WOMEN'S NEGOTIATION POWERIN THE LOGISTICS INDUSTRY A STUDY OF THAI GENERATION Y

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Abstract- Men are from Mars, Women are from Venus according to John Grays 1993 book with the same title. The question this research tries to answer are there different negation styles when it comes to Thai men and women, especially the business negotiation styles of Generation-Y Thai business women in logistics. Logistics spans the entire supply chain from forecasting demand to vendor selection to transportation and warehousing to final distribution and even reverses logistics. Business deals are negotiated with internal and external customers and various types of stakeholders. particular paper deals with the negotiation styles of young Thai business students who study at international colleges. It illustrates the differences based on personality when it comes to negotiation preferences in different types of settings. The desired outcomes certainly play an important role in the negotiation strategy. Every negotiator has two kinds of interests, one in the outcome and the other in the relationship. This research deals with the self-perceptions of negotiation styles of the participants and utilizes a instrument developed by the principal investigator (PI) that was disseminated electronically. Culture-based negotiation styles are import when conducting international business and also in-between ASEAN member countries.

Index Terms- conflict management, negotiation models, negotiation styles

I. INTRODUCTION

Supply Chain Management (SCM) and Logistics is one of the business areas that are getting increasingly globalized and cross cultural communication and negotiations are core competencies required of the logistics management professionals. In Thailand women are dominating in the logistics management profession and it is therefore of great interest to study how these young generation Y business women measure up to their male counterparts as well other logistics professionals who they will interact with on the global supply chain arena. The types of negotiations with both internal stakeholders and external constituencies vary both with the desired outcomes to be reached as well as the personality types involved [1]. This mixture creates a pattern of negotiation behaviors that are called negotiation styles: accommodate, collaborate, withdraw, compromise and defeat. Negotiation styles are grouped as belief based contextual or professional negotiation styles and the negotiation skills vary accordingly. Gender also plays an important role in negotiation styles as men and women have different approaches to negotiations [2] and also have a different definition of self and different self-efficacy [3]. Women in logistics in the USA are gaining more power.

II. LITERATURE REVIEW

The in depth literature review looked at negotiation and conflict management styles, as well as communication and cultural issues from a female perspective. There is a rich body of literature in these areas but the literature is mostly written from a European and US perspective. Little has been written about negotiation styles of Asian and Thai women in particular and virtually no paper dealt with the negotiation style and power of female logistics professionals in Thailand. Cultural Identities and leadership styles play into consideration as described by Lewis [4] in his book "When Cultures Collide". Considerations for others may be even more important for you than yourself; this may lead to relentless concessions, and creates a lose-win situation, both in term of outcomes and relationship as the other party will respect you less. Consideration for self - those people negotiate hard as they prioritize their needs as the main point of negotiations is to get what you want in the competition [5]. From a western standpoint this is the essence and ideal of negotiation and the extreme is the Machiavellian approach where the end justifies the mean [6]. The tactics are intimidation, coercive deception and overt aggression [7] and vary with gender and ethnic background as well as personality style [8]. There is also a rich body of literature on the negotiation process in terms of policy making in a democratic process both in a company setting as well as in society[9] [10]. Humans start negotiating since the moment they were born, and mothers are especially sensitive to the body language of the infants [11]. Some develop their negotiation skills beyond crying infants and become very effective negotiators [12] in a multicultural and cross gender setting [13].

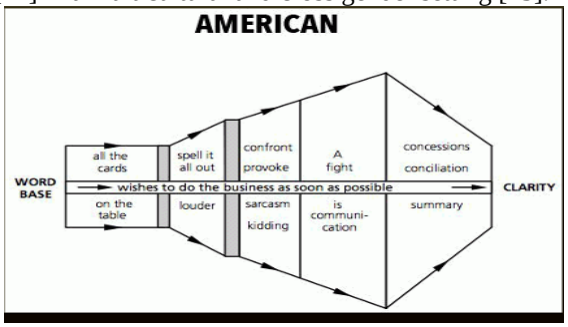

Fig. 1. US Negotiation Process (Lewis 2006)

III. METHODOLOGY

This study utilized an on-line survey instrument measuring the perception of young Thai female logistics management students in terms of negotiation style. The instrument was developed and pre-tested by the principal investigator (PI). The data was collected through a convenience sample of 38female participants. The responses were categorized and statistically analyzed using SPSS.

IV. RESULTS

The results of the study can be grouped in the following categories following the research questions and the self-reported responses of the participants of the study:
(A) Concern for Substance/Outcomes of Negotiations,
(B) Concerns for Relationships with Negotiation Partners,
(C) Winning and Loosing &(D) Concession and Competition.

A. Concern for Substance/Outcomes of Negotiations

The smallest percentage (7.89%) of female participants showed very high concerns for the substance and outcomes of their negotiations. Only 13.15% were highly concerned about the results of their negotiations. While 26.30 showed a moderate concern for the substance, and 39.47 more than one third of the respondents self-reported a low concern for the tangible results. While 13.15% even only had a very low concern for the object of their negotiations. While at first glance that could be interpreted as not taking the negotiations seriously, the following research questions provide a greater understanding for the underlying reason for the negotiation style of Generation Y Thai logistics females.

TABLE I
CONCERN FOR OUTCOMES OF NEGOTIATIONS

Concerns for Substance/ Outcomes of Negotiations	Count	Frequency	Attempts	38
Very High	3	7.89%	Facility index	6.78%
High	5	13.15%	Standard Deviation	3.24
Moderate	10	26.30%	Effective weight	9.28%
Low	15	39.47%	Discrimination index	18.74%
Very Low	5	13.15%	Discriminative efficiency	35.28%

B. Concern for Relationship with Negotiation Partners

The female participants were asked how important the relationships with their negotiation partners are for them. Almost half (47.36%) of participants has very high concerns for the relationship with the negotiating counterparts and one third (34.21%) have a high concern, while only 13.15% have a moderate concern and only 2.63% of the respondents have a low concern for the relationship with their negotiation counterparts the same number 2.63% have a very low concern for relationships with partners.

TABLE II
CONCERN FOR THE RELATIONSHIPS WITH NEGOTIATION PARTNERS

Concern for the Relationships with Negotiation Partners	Count	Frequency	Attempts	38
Very High	18	47.36%	Facility index	13.56%
High	13	34.21%	Standard Deviation	2.98
Moderate	5	13.15%	Effect. Weight	11.63%
Low	1	2.63%	Discr. Index	7.04%
Very Low	1	2.63%	Discr.Efficiency	18.12%

C. Winning and Loosing

Amazing only 2.63% of the participants want to win at any price. And 5.26% of the participants have to win in negotiations. But half the participants 50% are neutral and don't have a strong desire to. While 18.42% don't even mind to loose. And 23.68% of the participants are ok with loosing and accept to loose and let the other person win. In negotiations a win-win situation is rare, somebody has to be the looser. In many cultures throughout history the winner takes all principle exists. In negotiations there is the discrepancy between the desire to win and the price one pays for it, mostly in term of relationships. Females value relationships more than winning at any price.

TABLE III
TESTING ALONG IMPORTANCE OF WINNING

Winning & Loosing	Count	Frequency	Attempts	38
Winn at any price	1	2.63%	Facility index	30.51%
Have to Win	2	5.26%	Standard Deviation	3.94
Neutral	19	50.00%	Effective weight	14.03%
Don't mind loosing	7	18.42%	Discrimination index	11.59%
Ok to Loose	9	23.68%	Discriminative efficiency	16.25%

D. Concession and Competitiveness

The female participants had a strong tendency to concede easily to their other party (42.10%) and to make concession (26.30%), while compromises were lower with only (26.30%) and the tendency to competition even lower only (2.63%) and equally only (2.63%) considered themselves very competitive. The results confirm the intend to female professionals to collaborate and to accommodate in the interest of peace and getting along with others. Female considerations for others is higher than the consideration for oneself.

TABLE IV
TESTING ALONG CONCESSION AND COMPETITIVENESS

Concession & Competitiveness	Count	Frequency	Attempts	38
Easy Concession	16	42.10.%	Facility index	38.98%
Concession	10	26.30%	Standard Deviation	2.92
Compromise	10	26.30%	Effective weight	11.09%
Competition	1	2.63%	Discrimination index	-11.61%
Very Competitive	1	2.63%	Discriminative efficiency	-15.54%

CONCLUSION

Women have different negotiation styles than men. Females value relationships over outcomes. What is the tangible and intangible value of a undamaged business relationship. Men talk longer and interrupt more often. Men use more direct more language and display more confidence compared to women. Negotiation is all about how important something is for both parties. Women wait to be recognized and ask more indirectly for what they want, and are often better in negotiating for others than for themselves, this is often related to the mother instinct in women. Females also have a stronger natural instinct for picking up body language and non-verbal communication. This maybe due to the fact that females are taking care of babies who can not talk in their early childhood years [14]. Females rather collaborate than confront the other party. Females are also more diligent in preparing before the actual negotiation; 60% of the negotiation takes place before the conversation starts and better preparation builds confident [15]. Outlining the key negotiation points and the possible responses from the opposite sides is part of this preparation process which women often follow so diligently. But it is also important that you are yourself while negotiating, very few people can take on another personality while negotiating and still be convincing and effective. Building a fake front as part of deception does not work that well especially for women. The following figure attempts to build a comprehensive model based on the findings of this study and generalize the responses in a theoretical multi dimensional model that is based on the findings as well as the historical models found in the negotiation literature of western cultures.

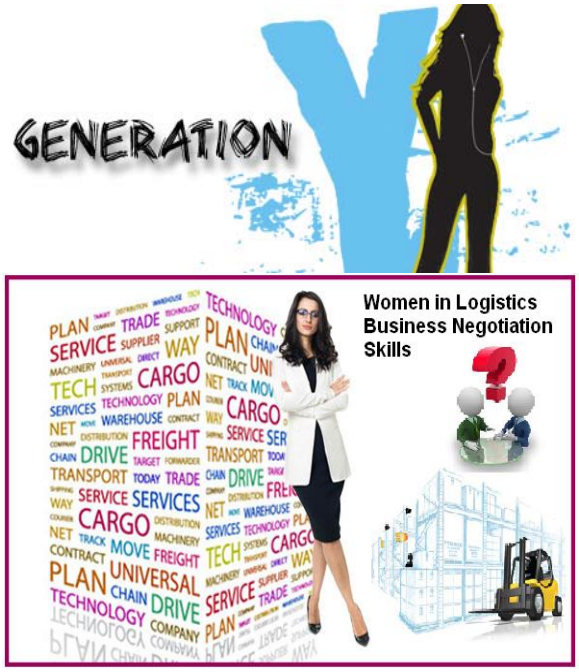

Fig. 2. Generation Y Thai Logistics Women Negotiation Model

RECOMMENDATIONS

It is recommended to replicate this study with a larger sample, as well as study the female participants of this study over time and survey them again in a few years to see how their negotiation styles may change as they mature. A comparative study with neighboring ASEAN countries would be of interest as well, to see cultural differences even in ASEAN countries.

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