



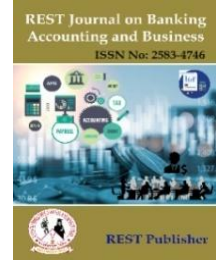
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A Comparison of Business Negotiation Styles with Education Using WASPAS Method

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Abstract: Business negotiation styles are determinants of outcomes in various business transactions. This paper examines the various negotiation styles adopted in business contexts, emphasizing the cultural, psychological and strategic factors that influence these approaches. By analyzing common negotiation styles such as competition, cooperation, accommodation and avoidance, the paper aims to provide insights into their effectiveness in different situations. The study highlights the importance of cultural understanding, emotional intelligence and strategic planning in choosing an appropriate negotiation style. This analysis also considers the influence of power dynamics, communication styles, and relationship building in shaping negotiation outcomes. Findings suggest that a flexible, context-sensitive approach to negotiation, adapting the style to the specific situation and opposition, leads to more successful and sustainable agreements. Negotiation is a fundamental aspect of business interactions where parties with differing interests and objectives seek to reach a mutually beneficial agreement. The style adopted during negotiation can significantly affect the process and outcome, making it an important area of study for business professionals. Negotiation styles are shaped by a variety of factors, including cultural backgrounds, personality traits, and specific goals of the negotiation. Understanding these styles and their implications will improve your ability to effectively manage negotiations and lead to better business relationships and outcomes. The study of business negotiation styles has significant value for both academic research and practical business applications. In an increasingly globalized business environment where cross-cultural interactions are commonplace, understanding the nuances of different negotiation styles is essential to fostering effective communication, building strong partnerships, and achieving positive outcomes. This research contributes to knowledge by providing a comprehensive analysis of how different negotiation styles operate in different contexts, including cultural, organizational, and interpersonal settings. From a practical standpoint, this research equips business professionals with the insights needed to navigate complex negotiations more effectively. By identifying the strengths and weaknesses of different negotiation styles, professionals can adapt their approach to specific situations and thereby increase the likelihood of success. Furthermore, this research underscores the importance of adaptability in negotiations, highlighting that a flexible approach can help negotiators overcome cultural barriers, manage power dynamics, and build long-term business relationships. Mutual Gain (MG), Relationship Building (RB), Conflict Intensity (CI), Time Consumption (TC). Collaborative, Competitive, Accommodating, Compromising, Avoiding. The results indicate that Avoiding achieved the highest rank, while Competitive had the lowest rank being attained. The value of the dataset for corporate business negotiation styles according to the WASPAS Method, Integrated Pest Management achieves the highest ranking.

Key words: Collaborative, Competitive, Distributive, Integrative, Accommodating, Avoiding

1. INTRODUCTION

When engaging in business negotiations, it is important to understand the different styles and approaches used by negotiators from different cultures. Negotiation styles are shaped by a complex interplay of cultural, social, and personal factors that shape how parties communicate, make decisions, and reach agreements. These styles reflect not only the behavior and habits of negotiators during the process, but also their underlying values, beliefs, and attitudes toward risk, time management, and ethics. As global business interactions become more frequent and complex,

recognizing and adapting to these different negotiation styles is key to successful outcomes. This introduction provides an overview of the basic aspects of negotiation styles by examining how they deeply influence negotiation strategies, communication patterns, and decision-making processes. By understanding these dynamics, businesses can better navigate cross-cultural negotiations, reduce misunderstandings, and create more effective and lasting partnerships. In a global business environment, negotiation is an essential skill, and the styles used by negotiators can significantly affect the outcome of discussions. Business negotiation styles are not only shaped by the individuals involved, but are also deeply influenced by cultural, social and economic contexts. These styles dictate how negotiators should approach communication, decision making, conflict resolution, and relationship building during negotiations. Understanding and adapting to different negotiation styles is critical to reaching successful and mutually beneficial agreements, especially in cross-cultural settings where differences in values, attitudes toward time, and risk tolerance can lead to misunderstandings or conflicts. This introduction sets the stage for exploring different business negotiation styles, emphasizing the importance of cultural awareness and adaptability in navigating the complexities of international negotiations. By exploring the characteristics of different negotiation styles, this discussion aims to provide valuable insights to professionals seeking to improve their negotiation strategies in a diverse and interconnected world. Business negotiations are a fundamental aspect of global trade, where the ability to navigate different negotiation styles can determine the success or failure of a deal. These styles are influenced by a variety of factors, including cultural norms, communication practices, risk tolerance, and individual personalities. Each culture brings its own unique approach to negotiation, how parties engage in dialogue, manage conflict, and reach agreements. As businesses operate in an increasingly international environment, understanding these different negotiation styles is critical to building strong, effective and lasting business relationships. In this introduction, we will explore the importance of negotiation styles in the business world, focusing on how cultural differences and personal attitudes affect the negotiation process. By gaining insight into these styles, professionals can better prepare for cross-cultural interactions, improve their negotiation results, and foster greater collaboration in the global marketplace. The signaling model and its various adaptations generally constitute a game-theoretic framework that relies on monolingual communication, meaning that only one conversation is used. However, in business negotiations, communication involves multiple interactions, often with non-verbal cues, reflecting a dynamic and holistic nature. Pragmatic behavior integrates discourse with linguistic elements and context, where cultural factors play a significant role. Contextualization develops through a process of negotiation, understanding and exclusion in a particular context. Communicative actions make these contextual elements relevant, and their retention, modification, or annulment occurs only in a particular discourse. Negotiation style refers to the general attitude and behavior that negotiators exhibit during business negotiations, including their behavior, mannerisms, and control over the negotiation process, all of which are deeply influenced by cultural background. Culture not only shapes the ethical standards of negotiators but also influences their thinking, personality and behavior. As a result, negotiators from different cultural backgrounds may adopt different negotiation styles that directly affect communication patterns, interactions, and even negotiation structure. Negotiation styles can generally be classified into two categories based on cultural differences: Oriental and Occidental. These differences are evident in aspects such as timing, risk tolerance, communication processes, understanding, ethics and legal principles. For example, compared to Chinese culture, American culture places a higher value on time, viewing it as a precious resource, leading to a task-centered approach to business negotiations. In cultural negotiations, differing views of time can lead to misunderstandings. Some cultures may foster a bureaucratic, conservative negotiating style, while others encourage entrepreneurial negotiators who are willing to take risks even with incomplete information. Cultural attitudes toward risk-taking can significantly influence the content and outcomes of negotiation. In risk-taking cultures, negotiators aim to reach agreements quickly and take advantage of opportunities during negotiations. In contrast, risk-averse cultures prefer to gather more information before making decisions, adopting a cautious approach. Although verbal communication is central to the negotiation process, non-verbal communication is also important. Therefore, negotiators should pay attention to body language and gestures in different cultures and try to understand their terms of communication. The differences in etiquette are particularly striking. For example, while the Chinese add a title. Basic knowledge of business negotiation with Chinese counterparts China's growing importance in global business has led to more frequent cross-cultural interactions in negotiations, where Chinese businessmen increasingly face cross-cultural challenges. Depending on the degree of adaptation, domestication can be classified as low, medium or high. Low familiarity occurs when businesspeople have limited knowledge of each other's culture and language, leading them to rely on their own language and traditional negotiation style. They often depend on translators to maintain their cultural identity. In middle culture businessmen retain their own cultural practices and consider the other party's culture during negotiations. They are fluent in each other's language and understand some non-verbal customs, showing tolerance for cultural differences without changing their values or thinking. Acculturation describes the businessmen's

complete adoption of the other party's culture and negotiation style, conducting negotiations within the other culture, often away from their local customs and mindsets.[3]. Different approaches to managing conflict result in different behaviors during conflict, which lead to different outcomes. According to the dual-concern model, individuals adopting a competitive approach tend to prioritize their own interests at the expense of others. This power-oriented style uses any means, such as persuasive arguments, hierarchical ranking, or economic influence that seems necessary to achieve one's goals. Contesting involves asserting one's rights, defending a position that is believed to be right, or trying to win. This style is self-focused and does not consider the interests of others, which often leads to high personal gains and a strong sense of satisfaction with the conflict resolution process and the resulting outcome. On the other hand, accommodation is the opposite of competing and is rarely used in Western business negotiations because of its self-sacrificing nature. They prioritize the concerns of others at their own expense. Conflict resolution, such as in business negotiations, involves acts of selfless generosity, unsolicited favors, giving in to another's demands against one's own wishes, or conforming to another's point of view. As a result, this style often leads to lower personal gains and lower satisfaction levels. Avoidance is characterized by assertiveness and lack of cooperation. People who avoid conflict do not actively pursue their own concerns or the concerns of others; Instead, they try to avoid conflict altogether. Avoidance involves diplomatically ignoring an issue, postponing it to a more appropriate time, or simply withdrawing from a conflict situation. While this style avoids direct confrontation, it can lead to increased frustration and unresolved issues, tension, dissatisfaction, and impeding progress. In contrast, cooperation is assertive and cooperative. It involves working with others to find solutions that meet the needs of all parties. Unlike accommodation, it seeks integrated or "win-win" solutions by addressing underlying concerns on both sides. Conflict resolution involves exploring differences of opinion to understand each other's interests in cooperation, resolving conditions that lead to competition for resources, or finding creative solutions. While collaboration is great for managing conflict and fostering positive relationships, it takes time, effort, and strong interpersonal skills such as open communication, trust, and mutual support. As a result, using this style can be challenging for some. Compromise between competing and accommodating; It involves giving up more than competing, but less than accommodating. It speaks directly rather than avoids the issue, but doesn't delve as deeply as collaboration. A conciliatory style usually aims to sort out differences, make concessions, or find a middle ground quickly, to a mutually acceptable solution that satisfies both parties to some extent. Although similar to cooperation, compromise is a zero-sum approach with a distributive objective, often thought of as "giving up to keep the peace." Neither side is fully satisfied, as both sides have to give up something. Negotiation, a common means of resolving conflicts between individuals or group representatives, is often influenced by conflict management styles. This study examines how different conflict management styles influence negotiation behaviors and their consequences using buyer-seller negotiation tasks with integrative competence. Conflict management styles shape negotiation behaviors, which are hypothesized to lead to differential outcomes. Additionally, these styles may have direct effects on negotiation outcomes that are independent of intervening negotiation behaviors.[6]. In an anonymous essay, a Japanese writer describes American negotiators as challenging to understand. One reason is that, unlike the Japanese, Americans are not racially or culturally homogenous. Although it is difficult to categorically characterize any national or cultural approach to negotiation, generalizations are often made. The reader may find it helpful to remember that these generalizations are only guidelines, not hard and fast rules. Whether a generalization is true depends on many factors such as context, time, and setting, and situation, history between parties, issue, personal preferences, personal dynamics, and mindset. Generalizations sometimes apply to certain members of a group. This becomes clear when you consider generalizations about the groups you belong to. If you hear that men or women or Americans negotiate in a certain way, how does that affect you as a member of these groups? If your answer is, "Really, it depends," you're in the majority, and most people resist easy categorization. However, recognizing that "normal" in negotiation is often shaped by cultural norms and common sense, it is useful to take a step back and examine ourselves and others from a distance. This article will outline some generalizations about cultural and national approaches to negotiation. These generalizations may assist negotiators and mediators in preparing for negotiations by highlighting cultural differences and the potential pitfalls of ignoring cultural factors. However, given the diversity within cultural groups and the influence of changing contexts they should be seen as starting points rather than definitive explanations. Before discussing these generalizations, it is important to note that most studies of culture, communication, and negotiation are based on Western concepts. For example, if a U.S. or Western European instrument measuring negotiation assertiveness is translated into Japanese, it retains Western assumptions about assertiveness. The Japanese concept of assertiveness, which includes avoidance as a strategic approach, may be overlooked and labeled as intransigent due to cultural biases about assertiveness and avoidance. The generalizations presented here are limited by the lack of extensive cross-cultural studies. However, much research is conducted by interns from non-Western cultures through cross-cultural approaches and cross-cultural studies, which should be carefully, reviewed when participants in Beyond Inexhaustibility provide additional

insights into culturally specific negotiation styles. Cultural Approaches to Negotiation In this section, various analytical tools will be discussed to explore cultural differences related to negotiation. These tools are based on the work of several well-known cultural experts, including. It is important to emphasize that there is no one right approach to negotiations; rather, there are effective and less effective approaches that vary according to contextual factors. Because negotiators are aware that their counterparts may have different perspectives, they People with this orientation are less likely to make negative judgments and are more apt to move forward in negotiations. There are two major global time orientations: one that is linear, sequential, and focused on handling one task at a time, which is common in European cultures such as the United States, Germany, Switzerland, and Scandinavia, and is also found in Japan. . In contrast, the other time orientation involves managing multiple activities and engaging with multiple people simultaneously, with flexibility of communication time being more important than adherence to a strict schedule. This approach is common in Mediterranean and Latin cultures such as France, Italy, Greece, and Mexico, as well as in some Eastern and African cultures. [15].

2. MATERIALS AND METHODS

Weighted Aggregate Product Assessment (WASPAS) is a multi-criteria decision-making (MCDM) method. Here is a basic outline of the Materials and Methods section when using WASPAS: objective Define the purpose of using the WASPAS method in your study, such as evaluating alternative solutions, products, or processes. Criteria and alternatives Criteria: List and describe the criteria against which the alternatives will be evaluated. Criteria should be measurable and relevant to the decision problem. Alternatives: Identify and describe the alternatives being evaluated. Each alternative must be evaluated based on predefined criteria. Data collection Data Sources: Describe the sources of data used to evaluate the alternatives. This includes primary data (eg, surveys, experiments) and secondary data (eg, literature, reports). Data Types: Specify the type of data collected (quantitative or qualitative) and how it is used in the analysis. Normalization Normalization Process: Explain the process of normalizing data to ensure comparability. This involves scaling the data to a common range or converting different units into a standard format. Weight scales Weight Assignment: Describe how weights are assigned to each criterion. This can be done through expert judgment, stakeholder input, or other weighting methods. Weight Calculation: Explain any calculations or methods used to determine weights, such as pair wise comparisons or direct estimation. Wasps method Aggregation Methods: Describe the aggregation methods used in WASPAS, which typically include: Aggregate product aggregation: aggregating weighted normalized scores using a product-based approach. Aggregation: Combining weighted normalized scores using a sum-based approach. Decision Matrix: Present the decision matrix used in the analysis, showing how each alternative score against each criterion. Calculation process Steps: Outline the steps followed in the WASPAS method, which include: Calculation of normalized scores for each criterion. Applying weights to normalized scores. Aggregation of marks using sum and product methods. Calculation of final marks for each alternative. Analysis Result Interpretation: Describe how the results are interpreted and how the final ranking of the alternatives is determined. Sensitivity analysis: If applicable, conduct a sensitivity analysis to examine how changes in weights or data affect the final ranking. Software and tools Software: Specify any software or tools used for data analysis and WASPAS calculations (e g, Excel, MATLAB, specialized MCDM software). Verification Validation process: Discuss any steps taken to validate the results, such as cross-validation with alternative methods or consultation with experts. By following these steps, you can use the WASPAS method to evaluate and rank alternatives based on multiple criteria. For the Materials and Methods section, which focuses specifically on Weighted Aggregate Product Assessment (WASPAS), here is a detailed framework you can follow: objective Clearly state the purpose of using WASPAS in your study. For example: "The purpose of this study is to evaluate and rank different renewable energy sources based on several criteria using the WASPAS method." Criteria and alternatives Criteria: Identify and describe the criteria used for evaluation. For example: cost, efficiency, environmental impact and feasibility. Alternatives: List the alternatives to be evaluated. For example: solar power, wind power and hydro power. Data collection Data sources: Indicate where and how the data for each criterion and alternative were obtained. This may include data from experiments, surveys, industry reports, or academic literature. Data Types: Specify the type of data collected (e g, quantitative measures such as US dollar prices, quality ratings). Normalization Normalization Process: Describe how raw data are normalized to ensure consistency and comparability across different scales. This may include: Min-Max Normalization: Scaling the data to the range [0, 1]. Z-score normalization: normalizing data to mean 0 and standard deviation 1. Other Techniques: Depending on data type and criteria. Weight scales Weight Assignment: Explain how weights were assigned to each criterion. This can be through methods such as: Expert judgment: Using the input of subject matter experts. Pair wise Comparison: Using techniques like Analytical Hierarchy Process (AHP). Direct evaluation:

assigning weights based on relative importance. **Weight Calculation:** Describe the specific calculations or methods used to determine these weights. **Wasp’s method Aggregation Methods:** Describe the aggregation techniques used in WASPAS: **Aggregate Total Product:** Multiply the score for each alternative by the weight for each criterion and then take the product across all criteria. **Sum:** Calculate the score for each alternative by adding the weighted normalized scores across all criteria. **Decision Matrix:** Provide or describe the decision matrix used in the analysis. The matrix should contain normalized scores for each alternative against each criterion. **Calculation process Steps:** Outline the specific steps in the WASPAS calculation: Calculate the normal scores for each criterion. Apply weights to normalized scores. Perform sum and product additions to get final scores for each alternative. Rank the alternatives based on total marks. **Analysis Result Interpretation:** Discuss how the results are interpreted and how the final ranking of the alternatives is derived. **Sensitivity analysis:** Perform sensitivity analysis, if applicable, to assess how variations in weights or data affect the results. **Software and tools Software:** Specify any software or tools used for data analysis and WASPAS calculations. For example: Microsoft Excel, MATLAB or specific MCDM software. **Verification Verification Process:** Describe the steps taken to verify the results. This includes the following: **Comparison with other methods:** Cross-check results with other MCDM methods. **Expert review:** Consultation with experts to validate findings. By following these detailed steps, you will provide a detailed and clear explanation of how WASPAS was implemented in your study.

3. ANALYSIS AND DISSECTION

TABLE 1. Business negotiation styles

Negotiation Style	Mutual Gain (MG)	Relationship Building (RB)	Conflict Intensity (CI)	Time Consumption (TC)
Collaborative	9	8	3	6
Competitive	6	4	9	7
Accommodating	7	9	2	8
Compromising	8	7	5	6
Avoiding	4	6	1	5

The dataset presents various negotiation styles—Collaborative, Competitive, Accommodating, Compromising, and Avoiding—across four key metrics: Mutual Gain (MG), Relationship Building (RB), Conflict Intensity (CI), and Time Consumption (TC). The Collaborative style excels in Mutual Gain (9) and Relationship Building (8), signifying a focus on achieving win-win outcomes and maintaining strong relationships. It has a moderate score in Conflict Intensity (3) and Time Consumption (6), indicating an effective but somewhat time-consuming process. The Competitive style, however, is high in Conflict Intensity (9) and Time Consumption (7), reflecting its adversarial nature. It scores moderately in Mutual Gain (6) and lower in Relationship Building (4), suggesting it prioritizes individual success over relationships. The Accommodating style shows a strong focus on Relationship Building (9) with low Conflict Intensity (2), indicating a preference for harmony. However, it has a relatively high Time Consumption (8) and moderate Mutual Gain (7), suggesting a time-intensive process that may sometimes compromise optimal outcomes. The Compromising style balances these aspects, with moderate to high scores across Mutual Gain (8), Relationship Building (7), Conflict Intensity (5), and Time Consumption (6). It seeks middle ground, making it versatile but sometimes less optimal for maximizing outcomes. Lastly, the Avoiding style scores lowest in Conflict Intensity (1) and Mutual Gain (4), with moderate Relationship Building (6) and Time Consumption (5), indicating a preference for minimizing confrontation, even if it limits beneficial outcomes.

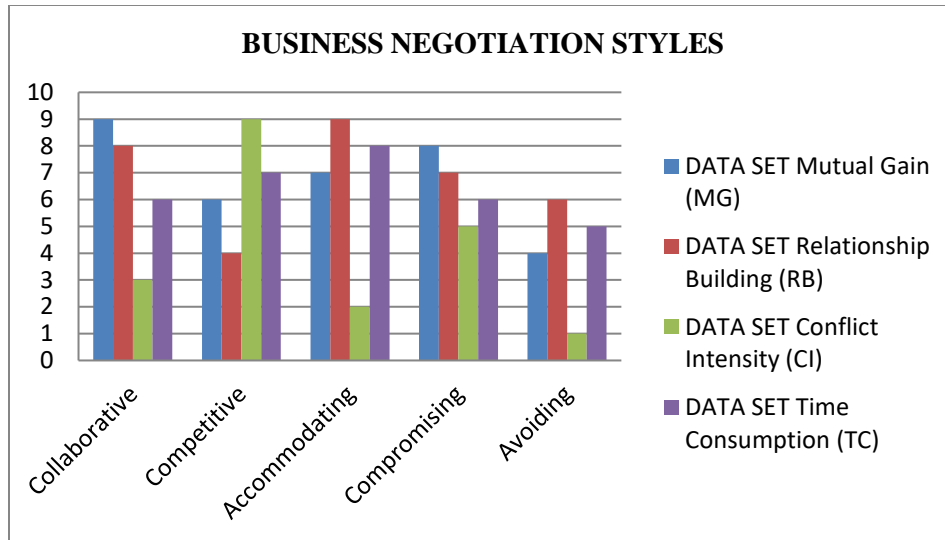


FIGURE 1. Business negotiation styles

Business negotiation styles vary widely depending on cultural, personal and situational factors. Here's a general overview of the different negotiation styles you'll find in this picture of business negotiation styles: **Competition:** Involves a win-lose approach in which one party aims to win at the expense of the other. It often focuses on assertiveness and personal gain. **Joint Venture:** A win-win approach where both parties work together to find mutually beneficial solutions. It involves open communication, trust and problem solving. **Compromise:** Both parties make concessions to reach a mutually acceptable solution. This style seeks a middle ground but does not fully satisfy the needs of both parties. **Avoidance:** Avoid or postpone negotiation by one or both parties. This style can be used to avoid conflict or when the issue is considered unimportant. **Accommodating:** One party gives in to the other's demands, often to maintain harmony or foster goodwill. This style is effective in maintaining relationships, but may not achieve the best outcome for the compatible party. **Principled negotiation:** focuses on merits and objective criteria rather than personal interests or positions. It aims at fair standards and involves separating people from problems.

TABLE 2. Performance value

Mutual Gain (MG)	Relationship Building (RB)	Conflict Intensity (CI)	Time Consumption (TC)
1.00000	0.88889	0.33333	0.83333
0.66667	0.44444	0.11111	0.71429
0.77778	1.00000	0.50000	0.62500
0.88889	0.77778	0.20000	0.83333
0.44444	0.66667	1.00000	1.00000

The performance values presented represent the performance of various negotiation styles on four different scales, each associated with different negotiation dimensions: mutual gain, rapport building, conflict intensity, and time consumption. In the first row, values of 1.00000, 0.88889, 0.33333 and 0.83333 suggest an approach that excels in mutual gain and relationship building with high efficiency in conflict intensity and time consumption with moderate efficiency. It represents a collaborative style, prioritizing strong outcomes and relationships with reasonable time investment. The second row, 0.66667, 0.44444, 0.11111 and 0.71429, indicates a style that performs moderately well in mutual gain and time consumption, but performs poorly in relationship building and conflict intensity. This corresponds to a competitive style, where the focus is on individual success at the expense of relationships and tends to create more conflict. The values of the third row, 0.77778, 1.00000, 0.50000 and 0.62500, reflect a compromise style where relationship building is prioritized (correct score) with a balanced approach in other areas, neither increasing nor decreasing interaction time. The fourth row, 0.88889, 0.77778, 0.20000 and 0.83333, suggests a style that works well in mutual gain and relationship building with moderate conflict intensity and high time consumption. Finally, the fifth row, 0.44444, 0.66667, 1.00000, and 1.00000, represents the avoidance style, where conflict intensity is very low (or conflict avoidance is high), and both time consumption and relationship building are emphasized in terms of costs gain.

TABLE 3. Weight

Mutual Gain (MG)	Relationship Building (RB)	Conflict Intensity (CI)	Time Consumption (TC)
0.25	0.25	0.25	0.25
0.25	0.25	0.25	0.25
0.25	0.25	0.25	0.25
0.25	0.25	0.25	0.25
0.25	0.25	0.25	0.25

The given weight values, set identically at 0.25 in each row, indicate that each of the four dimensions representing mutual gain, relationship building, conflict intensity, and time consumption are given equal importance in the evaluation of negotiation styles. This balanced weighting approach reflects a balanced perspective where no one metric is prioritized over the others. By giving equal weight to all four dimensions, the analysis assumes that mutual gain, relationship building, conflict intensity, and time consumption are equally important to the overall effectiveness of negotiation style. This is especially useful in situations where it is important to achieve a well-rounded result, and no one factor should overshadow the others. Equal weighting also suggests an approach that values both concrete outcomes (such as mutual gain) and interpersonal dynamics (such as relationship building) and process-related aspects (such as conflict intensity and time consumption). This balanced method ensures that the assessment of negotiation styles is comprehensive and unbiased, preventing any one aspect from disproportionately influencing the overall assessment. In practice, such equal weighting can lead to a more thorough understanding of the effectiveness of different negotiation strategies, promoting well-rounded decision-making and outcomes.

TABLE 4. Weighted normalized decision matrix

Mutual Gain (MG)	Relationship Building (RB)	Conflict Intensity (CI)	Time Consumption (TC)
1.00000	0.97098	0.75984	0.95544
0.90360	0.81650	0.57735	0.91932
0.93910	1.00000	0.84090	0.88914
0.97098	0.93910	0.66874	0.95544
0.81650	0.90360	1.00000	1.00000

The weighted normalized decision matrix provides a refined analysis of negotiation styles considering both performance values and equal weights assigned to each metric. The values in this matrix, ranging from 0.57735 to 1.00000, represent normalized and weighted scores on four key scales that may be related to mutual gain, relationship building, conflict intensity, and time consumption. The first row with values of 1.00000, 0.97098, 0.75984 and 0.95544 suggests a negotiation style that excels in all metrics, especially mutual gain (correct score) and time consumption. It represents a collaborative style that is highly effective in achieving balanced outcomes and efficient processes, while maintaining strong relationships and managing conflict well. The second row, 0.90360, 0.81650, 0.57735 and 0.91932, represents a style that performs well overall but shows some weakness in conflict intensity. This may represent a competitive approach where, despite good performance in other areas, the focus on individual gain leads to high levels of conflict. In the third row, with 0.93910, 1.00000, 0.84090 and 0.88914, a high score in relationship building (1.00000) and strong performance in other areas suggest a compromise style, effectively balancing all aspects, but not highly consistent. style. The fourth row, 0.97098, 0.93910, 0.66874, and 0.95544, shows a style similar to the collective approach, with slightly lower scores on conflict intensity and relationship building. Management. Finally, the fifth row, 0.81650, 0.90360, 1.00000 and 1.00000, represents an avoidance style that excels in managing conflict intensity and time consumption. Prioritize conflict avoidance in achieving optimal outcomes.

TABLE 5. Preference Score

Collaborative	0.70491
Competitive	0.39160
Accommodating	0.70214
Compromising	0.58262
Avoiding	0.73779

Preference scores for different negotiation styles—cooperative, competitive, accommodating, compromising, and avoiding—reflect their overall performance based on a weighted normal decision matrix. The avoidant style scored the highest with 0.73779, indicating that it was the most preferred style overall. This high score suggests that despite its low effectiveness in mutual gain and relationship building, the avoidant style's effectiveness in managing conflict intensity and time consumption makes it a strong choice for situations where conflict reduction and time efficiency are prioritized. The collective style follows closely with a preference score of 0.70491. This score reflects its strong effectiveness in mutual gain and relationship building, making it a highly effective approach to achieving balanced and positive outcomes while maintaining good relationships. Its lower quality compared to avoidance can be attributed to its higher time consumption and moderate conflict management. Accommodative style scores 0.70214, which is very close to collaborative. Its high emphasis on relationship building and low conflict intensity contribute to its strong likeability, although it is highly time-consuming, affecting its overall ranking. The compromising style has a preference score of 0.58262, indicating a balanced but less preferred approach compared to collectivistic and compliant. It performs moderately on all metrics but doesn't excel in any particular area, making it a less-than-optimal choice for some environments. Competitive style, with a low priority score of 0.39160, reflects its low effectiveness in maintaining relationships and managing conflict despite its high performance in mutual gain. On this score, the competitive style is least preferred due to its adversarial nature and high conflict intensity, making it less suitable for collaborative or reconciliation-focused negotiation scenarios.

TABLE 6. Rank

Collaborative	2
Competitive	5
Accommodating	3
Compromising	4
Avoiding	1

Avoidance (Rank 1): This style is the highest ranked with a score of 0.73779. It is preferred for its effectiveness in reducing conflict intensity and managing time consumption, making it ideal for situations where conflict reduction and time optimization are critical. Collaborative (Rank 2): Collaborative style ranks second with a priority score of 0.70491. Its strong performance in mutual gain and relationship building is very effective in achieving balanced outcomes and maintaining good relationships, although its high time consumption slightly affects its ranking. Spatial (Rank 3): Spatial style scored 0.70214 and ranked third. It excels in relationship building and has low conflict intensity, contributing to its strong will. However, its higher time consumption compared to the avoidant and collective styles affects its overall performance. Compromise (Rank 4): With a preference score of 0.58262, the compromise style is ranked fourth. It offers a balanced approach but does not excel in any particular area, leading to a lower priority score compared to the first three styles. Competitiveness (Rank 5): Competitive style ranks lowest with a score of 0.39160. Despite its high performance on mutual gain, its poor scores on relationship building and high conflict intensity make it the least preferred option, reflecting its adversarial nature and less effective overall performance in negotiation contexts.

4. CONCLUSION

In concluding a discussion of business negotiation styles, it is important to summarize the key points and insights you covered. Here's a structured approach to completion: Review of Key Styles: Briefly review the various negotiation styles such as competing, cooperating, compromising, accommodating, and avoiding. Highlight the main characteristics of each style and their typical uses. Impact on Outcomes: Emphasize how different negotiation styles can affect the outcomes of business negotiations. For example, competitive styles can lead to quick wins but can strain relationships, while collaborative styles can foster long-term partnerships and mutual gains. Context Appropriateness: Discuss the importance of adapting negotiation styles based on the context, including the nature of the negotiation, the relationship between the parties, and the stakes involved. Emphasize that flexibility and adaptability are critical to successful negotiations. Cultural Considerations: Touch on how cultural differences can affect negotiation styles and practices. Understanding and respecting these differences can improve cross-cultural negotiations and lead to more effective outcomes. Personal and Organizational Fit: Reflect on how personal preferences and organizational culture may influence the choice of negotiation style. Encourage readers to evaluate their own negotiation tendencies and consider how they align with their goals and values. Final Thoughts: Conclude with a call to action or final thought, such as the importance of continuous learning and improving negotiation skills.

Reinforce the idea that mastering different negotiation styles can significantly improve business performance and relationship building. Business negotiation styles are important in shaping the outcome of discussions and agreements. Each style—competitive, cooperative, compromising, accommodating, or avoiding—has its own strengths and uses, depending on the context and objectives of the negotiation. Competitive styles are often used when quick results are needed or when the goal is to maximize personal gain, but they can sometimes damage relationships if not handled carefully. Collaborative styles, on the other hand, focus on finding win-win solutions and are more suited to building long-term partnerships and achieving mutual benefits. Conciliatory styles strike a balance by seeking solutions that are acceptable to all parties, while conciliatory styles prioritize the needs and concerns of others, sometimes at the expense of one's own goals. Avoiding styles can be useful in situations where conflict is counterproductive, although overusing them can also lead to unresolved issues. Choosing an appropriate style involves understanding the nature of the negotiation, the relationships at play, and the desired outcomes. Effective negotiators are adaptable, able to switch between styles as needed, and are aware of how their approach affects immediate results and long-term relationships. Cultural and contextual factors play an important role in determining the most effective negotiation style. Awareness and respect for these factors can improve negotiation effectiveness, especially in cross-cultural settings. Ultimately, mastering different negotiation styles and using them judiciously can significantly improve business interactions, leading to better deals and stronger relationships. Continuous learning and adaptation are key to successful negotiation in an ever-evolving business environment.

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