50
45
81
57
57
81
40
Ø61.733333