

How do personality traits affect the relationship between emotional intelligence (EI) and the preferred conflict mode of a negotiator?

Master Thesis

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Abstract

This explorative study aims to explore the influence of personality traits and emotional intelligence (EI) on the preferred conflict-handling mode of a negotiator in the business-to-business (B2B) environment. Because of ambiguous results in previous studies, this thesis tried to gain a deeper understanding of how these factors interact with one another. Furthermore, it was investigated if the preferred conflict mode influences negotiation approach and preparation. The thesis used semi-structured interviews combined with quantitative tests for EI, the HEXACO personality traits, and the preferred conflict mode (TKI). A total of 10 participants were sampled using convenience sampling. The interviews enabled the researcher to gain detailed insights into the negotiation approach and behaviour of the participants. Their responses were analysed using the comparative method analysis approach. The results indicate that preparation for and approach to the negotiation are both influenced by the conflict mode of a negotiator. Additionally, both EI and personality traits influenced the negotiation. Here, a stronger perceived effect of personality traits could be observed. Thus, it can be concluded that the effectiveness of EI may be influenced or moderated by the influence of personality traits. These results however are limited by the fact that the quantitative tests of EI did not allow for grouping of the participants. Therefore, the researcher had to rely on self-reported data regarding EI. Additionally, the small sample size must be considered, and future research should try to achieve a more representative sample. Despite these limitations, the study contributes to theory and practice. Firstly, it highlights the strong effects of personality traits on negotiations and EI. Furthermore, it sheds light on how negotiation preparation and approach are influenced by the conflict mode. Finally, companies can use these insights in practice to adjust their selection process of negotiators for future negotiations.

Keywords: emotional intelligence, conflict mode, negotiation behaviour, personality traits

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1. Introduction

Negotiations are a type of interpersonal interaction that occurs in everyone's life, almost every day. The purpose of this thesis is to explore the way in which personality traits, emotional intelligence, and preferred conflict mode influence negotiations. Due to ambiguous findings in research, the relationship between personality traits and emotional intelligence will be focused on. Negotiations can take place in personal relationships (e.g. deciding where to have dinner), business (e.g. negotiating a takeover), workplace management (e.g. discussing salary), and most other domains. Negotiations have been a topic of scientific study, especially in the business context. The negotiations which take place between two parties representing businesses are called business-to-business (B2B) negotiations. One common goal of B2B negotiations is the achievement of a long-term business relationship which is why many B2B negotiations try to find a solution that suits both parties. Business negotiations can be distinguished from other types by the fact that in business negotiations negotiators act on behalf of their principals or in line with the company they work for (Bargiela-Chiappini, 2009). Fells, Rogers, Prowse, and Ott (2015) describe that business negotiations can range from procurement contracts that need to be secured, over sales contracts, up to negotiations with government officials. Their distinguishing factor is that the negotiators act on behalf of the whole company and not their own personal reasons. Additionally, because B2B negotiations are characterized by focusing on long-term business relationships the individual negotiators are driven toward a more integrative style of negotiation, rather than distributive.

Because negotiations involve, at least, two or more individuals in most cases, the success of the negotiation will depend on how suited the negotiator is to achieve the desired outcome. Due to the direct interaction with a counterpart, a good negotiator should be able to read their counterpart and be aware of potential contextual, cultural, and other differences (Elfenbein, Foo, White, Tan, & Aik, 2007). In some negotiations, other offers by different partners may exist in which case the negotiator is less reliant on a positive outcome and might be willing to settle for a non-agreement (Pinkley, Neale, & Bennett, 1994). However, in the case of a high-priority negotiation, the negotiator

must be able to reach a beneficial agreement and it is important to mitigate misunderstandings. To avoid any kinds of misunderstanding the negotiator should possess certain skills which help to correctly analyse the given situation and evaluate the counterpart properly (Elfenbein et al., 2007). In a global context, an understanding of the opponent's culture is of high importance and can lead to better negotiation results (Gelfand & Brett, 2004). While much research exists on contextual factors influencing negotiations, the research on individual differences has been somewhat neglected and demands attention (Amistad, Dunlop, Ng, Anglim, & Fells, 2018).

Because negotiations are complex processes characterized by several, overt and/or covert, actions happening parallel (Coutinho, Cretan, da Silva, Ghodous, & Jardim-Goncalves, 2016), a skilled negotiator is needed who is able to catch these actions and ensure the effectiveness of the negotiation and support business procedures (Fells et al., 2015). Here, the effectiveness is to a certain degree influenced by individual differences between the negotiators. One aspect that has found increasing attention has been Emotional Intelligence (EI). Emotional intelligence includes both verbal- and non-verbal communication, e.g. through the expression of emotion, regulation of emotion, or the usage of emotion in a problem-solving context. Salovey and Mayer (1990) found that emotions can influence one's perceptions, reactions, and actions. A more recent study by Schlegel, Mehu, van Peer, and Scherer (2018) has shown that negotiators scoring high on EI were associated with higher gains and were also perceived as more cooperative and likable by their counterparts. Additionally, Kim, Cundiff, and Choi (2014) found that higher levels of EI lead to more trust in the respective counterpart and also increased the desire to work again in the future.

This can have a special impact in the context of business negotiations. Emotionally intelligent negotiators have been recognized as being better able in recognizing and understanding another person's intentions from verbal and nonverbal actions (Fulmer & Barry, 2004). Successfully doing so can enable the negotiator to adapt their approach to the negotiation and also induce certain emotions in their counterpart (Fulmer & Barry, 2004). The positive effect of EI on negotiation outcomes is not

only limited to negotiations with third parties but has also been found to be a key aspect for internal management and the creation of a positive work atmosphere (Cavazotte, Moreno, & Hickmann, 2012).

One group of particular interest within the B2B negotiation research are managers because they engage in negotiations with third parties as well as with their subordinates to discuss wages, work time, among other issues. Cavazotte et al. (2012) conducted a study with managers of a Brazilian firm and found that both personality traits and EI were positively related to transformational leadership, a type of leadership that is associated with social and organizational change. Moreover, a positive relationship between EI and leadership effectiveness was found by Kerr, Garvin, Heaton, and Boyle (2006). Similar to the external negotiator, a manager with high EI is able to recognize, appraise, predict, and influence the emotions of employees or team members and therefore increase motivation and teamwork between them (George, 2000). While this effect of EI on negotiations is quite well established there are still aspects of uncertainty. One such aspect is whether or not emotional intelligence in negotiations is an independent construct or is influenced by other factors such as personality type.

The effects of personality traits on negotiation settings have been studied by several researchers (Cavazotte et al., 2012; Sass & Liao-Troth, 2015; Yiu & Lee, 2011). Next to sex and culture, personality traits have been one of the most studied types of factors in negotiation settings (Elfenbein, 2021). While personality is a broad concept, most researchers agree on several elements that frame personality. While most research has been conducted using the big five model (Costa Jr & McCrae, 1995), recently the research has suggested that a six-factor model more accurately represents personality (Amistad et al., 2018). This six-factor model has become known as the HEXACO model of personality (Ashton & Lee, 2007). The six personality traits of the HEXACO are Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience (Ashton & Lee, 2007). One example of how personality affects negotiations can be seen in Chohra, Bahrammirzaee, and Madani (2013) where higher neuroticism led to a stronger Win-Lose orientation in the negotiation. This shows that depending on the personality of the negotiator, a different

approach might be taken. One further study that explored the effect of the HEXACO personality traits conducted by Amistad et al. (2018) found a complex interaction where agreeable negotiators achieved worse results when dealing with an exploitative partner but better results with a non-exploitative partner. These studies show that the effects of personality traits on negotiations are multi-faceted. In addition to these complex findings, other studies also found that personality only plays a minimal role in determining negotiation behaviour (Thompson, 1990). Because of these non-unanimous findings on the effects of personality on negotiation, the topic needs to be researched further to achieve clarification.

Additionally, the influence of personality traits in combination with EI is ambiguous. For example, Petrides, Pita, and Kokkinaki (2007) found that EI correlated highly with the personality traits Neuroticism and Extraversion of the Big Five personality types. Taking this one step further, Petrides, Siegling, and Saklofske (2016) argue that EI should be regarded as a personality trait itself. While these scholars argue that EI is either correlated to or embedded within the personality of a negotiator, other scholars came up with conflicting results. Caruso, Mayer, and Salovey (2002) who conducted a study with 183 participants found EI to be relatively independent of personality traits. Additionally, Goleman and Boyatzis (2017) see EI as an independent construct within the research field on intelligence. They argue that because of the complexity of EI it should be seen as independent and not embedded within a different construct. These different research results show the ambiguity concerning the connection of EI and personality traits which calls for further exploration of the topic.

Because of the aforementioned ambiguity between personality and emotional intelligence as well as the role of managers in the context of negotiation more explorative research is needed. The main aim of this study will be to find out how the six personality traits of the HEXACO affect the relationship between emotional intelligence (EI) and the conflict mode of a negotiator. To do so, the broad research question: "How do personality traits affect the relationship between emotional intelligence (EI) and the negotiators preferred conflict mode?" will be answered. Answering this question will deepen our understanding of negotiation behaviour and contribute to practice enabling

companies to achieve better negotiation results. Additionally, based on the insights gained from this research, clarification of the relationship between EI and personality can be achieved. This will allow further research to explore this topic in detail.

The following sections will give insights into the theoretical concepts of Emotional Intelligence (EI), personality, and the underlying theoretical background. Methodology, data analysis, results, and discussion are presented in subsequent sections. The paper concludes with implications and recommendations for future research.

2. Theory

2.1. Negotiations

2.1.1. Characteristics of negotiation in the B2B environment

One of the earliest definitions of negotiation has been made by Rubin and Brown (1975) who say that: “Negotiation refers to a process in which individuals work together to formulate agreements about the issues in dispute. This process assumes that the parties involved are willing to communicate and to generate offers, counter-offers, or both.” (p.462). This definition has been worked upon and adjusted by many other scholars. The extend of definitions for negotiation has been summarized by de Oliveira Dias (2019) who lists a total of 30 definitions that scholarly authors have come up with. For this thesis, Pruitt and Carnevale (1993) will be used who say that the aim of a negotiation is to find an acceptable solution for both parties over divergent background interest. The reason for choosing this definition is that it allows to incorporate a range of situations into this study as it is not too narrow-focused. Additionally, the definition is focused on finding a solution which is what business-to-business negotiations are mostly about.

B2B negotiations aim to achieve a long-term relationship and an agreement that satisfies all involved parties is essential (Sigurdardottir, Ujwary-Gil, & Candi, 2018). Lewicki and Hiam (2011) argue that “business that negotiates better grows and prospers faster than others” (p.2) which highlights the importance of negotiations in the B2B setting. Similar to business to consumer (B2C) negotiations, B2B

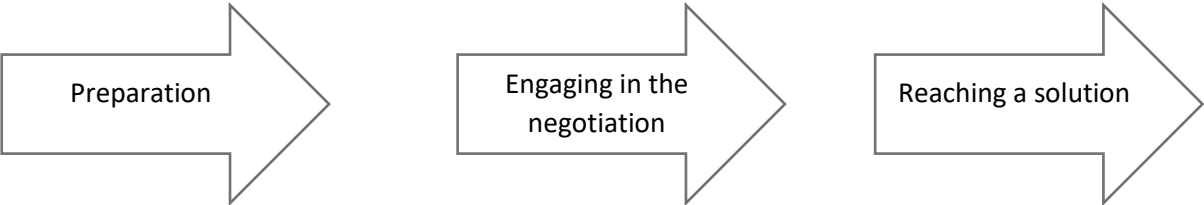
negotiations often focus on issues such as prize, delivery time, and delivery method (Fang, 2006). However, B2B negotiations can be more complicated than other types of negotiation because the negotiators act as representatives of more than one stakeholder (Lempereur & Pekar, 2017; J. Z. Rubin & Sander, 1988). Next to that, B2B negotiations often feature a higher number of issues that need to be negotiated. A reason for this is that unlike B2C negotiations, which are often focused on selling a single product, the main goal of B2B negotiations is to reach a long-term business relationship that includes not only sales but also knowledge transfer, collaborative project work, quality control and the establishment of a joint working environment.

2.1.2. Preparation as an important step in the process of negotiations

Most negotiations can be identified by three major components namely: the process, the parties, and the agreement/outcome of the negotiation (Fatehi & Choi, 2019). For example, the process might include setting up for a meeting, preparing propositions, and having a negotiation meeting. Additionally, the negotiation process also includes strategy selection as well as all behaviours and communication between parties during the negotiation itself. During the negotiation meeting, the parties will be the actors within the negotiation and the goal could be to reach an agreement about a business merging. A visualisation of the negotiation process can be found in figure 1.

Figure 1

Visualisation of the negotiation process



Several scholars see prior preparation and planning as one key success factor of negotiations (Fells, 1996; Mannix & Innam, 1993). In order to prepare for a negotiation, the individual negotiator will need to gather intelligence about his counterpart and evaluate whether the gathered data is relevant for

the context of the negotiation. The type of intelligence which a negotiator may gather before the negotiation includes information about the company, the negotiator, as well as deals done in the past. Afterwards, the negotiator is able to formulate goals and specific objectives for the negotiation. These goals and objectives may differ depending on the different issues which are to be negotiated. As the last step of the preparation, the negotiator can develop a specific strategy that will be used during the negotiation (Lindholm, 2014). Previous studies suggest that preparation for a negotiation positively influences the negotiation outcome (Peleckis, 2014). A reason for this is that a prepared negotiator may be more aware of contextual factors such as cultural background, legal systems, or personal characteristics of the counterpart. Additionally, Salacuse (2010) states that negotiators should not only prepare themselves for the negotiation but also prepare the environment of the negotiation. Finally, good preparation is necessary to stay focused during the negotiation and not be driven to unwanted decisions (Lewicki & Hiam, 2011). A reason for this is that a prepared negotiator will be less likely to make concessions because he is aware of alternatives and his bargaining range. One important step of the preparation phase to negotiation is the selection of a negotiation approach.

2.1.3. The two typical approaches to negotiations

In the current literature, different approaches to negotiation exist (Barry & Friedman, 1998). Most commonly, a distinction is made between integrative and competitive (or distributive) orientation during negotiations. These negotiation behaviours are focused on value creation and claiming value, respectively. Distributive negotiation behaviour is characterized by individuals who seek good outcomes for themselves with the usage of tactics such as competitive claiming, threats, and generally persuasive arguments (Beersma & De Dreu, 2002). These kinds of negotiations aim to claim as much value for the own party as possible. Negotiators in these situations are less likely to share information and act more aggressively (Fulmer & Barry, 2004). Also, Kersten (2001) writes that distributive negotiations are characterized by two parties in competition with the perception that one's gain is the other's loss. This leads to the two parties focusing on their differences and ignoring their commonalities. Furthermore, Saorín-Iborra and Cubillo (2019) suggest that competitive negotiation behaviour should be split up into three categories: Soft competition, competition, and

pure competitive behaviour. Pure competitive behaviour is characterized by a lack of integrative actions and frequent use of acceptable as well as inappropriate competitive actions such as bluffing or inappropriate information collection whereas soft competition uses acceptable competitive actions as well as some integrative ones (Saorín-Iborra & Cubillo, 2019). It has to be noted that in the negotiation literature different words are used to describe the same phenomenon. In this case, competitive and distributive behaviour both refer to the same phenomenon. To avoid confusion, only the term competitive behaviour will be used for this study, even though some cited articles may use different wording.

A different approach to negotiations that can be adopted, can be classified as integrative behaviour. Unlike competitive negotiation behaviour, the integrative approach focuses on mutual gain and the development of trust between the parties (Barry & Friedman, 1998). Integrative negotiations require a high level of communication and the involved parties must be willing to share their gathered information so that it can be used in identifying joint value creation opportunities (Fulmer & Barry, 2004). Thus, integrative negotiations focus on the creation of long-term relationships by building trust and solving problems together. Again, Saorín-Iborra and Cubillo (2019) distinguish between three types of integrative behaviour namely: Compromise Behaviour, Collaboration, and Pure Integrative Behaviour. Here, pure integrative behaviour focuses solely on collaborative approaches to the negotiation and personal gain is pushed to the background. Compromise Behaviour, however, also makes use of some competitive strategies and while the main focus is still set on working together in negotiations of this type one party will also try to claim some value for themselves. Similar to competitive behaviour, several terms exist for integrative behaviour. Here, the term integrative behaviour will be chosen to avoid confusion even though other terms exist (e.g. cooperative, compromising). The differences between integrative and distributive behaviours are visualized in table 1. Based on these different types of negotiation behaviours a negotiator may be inclined to prefer one of these behaviours depending on their preferred conflict-handling mode.

Table 1*Characteristics of the different types of negotiation behaviour (Saorin-Iborra, 2008)*

Type of behaviour	Characteristics
Pure integrative behaviour	Very high use of integrative actions, with very low or no use of acceptable competitive actions and no inappropriate actions.
Collaboration	Prevalence of integrative actions, with few acceptable competitive actions and no inappropriate actions.
Compromise behaviour	Frequent use of integrative actions with moderate use of acceptable competitive actions and absence of inappropriate competitive actions.
Soft competition	Use of integrative actions with frequent use of acceptable competitive actions and few inappropriate competitive actions.
Competition	Use of integrative actions with frequent use of acceptable competitive actions and high use of inappropriate competitive actions.
Pure competitive behaviour	None or very low integrative actions with high use of acceptable competitive actions and high use of inappropriate competitive actions.

2.1.4. Conflict mode

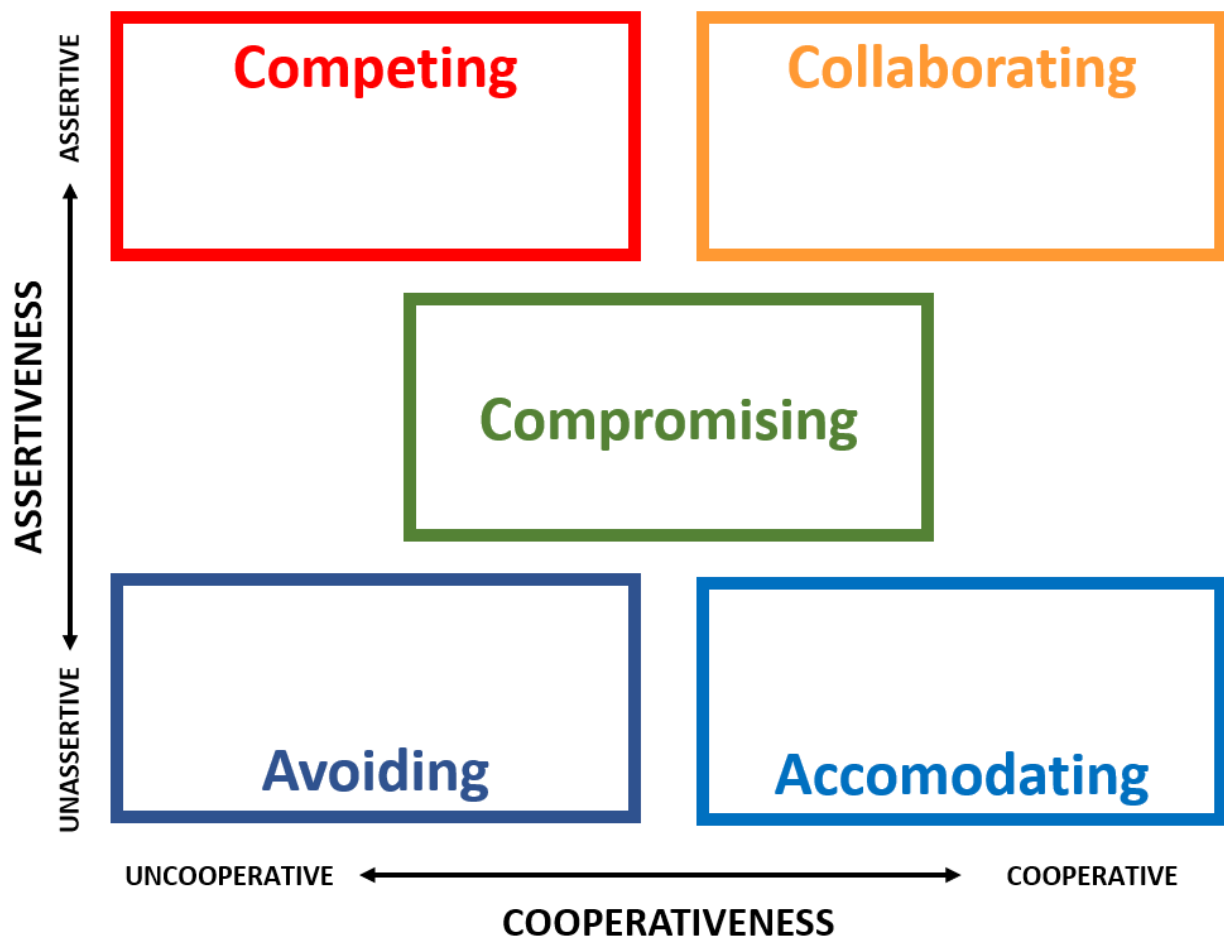
These conflict-handling modes have been distinguished in the Thomas-Kilmann Conflict Mode Instrument (TKI) and included five different types of bargaining styles (Kilmann & Thomas, 1977).

Bargaining styles in negotiations are often seen as stable clusters of behaviour and reactions that are driven by similarly stable personality traits (Shell, 2001). Additionally, these bargaining styles can be linked to competitive/integrative negotiation behaviour as proposed by Saorín-Iborra and Cubillo (2019). It has to be noted that the TKI only measures the preferred conflict styles of one individual and not a company. However, even though in a B2B setting two companies try to find a solution to a problem, they are represented by individual negotiators and therefore individual preferences and attributes such as conflict mode, personality, and emotional intelligence are important factors.

The TKI takes into account the differences between individuals based on their personal preferences in negotiations. These preferences can, for example, be influenced by their culture or gender (Shell, 2001). In conflict situations, such as negotiations, the behaviour of a person can be assessed based on the two dimensions (1) assertiveness and (2) cooperativeness (Thomas & Kilmann, 2008). Here, assertiveness refers to the extent to which an individual tries to satisfy their own concerns, whereas cooperativeness describes the extent to which an individual tries to satisfy their counterpart's concerns. These two dimensions are similar to the competitive and integrative negotiation orientation by Saorin-Iborra (2008) but are focused more on the personality of the negotiator. Within the two dimensions of the TKI, five different conflict modes can be identified which can be seen in Figure 2.

Figure 2

The five conflict-handling modes of the TKI used in the two-dimensional framework (Thomas & Kilmann, 2008)



As indicated in the framework, the competing mode is high in assertiveness and low in cooperativeness. The main focus for people who prefer this approach is to maximise their own gain through the use of an appropriate amount of power which will lead to a win (Thomas & Kilmann, 2008). On the other hand, the accommodating mode is high in cooperativeness and low in assertiveness which leads these individuals to be self-sacrificial in trying to accommodate their counterpart's needs in the negotiation. This mode is characterised by generosity as well as obedience to someone else's

orders and is not focused on winning the negotiation. Individuals who score high in this dimension often have good relationship-building skills and sensitive to their counterpart's emotions, body language, and verbal signals (Shell, 2001). The compromising mode is used as an intermediary between both cooperativeness and assertiveness. Compromising individuals will try to find a solution to the conflict or negotiation by working towards a solution that is acceptable for both parties. The collaborative approach is differentiated from the compromising mode by being higher in both assertiveness and cooperativeness. This leads collaborative individuals to seek the best outcome for both parties. Unlike in a compromise, these individuals will actively work towards a creative solution that will lead to a beneficial outcome for both. Lastly, the avoiding mode can be seen separate from the other four as these individuals try to avoid any kind of conflict before it arises. Therefore, these individuals will try to postpone conflicts to a better time or in case of a negotiation, withdraw from it entirely (Thomas & Kilmann, 2008).

After having identified the three aspects of preparation, negotiation approaches, and conflict-handling modes as important parts of any negotiation it is still unknown whether negotiators in a B2B environment favour a specific approach. More specifically, it is yet to be explained in what way preparation and preferred conflict mode influence that decision. Finding an answer to this can help businesses to understand how negotiations in the B2B environment take place and re-focus their approaches. Understanding the framework of a preferred negotiation approach may prove useful for companies to gain a competitive advantage in their field because they understand the broader context. Additionally, depending on the answers to this question, a new strand of academic research into B2B negotiations may be opened up that deals with preferred negotiation approaches in the B2B environment. Based on these unexplored aspects of negotiations the first research question of this thesis is formulated as:

RQ1: "Do negotiators show a preference for a competitive or integrative style in their preparation and approach to a negotiation?"

2.1.5. Theory of communicative action

One theory that can be used to explain the chosen approach and the preferred conflict modes during a negotiation is the theory of communicative action by Habermas (2015). Habermas (2015) outlines four types of social action which an actor or agent may engage in during an organizational activity (such as a negotiation). The four types are *instrumental*, *strategic*, *communicative*, and *discursive* action. Before applying these types, it has to be noted that the action types need to be seen as “ideal” types and in real-life situations it may be difficult to point to one specific type of social action. Additionally, the agents or actors described in the theory can either be individuals or collectives and therefore, the theory fits the negotiation topic well because negotiations are also characterized by an interaction between individuals or collectives. Finally, McCarthy (1978) notes that even though actors may engage in all four types of action, one is usually dominant which may be caused by the actors’ background (e.g. personality). For the current study, it can be argued that the conflict modes act similar to the four types of action and an actor is able to engage in all conflict modes, although one is probably dominant.

In his theory, Habermas identifies both *instrumental* and *strategic* communicative action as a more general action type which he calls *purposive-rational*. Purposive-rational action is directed at achieving rational objectives – the achieving of success – which in the context of a negotiation could mean whether or not a negotiator managed to achieve his intended goals. More specifically, the success of purposive-rational action is measured by how nearly the actor manages to achieve an objective. Thus, it is not merely a measurement of failure or success but more a scale of how close an actor came to achieving the “full” success. For the negotiation setting this could be translated into an actor who, hypothetically, sets the goal of achieving a price of 1.000€ for a specific object. He measures the success by how close the final price is compared to the intended objective of 1.000€.

Within Habermas theory of communicative action both instrumental and strategic action fall into the category of purposive-rational type actions. Instrumental action is directed towards objects (or agents) as though they were inanimate constraints which can be manipulated. For the negotiation

setting, this can roughly be translated into one negotiator who only sees the counterpart as a constraint who is in the way of getting the desired outcome. Similar to that, strategic action is directed towards rational opponents who display intelligent counteraction. Again, for the negotiation this means that one negotiator sees the counterpart as a constraint, however this time the counterpart also demonstrates behaviour that counters the efforts of the negotiator to reach the desired outcome.

Next to the two types of purposive-rational action an agent (e.g., negotiator) may also engage in communicative action. Communicative action differs from purposive-rational action because the success orientation is replaced by a certain desire to understand a communicating partner (e.g., counterpart in a negotiation). Its goal is reaching a mutual understanding of the world or about how a situation should play out. In his theory, Habermas focuses on the use of language or other sign-systems (e.g., facial expressions) between the actors to achieve such mutual agreement/understanding.

When actors fail to reach an agreement and a shared background can no longer be taken for granted, they engage in the final action type, discursive action. The goal of discursive action is to uncover any misleading statements that were used during the communication process and a cooperative search for clarification is conducted. Such action is used when doubts arise and messages are not necessarily sincere, understandable, or true.

This theory may explain why certain negotiators engage in certain conflict modes and why they prefer one over the other. Additionally, based on this, the variance in preparation and chosen approach to the negotiation may be explained.

2.2. Influential factors

2.2.1. Emotional intelligence influences

Emotional intelligence (EI) has first been defined by Salovey and Mayer (1990) as “a type of social intelligence that involves the ability to monitor one's own and others' emotions, to discriminate among them, and to use the information to guide one's thinking and actions” (p.433). In 1997 they recast their model of Emotional Intelligence into four branches which include: (1) perception of emotion (in self

and others); (2) assimilation of emotion to facilitate thought; (3) understanding of emotion; and (4) managing and regulating emotion in self and others (Mayer & Salovey, 1997). This recast model as well as the initial definition of EI will be used as the basis for this thesis. One key aspect of EI is the concept of emotion recognition.

Recognizing emotions in the counterpart of a negotiation involves the analysis of facial, postural, gestural, and vocal information, which is conveyed through speech, head movement, body posture, and change in facial features, e.g. raising eyebrows (Schlegel et al., 2018). Hegtvedt and Killian (1999) as well as Naquin and Paulson (2003) found that negotiators who successfully read their counterpart's emotions are able to maintain composure and keep a positive problem-solving attitude which helps to create joint objective value. One reason why this positive outcome can be achieved by negotiators with high EI is that they create an atmosphere of trust and do not judge their counterparts (Der Foo, Elfenbein, Tan, & Aik, 2004). In addition, negotiators scoring high in EI do not only create better outcomes for themselves but also manage to increase the gain for both parties as they focus on overall beneficial outcomes (Schlegel et al., 2018). Negotiators with high levels of EI are able to focus on beneficial outcomes because they are better able at monitoring and regulating their own emotions and thus not lose track of the aim of the negotiation process (Der Foo et al., 2004). This shows that it is desirable to have a skilled negotiator with a high emotion recognition ability and thus high EI in any given negotiation to achieve the best possible outcome. Not only appeared individuals with high EI better at creating a positive negotiation experience, they also achieved greater objective gain than lower EI individuals (Der Foo et al., 2004)

In addition to their ability to control their own emotions, emotionally intelligent negotiators are also able to induce certain emotions in their counterpart which in turn leads to better negotiation outcomes (Mueller & Curhan, 2006). Individuals with high EI were better able at inducing a positive mood in their counterparts than lower EI individuals (Mueller & Curhan, 2006). Successful induction of a positive mood then led to better negotiation results.

One way in which emotionally intelligent negotiators induce emotions in their counterpart is by unintentional mimicry of facial expressions (Sonnby-Borgström, Jönsson, & Svensson, 2003). Lakin and Chartrand (2003) found that individuals who are able to effectively perceive the emotions of their counterpart are able to unintentionally mimic their behaviour which leads to an increase in liking. In turn, a higher level of rapport and liking between two negotiating parties has been found to lead to better negotiation outcomes (Mueller & Curhan, 2006). Thus, negotiators with higher levels of EI are likely to achieve superior negotiation outcomes compared to lower EI individuals based on their ability to create rapport.

Additionally, the ability to self-monitor one's own emotions has been found to lead to favourable negotiation outcomes and a better impression on the counterpart (Boland & Ross, 2007). This is achieved by planning an impression management strategy and the usage of facial expressions, hand gestures, and body posture to successfully adjust one's own behaviour to meet others' social expectations. High self-monitors consider the most likely reaction to their statements and change their language and behaviour based on this. Low self-monitors on the other hand seem to not change their behaviour to impress their counterpart and value consistency more (Boland & Ross, 2007). However, the benefits of self-monitoring have been shown by Flynn and Ames (2006) who found that women high in self-monitoring earn significantly more than their peers who score low on this trait. Similar to self-monitoring, emotion regulation has also been found to be an important aspect of EI in the context of negotiations. One of the most important aspects of emotion regulation during negotiations is the regulation of anger because anger has been found to lead to fewer joint gains and less desire to work together in the future (Allred, Mallozzi, Matsui, & Raia, 1997). Therefore, a negotiator who is able to regulate the emotion of anger will be able to achieve better negotiation results because the negative consequences of anger are being prevented.

Despite these academic research results, it is not clear whether negotiators in practice are aware of these benefits of EI and the recognition of emotions. Gaining insights into what negotiators in practice perceive as important and impactful will also help to specify theoretical research and check

whether theory and practice are in line. These insights could also be used by companies to pay more attention to the training of emotional intelligence of their negotiators to ensure better negotiation results. Based on the literature on EI and the missing knowledge about whether negotiators in practice utilize EI to recognize and use emotions, a second research question for this paper is formulated as:

RQ2: “How actively do negotiators pay attention to emotions of their counterpart and how do they use that information?”

2.2.2. Influence of personality

Another aspect that influences negotiation effectiveness is the personality of the negotiator (Cavazotte et al., 2012). While the personality of each individual is unique, general traits have been identified which can be used to differentiate between different types of people. In research, the most prominent approach in representing human traits for personality has been the five-factor model or big five model (Roccas, Sagiv, Schwartz, & Knafo, 2002). The model uses five factors to describe most personality traits, namely openness, conscientiousness, extraversion, agreeableness, and neuroticism. Because these five traits make up the majority of other personality traits, they also have an influence on negotiation behaviour. The Big Five are frequently used to measure personality traits but they have also been criticized (Lee & Ashton, 2004). The largest criticism towards the big five model is that many investigations have revealed that when the big five model is factor-analysed a total of six factors emerges instead of five. Based on this criticism and the factor analysis, Lee and Ashton (2004) have introduced the HEXACO model as re-organised and adjusted model to measure personality. The model is similar to the big five as it also features the factors extraversion, conscientiousness, openness to experience, and agreeableness. The factor of neuroticism from the big five is similar to the factor of emotionality in the HEXACO model. Most notably, the HEXACO model added one factor, namely honesty-humility, as the sixth factor of personality. This construct has often been observed to be a large factor in personality research and adds more depth to the model of personality. The honesty-humility factor is characterized by “the tendency to be fair and genuine in dealing with others, in the

sense of cooperating with others even when one might exploit them without suffering retaliation” (Ashton & Lee, 2007, p. 154). This means that individuals who score high for honesty-humility prefer cooperation with others even if not doing so would not yield any harmful result. In their study, Amistad et al. (2018) found that individuals high in honesty-humility paid more attention to building trust with their counterpart which has been associated with better negotiation outcomes (Maddux, Mullen, & Galinsky, 2008). While not many studies on the honesty-humility factor of the HEXACO exist, it is expected that individuals with a high honesty-humility score will favour cooperation and are also less likely to exploit their counterpart (Hilbig, Zettler, & Heydasch, 2012). Based on this, it can be assumed that negotiators with high honesty-humility are more likely to achieve favourable negotiation outcomes based on their ability to build up trust with their counterpart.

The second personality trait of the HEXACO is extraversion. Extraversion can be interpreted as the individual level of engagement in social situations by someone (Ashton & Lee, 2007). Example traits of extraversion are sociability, leadership, and exhibition which in turn may lead to social gains such as a higher number of friends, collaborators, or allies in general. Pervin and John (1999) found that individuals scoring high on extraversion help to facilitate communication and interaction. A reason for this is that extravert people tend to be more outgoing and sociable which then has a positive influence on negotiation as these rely on effective communication. Another example can be seen in the study by Lund, Tamnes, Moestue, Buss, and Vollrath (2007) who found that extraversion contributed significantly positively to the variance in salary.

Additionally, conscientiousness has been found to have a positive impact on negotiations as those individuals scoring high were observed to achieve better outcomes (Barry & Friedman, 1998). Conscientiousness corresponds to higher commitment in task-related activities such as working or planning. Therefore, higher levels of conscientiousness may lead to material gains due to an improved use of resources and a reduction of the risk involved (Ashton & Lee, 2007). One reason why more conscientious individuals achieve preferred negotiation results is that they tend to be more analytical and often plan their approach ahead. This means that they are often more prepared and additionally

are able to deal with surprises systematically and analytically (Falcão, Saraiva, Santos, & Cunha, 2018). Furthermore, conscientious individuals have self-discipline, carefulness, thoroughness, and organization and are thus better able to use a compromising approach and mitigate a negative win-lose agreement and instead help to split the difference and increase both party's gains (Yiu & Lee, 2011).

Another personality trait within the HEXACO is openness to new experiences which corresponds to curiosity and imaginativeness both in social- and material tasks. Individuals with high levels of openness to new experience are likely to yield higher gains in both of these types of tasks based on their ability to discover unknown aspects. Sass and Liao-Troth (2015) found that openness to new experiences also has an effect on negotiation behaviour and outcomes. One explanation for this might be that these individuals are more likely to accept a counteroffer by their opponent and also that they engage in trusting relationships faster than others. Also, in integrative negotiation settings high levels of openness increase the likelihood of entirely satisfactory agreements (Yiu & Lee, 2011).

Additionally, there have also been studies that examined the effects of personality on EI. Similar to the effect on negotiation, personality traits and more specifically extraversion and agreeableness showed to have a positive influence on EI (Van der Zee, Thijs, & Schakel, 2002). One explanation for this is that extroverts are open to others and tend to be less formal in contact with other people. Additionally, people high in agreeableness are often characterized as being warm and friendly in interaction with others which indicates higher EI. Davies, Stankov, and Roberts (1998) found a positive relationship between EI and agreeableness in their study which supports the theory that the two are correlated. Additionally, Bakker, Van Der Zee, Lewig, and Dollard (2006) also support the connection between agreeableness and EI. While all these studies find a relationship between personality traits as measured by the Big Five and EI, Schulte, Ree, and Carretta (2004) suggest in their study that EI might not be a unique influence factor and might instead be governed by the Big Five.

Because of this open gap more explorative research is necessary. Such research may lead to a clarification in the academic literature about how personality traits and EI are connected and affect negotiations. Gaining insights into the relationship between personality traits and EI will help to clarify whether emotional intelligence is dependent or based on personality traits. Additionally, companies can use these answers to select their negotiators based on personality traits and EI. If these companies are aware of the different influences, then the likelihood of having a bad negotiation because of personality traits will be lower. Due to the gap in the literature and the practical implications, two more research questions are formulated as:

RQ3: “What effects do personality traits have on the negotiation?”, as well as:

RQ4: “What effect does personality have on the influence of emotions during a negotiation?”

3. Methodology

Due to its exploratory nature, this study will make use of qualitative semi-structured interviews as well as instruments to identify HEXACO personality traits, EI, and conflict mode of the participants for reference. Qualitative research approaches are especially useful when little is known about the topic. Methods such as an interview allow researchers to identify issues from the perspective of the participants and understand the behaviours of these participants and the underlying reasons for these behaviours (Hennink, Hutter, & Bailey, 2020). For the topic of this paper, the semi-structured interview will provide the researcher with insights into how the constructs of EI and personality traits affect the participants in their natural setting. The results will give insights into contextual factors that can be further analysed and their impact can be assessed (Hennink et al., 2020). The main goal of qualitative research is to gain an understanding of behaviours and motives while also paying attention to contextual factors. Based on the ambiguity in the research mentioned in the introduction and theory parts of this paper, the qualitative method of the semi-structured interview fits best in finding out about how the factors EI, personality traits, and conflict mode are linked. This is the reason why the quantitative measures will only be used as a possible reference but not as the main part of this study.

The semi-structured interview will also yield more practical contributions than quantitative measures as the participants give insights from their practice and the researcher is able to dig deeper into specific topics.

3.1 Semi-structured interviews

The participants of this study were sampled using convenience sampling as well as snowballing. To be considered for the interview the participants had to work for a company so that the B2B setting was fulfilled. Because of the limited availability of interviewees, all industries were considered as long as participants negotiated in the B2B context. Participants were chosen that negotiated frequently in the position they were in and ideally negotiate both internally and externally. Based on these requirements a total of 10 participants were gathered. The participants were aged between 27 and 56 and the total sample consisted of 4 female and 6 male participants from Germany, the UK, and the US. The participants came from different industries including leadership consulting, merger & acquisitions, business insurance as well as HR. The interviews ranged between 37 and 65 minutes in length and after consent was given the full interview was recorded both visually and as audio. Only one interview was recorded without video due to the preference of the participant. Before the start of the interview, the participants were asked to fill out an informed consent either per hand, online, or were asked for their consent in the online conference. All participants were given information about the context of the study, the purpose of the interview, and were informed that they could withdraw from the interview or the whole study at any given point without having to provide a reason. Due to the situational context and the Covid-19 pandemic the interviews were carried out online in all cases where this was the safest option. The online tool used for conducting the interviews was chosen based on the preference of the interview partner. The interview approach was semi-structured where the interviewer tried to create a natural atmosphere of a conversation and have the participants talk freely as much as possible. During the interview, the interviewer had the option to use probes in order to steer the conversation on the topics of interest. Examples of these probes are: “How would you describe your approach to a

negotiation?” or “In what way are you paying attention to your own emotions?”. In 3 cases the interviews were carried out in German and were translated back to English afterwards.

3.2 Data analysis

The interviews were transcribed, and an open coding scheme was used to group the responses of the interviewees into different categories. The categories were created based on the research questions and responses that helped to answer the research questions were grouped in one category. Afterwards, the data was analysed using the comparative method approach by Ragin (2014) in order to develop insights into the relationship between personality factors, EI, and the preferred conflict mode of a negotiator.

3.3 Thomas-Kilmann Instrument

The TKI will be used to assess the preferred conflict mode of an individual (Thomas & Kilmann, 2008). It displays several phrases for each of the five conflict modes and requires subjects to select between statements in 30 different pairs, forcing choices even when both statements in a pair appear equally preferable or not preferable to the subject. In total sentences representing a specific conflict mode appear 12 times for each mode. This leads to a maximum score of 12 and a minimum score of 0 for each conflict mode. It has to be noted that sentences can appear multiple times in different pairings which forces the participants to actively weigh the choices and make a decision. The TKI is characterized by simple sentences that are quick and easy to understand to ensure that no decision is made due to not understanding one of the options. This type of questioning was specifically designed to reduce social desirability in the answers (Shell, 2001). The questions used by the TKI are designed to give the participants no prompts to the social context so that they chose answers based on overall preferences. It has to be noted that the TKI relies on self-reported preferences and thus might not display “true” measures. This flaw in the validity of the TKI is accounted for in the current study by conducting interviews which can be used as feedback and give the researcher insights into actual negotiation behaviours of the participants. The TKI has been found to be a reliable measure (Cronbach’s alpha = 0.60) and has been used for over 30 years in a variety of domains (Hastings,

Kavookjian, & Ekong, 2019). The focus of the TKI on overall preferences makes it a viable tool to be used in the context of business negotiations.

3.4 24-Item Brief HEXACO (BHI)

Furthermore, the HEXACO model will be included to measure personality traits based on preferability over the big five model and a rough agreement in the literature that it is able to measure most of an individual's personality. Due to sampling limitations and the fact that the target group of this study is often restricted in their available time, the short version of the HEXACO will be used to measure personality. The BHI consists out of 24-items which are meant to measure the six personality dimensions of the HEXACO model (4 items per dimension) (de Vries, 2013). One advantage of using this short personality scale is that it takes minimal time to complete (roughly 3 minutes) and is thus useful in studies that include multiple measures. One clear disadvantage of using such a short personality scale is the lower alpha reliability (Cronbach, 1951). However, even though the internal consistency (alpha) is low for the BHI, its test-retest stability, and convergent correlations with other full-length scales are high (de Vries, 2013). Correcting for multiple measures of reliability the BHI re-estimates the original construct validity correlations of the HEXACO-PI-R (Lee & Ashton, 2004) with acceptable accuracy.

3.5 Geneva Emotion Recognition Test (GERT)

Emotional intelligence will be measured using the short version of the Geneva Emotion Recognition Test (GERT-s)(Schlegel & Scherer, 2016). While the GERT-s focuses on the emotion recognition ability (ERA) and not on the overall construct of EI, it has been shown that emotion recognition is an essential component of EI in models such as the one by Mayer and Salovey (1997). Emotion recognition ability is considered to be the underlying basis for more complex skills such as emotional understanding. The GERT-s consists of 42 short video clips with sound in which actors express 14 different emotions. For each clip, the participant has to choose one out of the 14 emotions and the answer is scored as either correct (1) or incorrect (0). Thus, the final score can range from 0 to 1. The actors in the video clips pronounce a sentence that is made up out of syllables with no semantic meaning. Thus, the participant must judge the displayed emotion only on tone of voice, facial expression, body posture, and

emotional cues in the voice of the actors. The GERT-s has been shown to be a unidimensional test (ERA) (Schlegel & Scherer, 2016). Additionally, it has been shown to correlate substantially positively with other emotional competencies. In one analysis Schlegel and Scherer (2016) found that the GERT-s is related to emotion management and emotional understanding skills beyond what can be explained by general cognitive ability. This supports the theory that ERA might be the most basic component of EI and can thus be used as an indicator for it.

4. Findings

4.1. Overview of main findings

The structure of the interviews was similar to the structure of the theory section of this paper. Thus, the following part answers the research questions in order and based on the contributions from the interviews.

4.2. Results of the GERT-s

Out of the 10 interview participants, a total of 8 completed the GERT-s. In previous studies, the average test score of the GERT-s was 66% and this average was used as a reference for the analysis of the 8 completed tests. Overall, it was not possible to group the participants into high/low categories because the range of obtained scores was too close. The minimum score was 59% and the maximum score was 71%. In previous studies, cut-off scores for high emotion recognition ability were set at 77% and for low emotion recognition ability at 55%. Even though some participants came close to these cut-off points, the majority of the sample had a difference of less than 10% making it unreasonable to create groups artificially. The average test scores of EI are interesting, especially when they are compared with the answer to a certain interview question. When asked about their ability to recognise emotions the majority of the interviewees were convinced that they were good at it. For example, when interviewee 8 was asked about why she thought that she is good at recognising emotions, she responded: "because I am getting confirmation of this from other people who tell me. I am also often being told that I am making good points about that". Additionally, interviewee 2 said: "I think I'm pretty

good reading the room and sensing atmospheres. In a room I think I can do that quite well.”. Here, especially interviewee 2 is interesting to look at because he scored lowest on the GERT-s. Because of these differences between the GERT-s scores and the responses in the interviews, no groups were created. Reading further, the reader has to keep in mind that uncertainty exists when it comes to the research questions that target emotional intelligence.

4.3. Preparation and approach to negotiations

4.3.1 Differences in preparation

For all participants, preparation played a role before the negotiation. However, the perceived effect of the preparedness was not universal and different perspectives were observed. Overall the focus was either set on the ideal outcome of the negotiation or the counterpart. An overview of these two groups and results of the TKI are presented in table 2.

Table 2

Overview of TKI results and groupings based on differences in preparation and negotiation approach

	TKI Conflict mode				
	Competing	Collaborating	Compromising	Avoiding	Accommodating
Interviewee (1)	5	9	6	7	3
Interviewee (2)	8	6	8	3	6
Interviewee (3)	0	6	8	9	7
Interviewee (4)	9	6	4	6	5
Interviewee (5)	8	3	7	7	5
Interviewee (6)	9	5	6	7	3
Interviewee (7)	2	5	10	6	8
Interviewee (8)	10	4	3	8	5
Interviewee (9)	7	6	7	5	5
Interviewee (10)	3	8	9	5	5
	Focus of preparation				
	Negotiation outcome		Characteristics of counterpart		
Interview case number	3, 4, 6, 8, 9		1, 2, 5, 7, 10		

Interview case number	Negotiation approach	
	Competitive	Integrative
	3, 4, 6, 8, 9	1, 2, 5, 7, 10

Note. In the following paragraphs, the interviewees who focus on the negotiation outcome and show a competitive negotiation approach will be labelled group 1, whereas the interviewees that focus on characteristics of their counterpart and show an integrative negotiation approach will be referred to as group 2.

On the one hand, when asked about their preparation, 5 out of the 10 interviewees said they focused on what they would like to achieve, and the framework given by their company. Several of these interviewees mentioned that they “*make a list of arguments*” (interviewee 3) because that helped them in not having “*to come up with new things*” (interviewee 3) during the negotiation. Several interviewees in group 1 created an argumentation list prior to the negotiation which was focused on the monetary aspects of the deal. Interviewee 6 mentioned an optimum outcome as well as a bottom line and that these two points determined the bargaining zone. Interviewees of group 1 were primarily focused on the company guidelines and the limit that their manager gave them. The focus points in preparation for a negotiation include mainly price ranges, market share, size of the company, previous deals, and possible existing alternatives.

On the other hand, there were 5 other interviewees whose preparation was focused more on their counterpart than on the monetary outcome of the negotiation (group 2). These interviewees also mentioned that preparation was important for a negotiation, but they focused on aspects such as “*know your counterparty in terms of backgrounds, history, behaviour*” (interviewee 7). For these five interviewees, it was necessary to “*get a bigger picture of your counterpart*” (interviewee 2) which included talking to their network to find out whether a colleague had negotiated with the counterparty before. Again, the focus in this information-gathering process was set on the person and not on the negotiation outcome. Interviewee 5 said that they tried to “*find out what's important for that person and what might concern the other person*” in order to use the gained knowledge in the negotiation.

Interestingly, almost all interviewees mentioned that they adjust their approach based on the information they gather before the negotiation. However, for group 1 this primarily meant that they adjust their bargaining zone, whereas group 2 used their information to adjust their behaviour and to build rapport with the counterparty. An example of this for group 2 was interviewee 2 who said that they were *“always on the lookout for commonalities”* and that if these commonalities, e.g. a shared hobby, are known before the negotiation, they could be used to create a relationship and increase the success of the negotiation.

4.3.2. Differences in negotiation approaches

Interestingly, the differences in preparation could also be seen in the preferred approach to the negotiation and can be seen in table 2. The interviewees that focused on the outcome of the negotiation instead of their counterpart also displayed more competitive approaches to the negotiation. Interviewee 6 mentioned that they always try to *“[get] out the maximum”* when it comes to the negotiation. This interviewee also mentioned that when they give in on one position, they want to get more on a different position. For this interviewee, the creation of a relationship with the negotiation counterpart was not important and the monetary gain was the focus point. An extreme of this competitive behaviour was mentioned by interviewee 4. This interviewee said that he always started from a position that was *“not reasonable”* to put pressure on the counterpart. However, this was an exception and the other interviewees that focused on price instead of the person often had a range in which they could negotiate reasonably. Several of these interviewees mentioned to *“have a bottom line which they would not go below no matter the counteroffer”* interviewee 6. This competitive behaviour also became clear when the interviewees were asked about the role that honesty had during the negotiation. Interviewee 4 mentioned that for him it was acceptable to be dishonest about a certain point of the negotiation in order to make the counterparty *“feel like they've won something”*. For him, it was reasonable to be dishonest in a negotiation when that meant that they gained more from it. Interviewee 3 also said that honesty was more important when negotiating with a co-worker or colleague compared to a third party. She mentioned that *“of course we said: “yes, we have another option. Yet we did not have another option.”*. In this case, it was acceptable for interviewee 3 to be

dishonest because the risk of getting caught was low. Even though these competitive actions were used, dishonesty was mainly used in the context of counteroffers and not in the context of giving out completely false information about the own company or services that would be provided.

Unlike group 1, interviewees in group 2 focused on the person during the negotiation and displayed integrative approaches to the negotiation. Interviewee 1 mentioned that the first thing he does when preparing for a negotiation is to think about *“what the other person can lose”* and then *“prepare negotiations by positive outcome for myself and the others”*. This demonstrates the importance of mutual gain which is an example of an integrative approach. Interviewee 5 also said: *“as a person, I truly care. And I think they feel and value that I care”*. These two examples show that the whole approach to the negotiation was different for interviewees that focused on the person in their preparation. While interviewees of group 1 also mentioned that building a relationship was useful, it was not their main focus. This was different for group 2. In most cases, relationship-building and the establishment of trust were some of the most important aspects of the negotiation for them. They also mentioned more integrative behaviours such as *“having a positive atmosphere”* (interviewee 10). These integrative approaches could also be seen in their differing opinions about the role of honesty. Interviewee 4 mentioned that he *“would not do something that's not ethical”* and demonstrates an integrative approach. Additionally, for interviewee 7 honesty was extremely important as he was involved in negotiations that had a long-lasting impact on the company. Therefore, it was important to be honest because otherwise, the relationship between the two companies could be harmed. For interviewee 7 the main goal of the negotiation was to come to a solution that satisfied both parties and was focused on a successful collaboration in the future, rather than short-term gains. An overview of the main difference in preparation and negotiation approach can be seen in table 3.

Table 3.*Differences in preparation and negotiation approach between group 1 and 2*

Type of tactic used	Definition	Majorly used by	Representative quotes (interviewee case)
Traditional competitive bargaining	Exaggerate opening offers (Robinson, Lewicki, & Donahue, 2000)	Group 1	“Knowing that's not reasonable” (case 4) “I try to start getting out of course the maximum” (case 6)
Procedure focused	Suggesting a range of options or trade-offs across issues and acknowledging the opponent’s view (Rahim, 2010)	Group 2	“Prepare negotiations by positive outcome for myself and the others” (case 1)
Issue focused	Build trust and focus on fairness (Wong & Cheung, 2005)	Group 2	“combine logical arguments with your empathy” (case 5)

4.4. Most interviewees actively search for emotions and use that information to adjust their approach.

4.4.1. The recognition and usage of emotions is influenced by the conflict mode of a negotiator

The third research question of this thesis, “How actively do negotiators pay attention to emotions of their counterpart and how do they use that information?” must be analysed in a twofold way. For this question, direct quotes from the interview were analysed combined with the results of the TKI (table 3). Looking at the responses of the interviewees, a clear tendency for active observation of emotions could be made out. When asked whether they consciously looked for emotions in their counterpart the responses included “I actively try to do that.” (interviewee 1), “I consciously scan: okay is there anything?” (interviewee 2), as well as “As much as possible” (interviewee 6). For interviewee 1 this response is in line with the results of the TKI. Here, interviewee 1 scored highest on the collaborating type of conflict mode and is therefore invested in finding out the emotional state of others. As for interviewee 2, the response is not as clear because he scored highest on two of the five conflict modes, one being the competing mode. However, both interviewees 1 and 2 used the information about the

emotional state to achieve an integrative solution to their negotiation. Interviewee 1 said that upon recognizing a certain emotion he “[tries] to put [himself] in their shoes.” Which is useful for understanding the position of the counterpart. When interviewee 2 sensed a commonality with his counterpart he talked about that topic to build rapport. However, when he recognized that his counterpart was feeling uneasy after a short period of time, interviewee 2 “realised, okay he doesn't want to lose face. Which is an expression of a particular kind of anxiety. So, I sensed that, and I would stop right away.”. This behaviour demonstrates more of a collaborative conflict mode rather than a competitive one. It also shows integrative behaviour and not competitive because interviewee 2 did not try to demonstrate his superior knowledge about the topic and was focused on the relationship to this counterpart more.

This can also be seen when looking at interviewee 3. She displayed a competitive preparation to the negotiation and scored highest in the avoiding conflict mode of the TKI. Also, she said that “I would not say I actually try that” when asked about the active search for emotions in others. While she later said that “it's more instinctive” and mentioned that body language and posture could give insights into the emotional state of the counterpart, she did not actively look for these emotions and also did not mention that she would use them actively in the negotiation. This non-usage of emotion correlates to the result of the TKI as emotions can be a difficult topic in negotiation and avoiding them is in line with the conflict mode of interviewee 2.

Similar to interviewee 2, interviewee 3 who scored highest in the avoiding conflict mode, did not mention the active use of emotion in the negotiation and instead focused on monetary outcomes and rationality. However, the interviewees that actively looked for emotions in their counterpart also made use of the information if they recognised a certain emotion. Interviewee 8 mentioned that when she recognizes an emotion that is “positive such as happiness or humour” then she tries to gain an advantage out of that. In the case of interviewee 8, this meant that she tried to get a better price or a longer commitment out of the negotiation partner. This again is in line with the conflict mode of participant 8 who scored highest in the *competing* TKI conflict mode. On the other hand, several

interviewees used the information gained from the emotions of their counterpart primarily to understand and re-interpret the situational context. Interviewee 5 said that he looked at emotional cues of his counterpart to “know what the status of the negotiation” was. When he noticed an emotional change in his counterpart through these cues, his preferred method was to adapt to that change and find out what caused that change. There was a situation mentioned by interviewee 5 where he heard in the voice of his counterpart that the person was struggling with the complexity of the deal. Upon hearing this, he offered a solution to that problem and tried to solve the complexity of the deal. A similar example was given by interviewee 7, who said that he used the information about the emotions of his counterpart to gain further understanding if there are aspects of the negotiation which are not clear.

Next to this general assessment of the negotiation, a different reaction could be observed when negative emotions were shown during the negotiation. Here, interviewees differently responded to the different types of emotion. Surprisingly, interviewee 8 who scored highest in the *competing* conflict mode of all participants said that once negative emotions rise, she “takes a step back and goes from the emotional level to the rational level.”. This is surprising as a more confrontative behaviour characterizes the competing conflict mode and stepping back from negative emotions is more of a compromising behaviour which is untypical for competing negotiators. Interviewee 9 was taking this one step further and said that when negative emotions come up it would be better to reschedule the negotiation to a different day. However, this should only be done when the negative emotions are caused by external factors and not the negotiation itself. When interviewee 9 sensed negative emotions coming up because of the negotiation, she said that the best solution would be to talk about this openly. Looking at the responses from other interviewees this was generally a theme that could be made out when it came to negative emotions.

4.4.2. Differences in personality traits influence the reactivity of a negotiator on an emotional level

Across different TKI conflict modes as well as HEXACO personality types (table 6), the general response to negative emotions was to address and resolve the issue openly.

Table 4.*Overview of conflict HEXACO personality trait scores of the interviewees*

	HEXACO personality traits				
	Honesty- Humility	Extraversion	Openness	Emotionality	Conscientiousness
Interviewee (1)	2	4	5	4	3
Interviewee (2)	3	3	5	3	5
Interviewee (3)	5	2	4	4	2
Interviewee (4)	1	4	4	2	3
Interviewee (5)	4	3	5	2	3
Interviewee (6)	2	5	3	3	4
Interviewee (7)	3	3	4	2	4
Interviewee (8)	4	2	4	4	3
Interviewee (9)	5	4	2	3	2
Interviewee (10)	2	3	4	5	2

Interviewee 2, who scored highest in competing and compromising as well as openness on the HEXACO, gave an example where he was in an internal negotiation and sensed that his counterpart was becoming “very aggressive and loud and intimidating pushy and assertive” which in turn caused irritation in himself. Before openly addressing this issue interviewee 2 said that he had to control his initial impulse not to “kick back and show comparable behaviour”. When this initial impulse was controlled, interviewee 2 displayed his feelings of being uneasy because of the shown aggressiveness. Openly talking about what the negative emotional state of his counterpart did to him enabled interviewee 2 to de-escalate the situation and come back to a less negative emotional state of the negotiation. Interviewee 6 who also scored highest in the competing mode and also high on extraversion in the HEXACO mentioned that the negative emotions had a bigger impact on him than the counterpart. So, when the counterpart was displaying negative emotions such as anger, he would also take a step back but not openly talk about the issue. Instead, he “switch[es] off camera and microphone [...] and then try to be balanced.” but would not openly address this emotional issue during the negotiation.

While the majority of interviewees mentioned to openly address negative emotions no matter which conflict mode or personality trait they predominantly had, interviewee 3 said that she avoided negative emotions and would have trouble with someone who is very pushy or aggressive. This is in line with her conflict mode as she scored highest in the avoiding category. Additionally, her HEXACO scores show that she scored relatively low in the extraversion category and higher in the honesty-humility category.

Additionally, the response of interviewee 1 should be highlighted. Interviewee 1 scored highest in the collaborating TKI conflict mode but relatively low on Honesty-Humility in the HEXACO. However, when asked about how he used emotions during a negotiation, he mentioned that for him the most dominant emotion is surprise because many people are unaware that a negotiation is going to happen the way that it does. Interviewee 1 mentions that many people prepare arguments rationally but not emotionally. Instead, he said “what I can do is prepare negotiations by positive outcome for myself and the others.” (interviewee 1) which indicates a focus on positivity. Furthermore, interviewee 1 said that when he is able to identify the positive outcome and in turn reduce the negative emotions that emotionality does not come up any more in a negotiation. He said that “If I am able to address the possible emotional scenario before it actually happens, it doesn't happen anymore.” (interviewee 1) which is interesting when looked at with the scores from the TKI and HEXACO in mind. Here, the TKI score fully matches the scenario described by interviewee 1 and good collaboration can happen once a positive outcome has been ensured. However, with interviewee 1 scoring relatively low on Honesty-Humility his answer is surprising. While in his own words, he is focused on being honest about the emotional state also during the negotiation; this does not match the low HEXACO scores.

4.5. Personality traits influence emotional intelligence during negotiations

Based on the responses of the interviewees a tendency for the effect of personality traits could be identified. The results of the HEXACO can be found in table 4.

Generally, for the interviewees, the personality type was the reason why a certain emotionality would rise up in a negotiation. Interviewee 1 said, “*clearly all of our emotional reactions are triggered*

by personality traits that either are aligned with ours or that differ from ours." Indicating that the emotionality of a negotiation setting depends on the alignment of the personality types of both the negotiator and the counterpart. Interviewee 1 scored highest on the collaborating conflict mode of the TKI and was characterized by high openness and low honesty-humility in the HEXACO. Similar to the response of interviewee 1, when asked about the effect of personality, interviewee 9 said that she had to adjust to her counterpart and "*pick him up*" to have a good negotiation. This similarity in response is interesting because interviewees 1 and 9 differed heavily on their score for honesty-humility (score of 2 and 5 respectively), yet they share a similar opinion on the effect of personality. As said before, the match or mismatch of personality types indicated a certain emotional reaction in most interviewees. Interviewee 8 said that she is "dominant myself and follow my goal." and when confronted with a mismatching personality type, she would generally not back down and let her counterpart know that he would not gain anything from his behaviour. This is in line with her competing TKI conflict mode. This mode indicates that in a conflict, interviewee 8 will be more likely to compete than collaborate. This can be seen in her response where she clearly indicates that when there is a mismatch between her own personality and that of her counterpart she will not give in and instead focus on her own goals for the negotiation. Unlike interviewee 8, interviewee 7 scored highest on the collaborating TKI conflict mode and his response to questions about personality match this conflict mode. Similar to the research questions before, the conflict mode matched up with the responses of interviewee 7. When asked about personality, he also indicated that there can be matches and mismatches when it comes to the personality traits of the negotiators. However, he indicated that he is "*trained to categorize the personalities relatively fast.*" (interviewee 7) and based on this categorization he would decide whether he was the best negotiator for that particular counterpart or not. Here, the focus on collaboration can be seen. For interviewee 7 the most important aspect is that a good solution can be reached in the negotiation and by him backing down from the negotiation this collaboration is made possible. This approach also matches up with the results of the HEXACO where interviewee 7 scored highest on *openness*. A similar match of TKI and interview response can be seen

when looking at interviewee 2. When asked about the effect of personality traits on the negotiation, interviewee 2 first distinguished relatively detailed between different personality types such as rational, analytical, problem-oriented, or anxious. He continued by saying that depending on the personality of his counterpart, he will *“adapt and create some sort of strategy in order to really relate with the counterpart.”*. This behaviour shows that the personality type of his counterpart is the primary driver in his change of approach during the negotiation and matches with his high scores on the competing and collaborating conflict mode. The competing side can be seen because he makes up a strategy that will increase his own gain. However, this strategy is not purely egoistical and instead still focuses on collaboration. Looking at the HEXACO scores for interviewee 2, these also match this approach as interviewee 2 scored high in openness as well as conscientiousness. A final example for the match between TKI conflict mode and influence of personality can be seen in interviewee 5. Interviewee 5 scored highest in the competing conflict mode and said that when he is confronted with a counterpart whose personality does not match up with his own, he may *“go into aggression [him]self.”*. This highlights the connection between conflict mode and the effect of personality on the negotiation.

5. Discussion

5.1. Revealing differences in preparation and preferred negotiation approach

To answer the first research question of this study: “Do negotiators show a preference for a competitive or integrative style in their preparation and approach to a negotiation?”, it can be said that a difference could be observed in the preferred approach of the interviewees. Half of the sample displayed a competitive approach and the other half focused on an integrative approach to the negotiation. Interestingly, this difference was seemingly connected to the preparation of the negotiators. Interviewees with a competitive approach were focused more on aspects such as monetary gains, company size, and power, whereas interviewees with an integrative approach focused heavily on the person they would be negotiating with.

Noteworthy, interviewee 3 showed a seemingly incoherent behaviour. Interviewee 3 was heavily focused on the monetary outcomes of the negotiation and prepared by making rational pro- and contra-lists prior to the negotiation. However, her dominant conflict mode was *avoiding*, and she did not score on the *competing* mode. While this result seems to be contradictory, a possible explanation could be that interviewee 3 had the least amount of experience within the field of B2B negotiations. Because avoidance of the negotiation was not possible, she may have wanted to finish the negotiation fast and thus focused on the monetary aspects that were provided by the company.

It has to be noted that even though competitive approaches were chosen by some interviewees, none of them used inappropriate behaviours such as giving out false information. Looking at the demographics of the interviewees no clear differences could be observed which opens up possibilities for further research into the reasoning behind the preferred approaches. These results are particularly interesting because interviewees 2 and 5 scored highest in the *competing* conflict mode of the TKI, which conflicts with their stated interest in finding a common solution and looking for commonalities. However, a closer look at the TKI results reveals that the second-highest scored category for both interviewees 2 and 5 was *compromising*. Looking at this category, the responses of the interviewees are in line with their second preferences when it comes to conflict mode.

The difference in preparation, as well as preferred negotiation approach can be explained by the previously mentioned theory of communicative action by Habermas (2015). As indicated in the theory, an actor prefers either communicative action or purposive-rational action. For the context of this thesis, interviewees of group 1, who focused on monetary outcomes can be categorized as purposive-rational actors. Their focus lies on the desired outcome of the negotiation and they see their counterpart as an obstacle to reach that outcome. Unlike that, interviewees of group 2 focused on the characteristics of their counterpart and thus preferred communicative action. In general, the interviewees did not exclusively show behaviour which was characteristic of their TKI score but instead also behaviours from their second-highest score could be observed. This is also in line with the theory of communicative action as actors have one ideal type of communication, but this type is not exclusive.

The results are also in line with the research conducted by Lindholm (2014) that found that negotiators will develop a certain strategy based on their preparation. Here, the specific strategy may be interpreted as the preferred approach to the negotiation. These results lead to several contributions to theory and practice. The observed link between conflict mode and preparation/negotiation approach suggests that the conflict mode will govern the way in which a negotiator prepares. Researchers exploring the topic of negotiation preparation may want to consider this connection when designing new studies. Additionally, this link can also be used in practice and may make companies more aware of the effects that conflict modes have on the preparation and approach. Keeping this in mind, a company can better choose a negotiator depending on the desired outcome of a certain negotiation.

5.2. Using emotional cues of the counterpart to achieve desirable negotiation outcomes

Based on these responses in the interview, the first part of the question “How actively do negotiators pay attention to emotions of their counterpart and how do they use that information?” can be answered by saying that the majority of negotiators actively look for emotions in their counterpart. This fact correlates to previous studies that found that recognizing emotions is beneficial for the outcome of the negotiation (Hegtvedt & Killian, 1999). Here a connection to the conflict modes could be established and negotiators with a collaborative conflict mode search more actively than negotiators with an avoiding conflict mode. This is in line with the literature, as the topic of emotions may heat up a negotiation and an avoiding person will try to avoid this topic and thus not search for emotions in the first place (Thomas & Kilmann, 2008). In addition to this, the responses of the interviewees indicate that an integrative approach to the negotiation combined with a collaborative conflict mode indicated higher conscious awareness for the emotions of others. Because no groupings based on EI were possible, it is difficult to judge whether conflict-handling modes have any influence on the recognition of emotion.

The second part of the research question can be answered depending on the emotions that the negotiators recognized. In general, the interviewees distinguished between positive and negative emotions. It can be said that the majority of interviewees used the emotional state of their counterpart to judge the situation of the negotiation. In the case where negative emotions could be identified the most prominent approach was to address the issue and talk about these emotions openly. This tendency to resolve negative emotions can be explained by the high importance of working business relationships in the B2B environment (Fells et al., 2015; Harwood, 2006). Because the negotiation outcome will often have a long-lasting effect, a positive atmosphere is desirable. Interestingly, the majority of interviewees indicated that when they recognized positive emotions, they were able to use that to their advantage. This is somewhat contradicting to the study by Der Foo et al. (2004) who did not find a positive relation between EI and negotiation outcome. Again, the reader must keep in mind that this thesis was not able to effectively distinguish different groups for EI and therefore had to rely on the judgement of interviewee responses to EI questions.

5.3. Gaining an understanding of how emotional intelligence and personality traits affect negotiators

Looking at the findings of this thesis, the research question: “What effect do personality traits have on the negotiation?” can be answered by saying that especially a mismatch between personalities will lead to strong emotional reactions. However, no specific personality trait of the HEXACO was able to predict a specific outcome. Based on the interviewees' responses, the effect of personality traits appears to be larger than the effect of emotions or EI. Comparing the answers of the interviewees to the questions regarding personality and EI, it becomes clear that the majority of the interviewees feel like personality has a stronger effect than EI. Looking at the direct quotes from some of the interviewees one can also observe that a mismatch in personality can lead to stronger emotional reactions and EI appears to not have an influence any longer. This observation supports the string of literature that suggests that EI may be dependent on personality traits (Petrides et al., 2007). Here, it is important to note that this effect of personality traits on EI is only stronger when the personality

types of the negotiator and the counterpart do not match. A general trend of HEXACO personality traits that were connected to less emotionally intelligent behaviour could not be observed. However, the mismatch of personality traits led many interviewees to an emotional response which was not recognised or used strategically most of the time. Thus, the effect of EI appears to be lower than the effect of mismatching personality traits. To answer the research question, it can be said that a mismatch in personality may lead to emotional responses which are not regulated or influenced by emotional intelligence of the negotiator. Additionally, the effect of personality traits was judged to be stronger than the effect of emotions or emotional intelligence by the interviewees. These results can be explained by the fact that personality traits develop over a long period of time and tend to remain stable (McCrae & Costa, 1994). This stability may be the reason why personality has a stronger overall effect on negotiation and EI. Despite the fact that the personality types of the negotiator alone were not able to predict a certain behaviour, the TKI conflict modes matched up with how the negotiators responded to mismatching personality types. Here, the conflict modes usually predicted how the negotiators would react and their behaviour was in line with their preferred conflict mode. This finding opens up the question of whether the conflict mode may be used as a predictor for negotiation behaviour, favoured over aspects such as personality type and EI. A possible explanation for this can be found in Habermas (2015) theory of communicative action. The different types of communicative action may be related to conflict mode preference and therefore affect the behaviour of the negotiator.

Previous studies indicated that EI may be influenced by or depend on personality traits. The results of the study could not find a connection between levels of EI like Petrides et al. (2007) did. A reason for this might be that this study was not able to differentiate between high and low levels of EI. Instead, the sample was characterized by having medium levels of EI which may explain why no connection between levels of EI and personality traits was found. Instead, this study suggests that a mismatch in personality traits will lead to a lower effect of EI. This result can to a certain extent be

linked to the view of Goleman and Boyatzis (2017) who suggested that EI should be seen as part of intelligence which in turn may be influenced by personality traits.

Even though this thesis indicated a stronger effect of personality compared to EI, the effectiveness of higher levels of EI should not be ignored. Similar to other types of intelligence, emotional intelligence can be improved through training programs such as the Training for Emotional Recognition Ability (TERA) (Schlegel, Vicaria, Isaacowitz, & Hall, 2017). This enables companies to improve the negotiation ability of their employees by sending them to training programs or have them complete self-administered emotion recognition training, which in turn increases their level of EI. These individuals will then be more able to perceive the emotions of their counterpart and act accordingly. However, the current study suggests that a mismatch in personality traits between negotiators can lead to emotional responses which, based on the responses from the interviewees, were not regulated as part of emotional intelligence.

5.4. The influence of personality traits on the relationship between EI and the preferred conflict mode of a negotiator

With the answers to research questions 1-3, the main question of this thesis “*How do personality traits affect the relationship between emotional intelligence (EI) and the preferred conflict mode of a negotiator?*” can be answered. Looking at the results, several observations can be made. Firstly, no clear pattern between certain personality traits and conflict modes could be found. Interviewees 4 and 6 are characterized by high extraversion, a competing conflict handling mode, and a competitive approach to negotiations. These connections are in line with research by (Ma, 2005). However, other interviewees were also characterized by a competing conflict mode and a competitive approach and did not score high on extraversion. Nevertheless, personality traits had an influence especially on emotional aspects of a negotiation. Interviewees reported that a mismatch between personality traits led to strong emotional reactions. In these cases, the interviewees were not able to actively use their emotional intelligence to control the situation. One explanation for this could be, that the sample showed an overall medium score on EI. Based on these findings the research question can be answered in a twofold way. Firstly, the personality traits of the individual negotiators were not able

to explain a difference in preferred conflict mode or level of EI. However, a mismatch in personality traits between the negotiator and their counterpart led to emotional reactions that showed competitive characteristics. Therefore, it can be said that personality traits had a stronger influence than EI in these situations.

6. Conclusion

6.1. Preferred approaches to a negotiation can partially be explained by the conflict mode of the negotiator

The purpose of this study was to explore whether a generally preferred negotiation approach could be identified from subjects in the B2B environment. Additionally, the effects of emotions/emotional intelligence, as well as personality were analysed with the TKI being one of the reference variables. Looking at the result section there was a division between the preferred approaches to a negotiation with roughly half of the interviewees choosing an integrative approach and the other half choosing a competing one. While no clear pattern emerged generally, the interviewees with a competing conflict mode also preferred the competitive approach to negotiations. Additionally, their preparation was focused on monetary outcomes. The interviewees with an integrative focus in their approach, overall paid more attention to the attributes of their counterpart such as past experiences as well as personality.

6.2. Conflict mode partially explains how negotiators use emotional information

Another goal of the study was to find out to what extent negotiators used information about emotional states as part of their EI to adjust their approach during the negotiation. The TKI conflict modes were able to describe the differences in how interviewees handled emotional information. Competitive interviewees tend to use the information they gathered through analysis of body language and facial expressions to their advantage. An example of this is one interviewee who realised that his counterpart was stressed because of a deadline and he used that information to get a higher prize in that negotiation. Unlike that, negotiators who were characterized by a collaborating conflict mode used

information about emotions to facilitate a good relationship with their counterpart and focused on mutual gain.

6.3. Personality traits influence emotional intelligence and elicit an emotional response

The largest ambiguity in literature which this paper tried to answer was whether the effects of emotional intelligence were dependent on or independent of personality traits. Looking at the results, negotiators used their EI to adjust their approach, but this effect was influenced by personality traits. Here, a mismatch of personality traits between the negotiators led to strong responses. These responses include emotional reactions, such as aggressiveness or withdrawal. In these cases, the negotiators were not able to use their EI to regulate their emotions. An explanation for this may be their medium levels of EI and negotiators with high EI might act differently. However, for this study, the finding suggests that a mismatch in personality traits has a stronger effect than EI during negotiations.

Summing up, this thesis found a connection between preparation/negotiation approach and the preferred conflict handling mode of the negotiator. These findings may be explained by the theory of communicative action and suggest a link between communicative action types and preferred conflict mode. Additionally, this thesis found that the majority of negotiators actively searched for emotional cues. Here, the tendencies to use positive emotions to increase personal gain and the mitigation of negative emotions could be observed. These observations were made independent of conflict mode or personality type. Finally, this thesis found that negotiators perceived the effect of mismatching personality traits to have the strongest effect on the negotiation. These findings contribute to theory by expanding the scope in which personality, EI, and conflict mode are considered in the negotiation setting. Additionally, this study opens up future research on the effects of preparation differences and suggests that negotiators with a monetary preparation focus also engage in a competitive way. Next to these theoretical contributions, the study contributes to practice by highlighting the effects of personality mismatches in negotiation. Practitioners may want to consider

using multiple negotiators, so that the most suitable type of negotiator can be chosen. This could enable them to achieve better negotiation results because of fewer negative emotions.

7. Limitations and future research

The aim of this research was to explore the relationship between EI, personality, and the preferred conflict mode in a negotiation setting. It provides practical insights for companies which enables them to choose better suitable negotiators who will achieve higher negotiation results. However, the results of this thesis have to be used cautiously because of some limitations. Due to the small sample size of 10 interviewees, the results should not be generalised and are only representative for this thesis. However, due to the interesting results regarding the effect of conflict modes, future research should focus on quantitative research designs that may lead to generalisability. For these kinds of quantitative studies the results of this thesis may be used as an initial starting point.

Future research should also try to achieve a categorisation of EI levels which was not possible in this thesis. Therefore, the conclusions regarding EI should be interpreted with caution. In general, it must be noted that the thesis relied on self-reports by the interviewees which are prone to biases, such as social-desirability bias or the halo error (Gonyea, 2005). Because the interviewees were in direct contact with the interviewer, a certain degree of social desirability must be assumed. Especially strong emotional outbreaks may be something that the interviewees did not want to share with the interviewer. Next to the bias of social desirability, the responses may have also lost some reliability and validity because of the halo error. The halo error refers to the tendency of giving a consistent type of answer based on a general perception while ignoring certain specific criteria (Symonds, 1925). Because of this error, the interviewees might have focused on their desired and generally experienced negotiation behaviour and might not have shared examples where they acted differently. Using a well-trained interviewer can be one way of avoiding this bias (Grimm, 2010) and future research should pay special attention to the threat of these biases. However, the analysis of transcribed interviews will remain to interpretation bias by the researcher.

Finally, it has to be noted that the interviewees were selected based on convenience sampling and therefore other factors that influence negotiations such as nationality, ethnicity, or experience (Robinson et al., 2000) were not checked for. Differing company sizes and sectors were also not considered when choosing the participants. Because of the effects that the industry sector has on negotiation style (Sigurdardottir et al., 2018), future research should try to account for these influencing factors when choosing participants.

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Appendix

Appendix A. Interview transcripts

All interview transcripts are excluded due to confidentiality.

Appendix B. Interview probes used during the interviews

Category	Questions
Intro	What is current job?
	Do you have any special topics?
	What are your tasks?
	To what extent do you negotiate in your current position?
Preparation	How do you prepare for a negotiation?
Process/Approach	How would you describe a typical negotiation process?
	How would you describe your approach to a negotiation?
Emotional intelligence	In your opinion, how big is the role of emotions during a negotiation?
	Are there differences for different types of negotiation?
	To what degree do you pay attention to the emotions of others during a negotiation? a) If so, how do they influence you?
	In what way are you paying attention to your own emotions?
	How do you recognise emotions?
	How well do you think you are able to catch these emotions?
	During a negotiation, when you notice a certain emotion in your counterpart, do you use that information consciously to your advantage? a) If so, how?
Personality	During a negotiation, would you describe yourself as extrovert part?
	In what way has your own or the personality of your counterpart an influence on the negotiation process?
	How would you describe the personality of a counterpart you have problems negotiating with?
	How open are you to agreeing with your counterpart?