

Women Negotiation Strategy : Negotiation Strategy in Job Promotion

Astri Yogatama

Department of Communication Science
Petra Christian University
Surabaya, Indonesia
Email: astri@petra.ac.id

Abstract-This research investigates negotiation strategy among career women in higher education institution. The negotiation strategy of career women was design for job posting process and has been researched descriptively trough survey to a number of career women. Negotiation strategy is consisting of competitive, collaborative, and accommodative. Result of the survey, collaborative and accommodative was chosen by majority of respondent than competitive, in negotiating career promotion with supervisor during Job posting process. The other findings are about education and openness between employee and supervisor. Education has been the source of power for employee to negotiate job promotion. The openness of supervisor did not stimulate respondent to choose competitive as a negotiation strategy.

Keyword: *Negotiation Strategy, Career Women, Job Posting*

I. INTRODUCTION

According to some research, women have various negotiation styles in working place. Linda Babcock and Sara Laschever said that there is an equal performance from man and woman in working place [1]. They become different when it comes to the way of communication, specially asking higher job placement in the stage of career. Job placement is related with job promotion, which sometimes becomes an offering from the working place to qualified employee to join the promotion. Women are less interested in the promotion competition, moreover less interested join the negotiation inside a promotion stages. The conflict is possible in the negotiations. Women really avoid conflict.

As one form of communication, negotiation is a process of resolution of conflicts of interest, such on organizational communication. In researches on conflict resolution, women choose several negotiation strategies to convey her ideas in dealing with conflict. Hanah Riley revealed that female negotiators tend to be more cooperative and less focused on them, compared to her male colleagues. Spangles mention that this nature makes women rarely achieve maximum outcomes in a negotiation. Women are also capable of being competitive while their opponents with tactical tit-for-tat, the same as her male colleagues [2]. Laura J. Kray from the Haas School of Business University of California and Leigh Thompson of the Kellogg School of Management at Northwestern University published a summary of research on gender and negotiation and found that women can have masculine characteristics in the process of negotiation among women. Women in the negotiations can also be stereotypes (winner / less competitive, love peace). In

conclusion, although there is gender bias in the results of research and negotiations, it appears that the nature of "natural" women is more concerned about relationships than the target of the negotiations. That result still dominates Laura J. Kray's research [3]. Thus, there is a red line that women's negotiation strategy is contextual and can not be generalized solely by social constructs of gender as feminine, because sometimes masculine nature is also owned by career women.

Conflict can be simply ranged from a mild disagreement, to disputes involving physical contact such as war [4]. Strategies to resolve conflicts according to Folger are divided into competitive, accommodative, avoidance, collaborative, and compromise [5]. Dyadic communication is the most important part, especially in a conflict resolution that uses negotiation as the medium. Thus, in some studies of negotiation, the behavior of "avoidance" or avoiding conflict is often omitted from the discussion of negotiation strategies and is categorized as a strategy of "non-engagement". Hence, competitive behavior, accommodative, collaborative and compromise behavior categorized as "engagement" in the negotiation strategy. Avoidance is a one-way communication in resolving the conflict. It reduces the chance to hold an equal conflict resolution. While Spangles described negotiation as "A transactional form of communication in which parties send and receive messages that triggers mutual cycles of influence that affect future actions" [6]. It became part of the study of communication because the process includes discussion, problem-solving processes, and development of shared understanding which serves as the basis of agreements [6]. The main purpose of a negotiation is to resolve conflicts of interest between the two warring parties, despite the satisfactory completion of a particular party or both. In planning, it is necessary to achieve a goal, which is summed up in the form of strategy. Strategy is defined as "the pattern or plan that integrates or organization's major targets, policies, and action sequences into a cohesive whole" [7]. In other words, strategy is a set of plans to achieve a goal. Strategy can be described as tactics, namely practical things which are designed to support the achievement of a goal. Strategy is a guide that keeps the implementation of tactics in order to go according to a plan. Basis of a negotiation strategy is divided into four parts by Dean G. Pruitt in his "Strategic Choice in Negotiation" in the journal of American Behavioral Scientist 1983. Basic negotiation strategies used by Pruitt, which was used by Folger too in the theory of conflict, also involved the behavior of competitive, collaborative, accommodative,

compromise and avoidance. But in further discussion, Pruitt exclude compromise behavior, with consideration of this behavior is not effective for use in negotiations, because they do not reflect the real purpose of the negotiations. In other words "compromise comes from the lazy problem solving, involves a half-hearted attempt to satisfy both parties' interest [8]. Focusing on communication management, Pruitt then decided that the strategies of negotiation are competitive, collaborative and accommodative, omitting avoidance and compromise.

Open conflict or conflict which manifest in the negotiation arena is the thing which women often avoided, even if it can improve the position of her career. Although the social construct theory says that women has tendency to form their communication style in anti-domination type or more accommodative for the speaker, but several previous studies prove that there are women who are able to communicate in a competitive and collaborative strategies in the process of negotiation. This has led to variations in determining how to communicate in a negotiation strategy that is used, that is competitive (emphasis on competition), collaborative (emphasis on synergy), or accommodative (emphasis on the interests of the other person's accommodation / good relations). Previous research includes the majority of students as a sample to find bias in gender communication. For further study, the researchers tried to do research which is closer to actual negotiation process, within the scope of the organization.

More about a career in an organization, the majority of women are in lower-middle-level of managers. These women have a huge problem with wage discrimination, the performances' rewards and promotion opportunities. By excellent communication skill, there should not be a problem to communicate a proposal for promotion. Communication between women as subordinate women like this with her supervisor should produce a better equality. Promotion bargaining process is a process that becomes part of the negotiation of labor, focusing on resolving differences / conflicts of interest between the organization and workers. In organizations, negotiation is part of the decision making process, although not all decisions are made based on the result of negotiations. Decision-making can be through negotiations involving superiors and subordinates. The process of negotiation is a communication process that involves individuals of different sex, gender, education and other social backgrounds. Theoretically, in the negotiation process, each member makes a fair deal of contribution for all parties. In fact, career women in negotiation, even those who already have high expertise and official position in a private organization / business, are afraid to be able to communicate the message of her thinking, or even further putting her voice as part of the decisions making. One type of promotion which enables women to pursue it, is job posting. Job posting are open to every worker, when women have the chance to take the initiative following the promotion process. "Organizations can proactively focus on their employees' careers by using job-posting programs and, in some cases, by selectively making these programs available to specific individuals [9]. The selected

organization has adapted to the Indonesian government's program in gender equality, including in the case negotiation for career advancement. A program of the United Nations (Millennium Development Goals (MDGs)), is about gender equality. One of the institutions designated to spearhead gender equality in Indonesia is educational institution (mentioned in the speech of the Minister of Women Empowerment of Indonesia, DR.Meutia Hatta Swasono, at the State University of Surakarta in 2005). Graduates from educational institution should be able to spawn a gender-equality perspective. Furthermore the United Nations Educational, Scientific and Cultural Organization (UNESCO), an organization that focuses on developing educational, mentions that in addition of being able to produce graduates with a gender-equality perspective, universities themselves must practice gender equality in the process of their employees' development. But from the results of the UNESCO study, not all educational institutions gave priority to gender equality [10]. Thus, it became important to focus research on finding a picture of gender equality that occur in educational institution, complete with the kind of negotiation strategies used to achieve such equality.

The research question that occurred now is what type of negotiation strategies in a higher education, which career women used in job promotion process through Job Posting program. Several dimensions of negotiation strategies (accommodative, collaborative and competitive) are constructed to find out the details of a negotiation. Dimensions of negotiation strategies are payoff structure, goal pursuit, relationship, primary motivation, trust and openness, knowledge of needs, predictability, aggressiveness, searching-for-solution behavior, success measures, evidence of unhealthy extreme, key attitude and remedy for breakdown [7].

II. METHOD

This study used questionnaire to survey data of negotiation strategy used by female employees, including officials and administrative staff. Questions in the questionnaire are divided into 2 parts, demographic characteristics of respondents and negotiation strategies. Scale of measurement is ordinal scale with a choice of 1 = strongly agree, 2 = agree, 3 = disagree, 4 = strongly disagree. Location of study is in an institution of higher education. Chosen institution has numbers of lecturers consist of 57% male and 43% female. While the composition of administration staff: 64% male and 36% female. Almost 50% of structural officials in this institution are female. The name of institution is anonymous as part of research agreement between researcher and the organization in order of research publication. Number of female employees, lecturer and staff of administration which qualified to join a promotion was 132 (64 lecturer and 68 employees). Samples were determined by purposive method, in order to set forth the terms selection of respondents, according to research objectives. Considering that this research is related to the promotion of employment, the respondent will be given a questionnaire which contains questions of interest to pursue

the structural hierarchy, both administrative and academic. Among 68 administrative staff that has graduate degree; only 51 people agree to participate in the negotiation research. Meanwhile, the numbers of female lecturers who are interested to join the research are 27 people. Then the total number of samples was 78 female employees.

Negotiation strategy outlined by its dimensions, then operationalized to the code of tactics of each strategy of negotiation. Some studies of negotiation, the behavior of "avoidance" or avoiding conflict is often omitted from the discussion of negotiation strategies and is categorized as a strategy of "non-engagement", otherwise competitive behavior, accommodative, collaborative and compromise behavior categorized as "engagement" in the negotiation strategy. Avoidance is one-way communication of resolving the conflict. It reduced the chance to hold an equal conflict resolution. Further discussion, Pruitt exclude compromise behavior, with consideration of this behavior is not effective for use in negotiations because they do not reflect the real purpose of the negotiations in other words "compromise are seen as arising from the lazy problem solving involving a half-hearted attempt to satisfy both parties' interest [8]. Avoidance and compromise is excluded in the research. So strategy of negotiation remains competitive, collaborative and accommodative. The dimensions of negotiation strategy was simplified into 10 dimensions, *payoff structure / evidence of unhealthy extreme- reject 100%, goal Pursuit - own goal with less responsibility, relationship - short term, primary motivation / Key Attitude - I win, you lose, trust and openness - over trust in self, knowledge of need - understand own need, predictability, aggressiveness, solution search – manipulative, success measures*. Tactics of negotiation strategy according to Sillars, include denial and equivocation, topic management, noncommittal remarks, irrevent remarks, analytic remarks, confrontative remarks, conciliatory [11]. In connection with the theory of conflict and negotiation, Sillar divide code for tactics of negotiation strategy into engagement and non-engagement. Engagement style is represented with a confrontational communication (confrontative), analytic (analytical), and mediation (conciliatory). On the other hand, non-engagement style of communication, characterized by denial, is represented by equivocation, topic management, noncommittal and irreverent. The term engagement in the negotiations is similar with the theory of competitive strategy / distributive, collaborative / integrative, and accommodative / accommodative, and compromising / compromise. While the term non-engagement similar with avoidance of communication. Hoocker and Wilmot define Sillar's tactics more detail for each engagement strategy (competitive, collaborative and accommodative) [4].

Then the dimension is divided into 10 and operationalized by tactics of negotiation strategy (x1.1 to x3.10).

TABLE I. NEGOTIATION STRATEGY DIMENSION

| No | Indicator / Dimension | Competition (Distributive Bargaining) | Collaboration (Integrative Negotiation) | Accommodative Negotiation |
|----|---|---------------------------------------|---|---------------------------|
| 1 | Payoff structure, Evidence of unhealthy extreme | X1.1 | X2.1 | X3.1* |
| 2 | Goal pursuit | X1.2 | X2.2 | X3.2* |
| 3 | Relationships | X1.3 | X2.3 | X3.3* |
| 4 | Primary motivation, Key attitude | X1.4 | X2.4 | X3.4* |
| 5 | Trust and openness | X1.5 | X2.5 | X3.5 |
| 6 | Knowledge of needs | X1.6 | X2.6 | X3.6 |
| 7 | Predictability | X1.7 | X2.7 | X3.7 |
| 8 | Aggressiveness | X1.8 | X2.8 | X3.8 |
| 9 | Solution search behavior | X1.9 | X2.9 | X3.9* |
| 10 | Success measures | X1.10 | X2.10 | X3.10 |

*excluded due to unreliability and invalidity. Valid question must be > Rcritic. Rcritic =0,217 (n=78)

III. RESULT

Each respondent should answer several type of demography information bellow :

TABLE II. RESPONDEN DEMOGRAPHY

| Characteristic of Respondent | Percentage (n=78) |
|------------------------------|-------------------|
| Occupation | |
| Staff of Administration | 65.4 |
| Lecturer | 34.6 |
| Education | |
| Diploma | 2.6 |
| Graduate | 60.3 |
| Post Graduate | 37.1 |
| Position | |
| Official | 66.7 |
| Nonofficial | 33.3 |
| Supervisor Openness* | |
| Always | 32.1 |
| Sometimes | 51.3 |
| Rare | 16.6 |

*additional question about supervisor characteristic for each employee

TABLE III. TABULATION OF NEGOTIATION STRATEGY

| Strategy and Tactic | Mean | Median |
|---------------------|------|--------|
| Competitive | | |
| X1.1 | 2.95 | 3 |
| X1.2 | 2.96 | 3 |
| X1.3 | 2.65 | 3 |
| X1.4 | 3.05 | 3 |
| X1.5 | 2.87 | 3 |
| X1.6 | 2.21 | 2 |
| X1.7 | 2.69 | 3 |
| X1.8 | 3.32 | 3 |
| X1.9 | 2.95 | 3 |

| Strategy and Tactic | Mean | Median |
|---------------------|------|--------|
| X1.10 | 2.64 | 3 |
| Collaborative | | |
| X2.1 | 2.5 | 2 |
| X2.2 | 2.18 | 2 |
| X2.3 | 1.91 | 2 |
| X2.4 | 1.69 | 2 |
| X2.5 | 2.22 | 2 |
| X2.6 | 1.65 | 2 |
| X2.7 | 1.56 | 1.5 |
| X2.8 | 2.23 | 2 |
| X2.9 | 1.88 | 2 |
| X2.10 | 2.06 | 2 |
| Accommodative | | |
| X3.5 | 2.19 | 2 |
| X3.6 | 2.54 | 3 |
| X3.7 | 2.23 | 2 |
| X3.8 | 2.42 | 2 |
| X3.10 | 1.9 | 2 |

From the tabulation of the overall frequency of each of the questions, then considering the median of each group, competitive strategy (x1.1 - x1.10), collaborative strategy (x2.1 - x2.10), accommodative strategy (x3.5, x3.6, x3.7, x3.8 and x3.10), finding of the tendency of respondents' answers:

- Competitive strategy : the median answer of respondents tend to be in the range of number "3" , showed disagreement with the question / statement, which was part of a competitive negotiation strategy
- Collaborative strategy : the median answer of respondents tend to be in the range of the number "2", showed agreement to the question / statement, which was part of a collaborative negotiation strategies.
- Accommodative strategy : the median answer of respondents tend to be in the range of the number "2", showed agreement to the question / statement, which was part of a accommodative negotiation strategy.

IV. DISCUSSION

There is some result according to the tabulation above about the strategy which has been chosen by respondents:

- In the group of competitive strategy question, the median answer of respondents tend to be in the range of the number "3" , showed disagreement to the question / statement, which was part of a competitive negotiation strategy. But more recent finding showed that competitive strategy is not completely rejected by the respondent. In tabulating the frequency per item question, it was found that there are 2 questions, which were numbers x1.3 and x1.6, where respondents agreed tactics as part of a competitive negotiation strategy used in the promotion of labor negotiations, with a rather large number of voters (37% and 46%).
- In the group of collaborative strategies' questions, the median answer of respondents tend to be in the range of the number "2", showed agreement to the

question / statement which was part of a collaborative negotiation strategies. Explanation of the consistency of the median group of questions on a range of collaborative negotiation strategies (1= strongly agree, 2 = agree), is the use of collaborative in the arena of debate of negotiating for job promotion. Respondents consider the dimension' strategy "Knowledge of need" through disclosive statement as a tactic (49% favored). This is a stereotype of women's communication rules, as revealed by Julia T. Wood, "Use communication to include others, bring them into conversations, and respond to their ideas" [12]. Yet can not be concluded that all female respondents will behave in traditional female stereotype, considering that this collaborative strategy also involved personal interest in the negotiating table. In addition, respondents also gave approval for the tactics of competitive negotiation strategy. Collaborative negotiations which is half masculine style, chosen by 26 women among the respondents, who hold structural positions in various lines. Success in the working place is not only for women who have become masculine, by using competitive negotiation strategy implicitly. Verbal communication tactics "sharing knowledge - analytical remarks" in the collaborative negotiation strategy is also powerful to communicate a proposal of promotion in negotiation arena.

- In the group of accommodative strategy questions, the median answer of respondents tend to be in the range of the number "2" showed agreement to the question / statement which was part of accommodative negotiation strategy. Group questions for accommodative negotiation strategy, showed a tendency of respondents to approve these strategies. Four of the five questions in this group were agreed by a majority of respondents (question No.25, 27, 28, 30). Approval by most respondents fall on number 27 which was the denial of needs, where these characteristics can be explained by the type of women's choice of language that tends "not to make demand". Only a few number of questions which are not agreed by the respondents, in the dimension of over responsive to others (number 26).
- Comparisons of chosen strategy among respondent with educational strata diploma, graduate and postgraduate showed that respondents with lower strata of education, tend to avoid competitive negotiation strategy, which illustrated by 95% of respondents (with diploma degree), whose strongly disagree with the majority of competitive negotiation tactics. While respondents with high level of education more competitive / collaborative in bargaining with superiors. Education as one of qualification to upgrade a promotion level has been the source of power to bargain to employers.
- Degree of openness from the superior should need by subordinate in an upward communication, as well as in a negotiation. In ideal conditions, a superior

who share high transparency, should stimulate subordinates to be frank in communicating complaint / input, include talking in vulgar and competitive style. Range of question about superior character (always open, often open and rarely open to the complaints / feedback superiors) should lead to the same conclusion. In fact, the degree of openness did not stimulate respondent to be competitive in negotiation process. This is in line with the statement of Sharma (1979) in R. Wayne Pace, that “the subordinates have a tendency to avoid the endless problems due to opposing opinions with the superior. The best way to move up in the organization is to agree with their Supervisors [13]. If the openness in upward communication did not encourage communication, then must be another stimulus which still encourages respondents to use competitive or collaborative strategy.

V. CONCLUSION

Most respondents tend to choose collaborative and accommodative strategies, to negotiate their career promotion with their supervisor during Job posting process. “Knowledge of Need” is the most important dimension which lead respondent to choose collaborative as the main strategy of negotiation. These indicators reflected the need for women to include the opinion of every member of negotiation as part in decision-making process. It shows traditional stereotype of women which place good relationship as the main goal of a negotiation. Even though traditional communications styles in negotiation strategy remain strong, not every respondent choose collaborative action to negotiate with supervisor. Several respondents used verbal *confrontative remarks* in certain questionnaire part, which means there is minor competitive style in women’ negotiations strategy. Using both of collaborative and competitive strategy actually will complete women’ communication tools to gain certain goal in negotiation, also maintain good relationship for future cooperation. Those career women have been trying to be equal in negotiation arena of job promotion through collaborative and minor competitive strategy.

Respondents with high level of education are more competitive / collaborative in bargaining with superiors.

The degree of openness of superior did not stimulate respondent to be competitive in negotiation process. It is need further research to investigate relevant rationale of career women in choosing certain negotiation strategy on job promotion.

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