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UNIVERSITATEA BABEŞ-BOLYAI CLUJ-NAPOCA

FACULTATEA DE PSIHOLOGIE ŞI ŞTIINŢE ALE EDUCAŢIEI

CULTURAL INFLUENCES IN INTERNATIONAL PURCHASING NEGOTIATION

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Table of Contents

INTRODUCTION

Numerous studies have been conducted focusing in negotiations between hi-tech companies from the economic-financial perspective. However, there are not many studies pertaining to the affective and cultural aspects of the negotiation process. This research seeks to focus on cultural-organizational-affective aspects of negotiation .

The study seeks to develop insights regarding the affective and cultural-organizational factors which promote or hinder agreement in a negotiation. It might promote the understanding of the negotiation process in ways not yet researched, and fill the gap of knowledge regarding cultural influences on this process.

The main purpose of the is to understand how the financial point of balance (the price) as well as the affective one in the supplier-client relationship is achieved , and how culture interferes with efforts to get to the genuine "win-win" point for negotiating parties. Another purpose is to deepen the understanding of the point of balance between affective and cultural-organizational factors that are involved in negotiation processes in business administration.

The significance of this research for the hi-tech world today, especially in this dire economic period, is that allocating the point of balance in negotiations and the factor influencing it - may allow for doing business in a way that is fairer (whereby both parties maximize profits without bigger firms running over smaller ones), and at the same time, it will allow for preserving ethical and emotional codes, especially in relation to client and supplier relations.

The opening of global business opportunities leads to an increase in negotiations hence the need for qualified negotiators, organizations that carry out business on a global scale significantly depend on effective negotiations to run successful businesses, organizations look for negotiators who understand and know about international business organization need to understand the factors that will affect the negotiations, such as culture in order to get the best possible outcome that the negotiators consider beneficial to the company organizations try to negotiate for an optimal outcome, which will minimize the conflicts and maximize the gains

1. RESEARCH BACKGROUND

1.1 Problem Statement

This study in concerned with reveling and analyzing cultural differences in the negotiation using the theoretical frame suggested by Hofstede's cultural dimensions. Misunderstandings due to the differences in value and culture still play a pivotal role in negotiations even among professional and experienced diplomats. These differences tend to hinder many international negotiations based on intercultural misunderstanding. Hofstede pointed out that negotiations partly depend on the respect that the negotiators offer to their counter parts. Respect takes a critical role in various cultures to form part of the negotiations. The negotiations outcome may be relevant, but most people value the relationship that they cultivate in the course of the negotiations. The relationship that comes out of the process tends to be valued in some cultures rather than the agreement that comes out of it. Other cultures prefer to get to the bottom line of the process by ensuring they get the best contract for the firm that they represent. The numbers of negotiations that end up successful all over the world where the cultures vary depends a lot on the understanding of one another's cultures. Getting to know your counterpart's culture increases the chances of reaching a successful outcome in the process.

Culture misunderstandings seem to be the greatest impediment to international negotiations. Tremendous rise in the number of businesses operating worldwide, has made that problem acute for negotiators worldwide. Understanding culture is increasingly recognized for the economic potential it can offer to a company by securing the financial aspect of the business, because people feel appreciated if a firm that enters their market appreciates and recognizes the host's culture and values. Therefore, the attempt made in this study to better understand the interaction between culture and negotiations could prove to be practical for business organizations worldwide.

On the theoretical level, this study research problem has to do with the fact that most negotiation studies are laboratory studies that are insufficient, as they cannot portray all the complexities involved. The study is aimed with researching negotiation in more natural and realistic circumstances, thus adding to the knowledge of negotiation processes.

1.2 Purpose

The purpose of this dissertation is to build a negotiation protocol and procedure that can potentially utilize all the benefits of negotiation, while taking into consideration the fact that cultural differences have a great effect on the individuals and the companies. The importance here is to have a company in Israel being aware of the cultural difference that would likely be encountered in a negotiation exercise with some of the nations in the Middle East, and hence create guidelines that would be a successful formulation for the entire exercise.

1.3 Research objectives

i. To examine how affective and cultural factors tend to influence the outcome of a negotiation in international business environments.

ii. To achieve an understanding of the point of balance between affective and cultural factors, which tend to be part of the process of negotiation in international business administration

iii. To assess the effect of diverse cultures on negotiations in international purchasing.

iv. To understand the Japanese culture in compared with the Israeli culture, in terms of business negotiations.

v. To provide some insights into the serious process of negotiation, to enhance knowledge of the process that fosters agreement on an outcome that offers beneficial results to both parties.

vi. To create awareness about cultural differences in companies that operate internationally

vii. To find ways of creating a negotiations processes that lead to a win-win situation for all parties involved.

1.4 Research Questions

The research questions of this thesis are:

1. What differences exist between business cultures in Israel and Japan?
2. Are there guidelines that would help negotiators in Israel to deal better with cultural differences in Japan?

2. LITERATURE REVIEW

2.1 What is negotiation?

2.1.1 The negotiation phenomenon

Definition and process: Common definition of negotiation are "interpersonal decision making process by which two or more people agree how to allocate scares resources" (Elahee & Brooks, 2004) , "The process where individuals attempt to settle what each shall give and take or perform and receive in a transaction" ,"A process of communicating back and forth for the purpose of reaching a joint decision" (Mintu-Wimsatt, 2002), or "The process by which two or more parties try to resolve perceived incompatible goals" (Gulbro & Herbig, 1995).

Negotiations involve two dimensions: the substance, which is the issue being negotiated, and the negotiating process (Gelfand & Christakopoulou, 1999). The following paper will discuss the process of the negotiating, which is crucial, because no negotiation on the substance can't be done unless the process is looked into and researched.

The Negotiation process can lead: Functional results – problem solving, relationship maintaining Conflict reduction, or

Dysfunctional outcomes – conflict escalation, relationship deterioration, inaction or further disagreement.

The vast of negotiation literature is occupied with achieving functional results of negotiation while keeping one's interests, and avoiding the dysfunctional outcomes of negotiation

2.1.2 Negotiation tactics

Negotiation can lead to functional results – problem solving, relationship maintaining or conflict reduction, but can also result to dysfunctional outcomes – conflict escalation, relationship deterioration, inaction or further disagreement. The vast of negotiation literature is occupied with achieving functional results of negotiation while keeping one's interests, and avoiding the dysfunctional outcomes of negotiation (Cheung, Yiu & Yeung, 2006). The following will deal with

Power distribution and conflict: Power of a negotiator can determinate the results of the negotiation, because it can determine the allocation of value in the agreement that is created in the negotiation. Power is the ability of one side of the negotiation to carry out his will despite resistance of the other side. Every negotiator has a potential amount of power on the other side, but the perceived amounts of power as seen by both sides can also influence outcome of the negotiation, as sides of the negotiation may feel that they have more or less power on their rival that they actually have (Kim, Pinkely & Fragale, 2005).

Cooperation and trust: Power is important to sides in a negotiation who wish to fulfill their target, but is not the only relevant issue in conducting the negotiation: while some scholars view negotiation as a competitive process in which negotiators will attempt to seek whatever opportunistic advantage on the other side they can get, others see the negotiation process as a place that cooperation between sides could be practiced, in order to achieve a mutual agreement which is for the best of both sides, and both side are happy with (Elahee & Brooks, 2004).

2.2 Culture and the business world

Culture and the business world , Firms try to cope with problems they encounter in their domestic markets by going international in this competitive environment, negotiation is essential on both the managerial and customer level (Tu & Chih, 2011).

Many companies depend on cross-cultural business operations and on cross-cultural knowledge and sensitivity for their profitability in today's business environment

Interaction of business and culture, Negotiators from different cultures may pursue different paths of logic, Negotiators from different cultures may communicate in different ways, Negotiators from different cultures focus on different aspects of the agreement

2.2.1 Hofstede's theory of culture

The main contribution of Hofstede to the understanding of cultures is the introduction of a model that compares national cultures using descriptive dimensions. On his early articles, Hofstede's model consisted of four dimensions: Power distance index, collectivism vs. individualism, femininity vs. masculinity and uncertainty avoidance. In recent years two more dimensions had been added to the model: long term orientation and indulgence vs. restraint (The Hofstede center web site).

The first dimension in the model Power Distance Index (PDI) which is described as "the extent to which less powerful members of institutions and organizations within a country expect and accept their status". PDI in a certain country (or culture) represents the structure of social power between people or institutions that have much power, and those who have less power. Thus, The PDI score of a culture reflects the relationship in role pairs of parent-child, teacher-student, boss-subordinate and authority-citizen (Hofstede, 1980).

In small power distance cultures there is social expectation for inequities in society to be minimized, that there would be interdependence between powerful and less powerful members of society, children would be treated as equals by their parents, teachers expect initiative from students in class and teaching is seen as a two way interaction between teacher and student. Contrary to that, on cultures characterized by large power distance, inequalities in society are expected and desired, less powerful members of society are dependent of the more powerful, parents expect their children to be obedient, and teaching is seen as a controlled by government policy and teacher's guidance, and students are not expected to be creative (Hofstede, 2010).

There are no regional boundaries to the power distance index but rather there are states with hi and low scores on that index in various regions of the world. Israel is unique by scoring the second lowest score (13) on the power distance index among 76 countries that were measured, while Japan is in the middle of the scale with a score of 54 (Hofstede, 2010).

The second dimension is collectivism vs. individualism. Collectivist countries are characterized by strong and cohesive relationship in social groups, protecting the individual during all stages of his life, and demands loyalty to the groups as exchange to that care. In Individualist countries, everyone is expected to take care for himself, and social ties, and social ties between members of society are loose. Individualist cultures encourage their members more than collectivist cultures to be extrovert in personality, to show emotions of happiness, to seek for knowledge and accomplishment. Also, in Individualist cultures media is the main source of information, while in collectivist cultures the group is the main source of information. Finally, cultures with large power distance index tend to be more collectivist (Hofstede, 2010).

Israel and Japan score medium score in the individualist dimension, 54 and 46 respectively, much lower that individualistic cultures like USA (which scored 91 on this dimension), Australia (90) or Great Britain (90), but much higher that collectivistic cultures like south American cultures (Columbia, Venezuela, panama' Ecuador & Guatemala), Indonesia & Pakistan – all scoring less than 15 on this dimension (Hofstede, 2010).

The third dimension of Hofstede's model is femininity vs. masculinity. Masculine cultures are those in which gender roles are prominent: men are supposed to be assertive, competitive and tough while women are expected to be tender, modest, and devote themselves to taking care of home and upbringing of the children. In feminine cultures, relationship and quality of life are more important than achievements and earning lots of money, both parents are expected to take part in upbringing of the children, and no gender separation is practiced in school, work or business arenas. Also, feminine cultures put more emphasis of taking care for the weak and different people in society (Hofstede, 2010).

This dimension sees quite a bit difference between Japanese culture which is very masculine (with a score of 95), compared with Israel which scored 47 on this dimension (Hofstede, 2010).

The fourth dimension, the last one in Hofstede's original model, is uncertainty avoidance – which captures the level of effort society members will make to avoid situation they might be threatened by ambiguous or unknown situations. Cultures with low uncertainty avoidance are characterized by low stress and low anxiety levels (compared with high uncertainty avoidance cultures), don't encourage showing aggression or emotion, see novel things as curious (as opposed to high uncertainty avoidance cultures who see them as danger), are prepared to take more risky investments and are generally happy with their lives (Hofstede, 2010).

Japan scores very high on this dimension (92) suggesting Japanese culture is characterized with tendency to avoid uncertainty and to embrace the safety of knowing what is going to happen. Nevertheless, Israel also scores high on that dimension – 81 (Hofstede, 2010).

The Fifth dimension of the model is called long term orientation versus short time normative orientation (also called "pragmatism" in later versions of the model) was added in 1991, and describes the tendency of a nation to maintain its links with the past versus concentrating in challenging the past and present goals of society. This dimension reflects the preference of a certain culture to Confucius teaching, which prefer stability and continuance in society on rapid change, thus believe in nurturing a stable society and family, and promote stable well-known conduct of people, which is governed by strict laws and norms. Therefore, long term orientation cultures prefer future rewards like thrift and perseverance. Short time orientation is connected to values like respect for tradition, fulfilling social duties and protecting "face" and dignity (Hofstede, 2010).

This dimension is yet another one that distinguishes greatly between Japan culture, which is very long term oriented, with a score of 88, compared with Israel who scored 38 on this dimension, meaning Israeli culture is rather short term oriented (Hofstede, 2010).

The last dimension added to date is Indulgence versus Restraint, was introduced in 2010 and deals with the tendency of the culture to allow or avoid society members of enjoying and having fun (Hofstede, 2010). Unfortunately, this dimension was not yet measured in Israel or Japan. (The Hofstede center web site)

Cultural differences between Israel and japan and their implication on negotiations

Israeli vs. Japanese culture in Hofstede's cultural dimensions
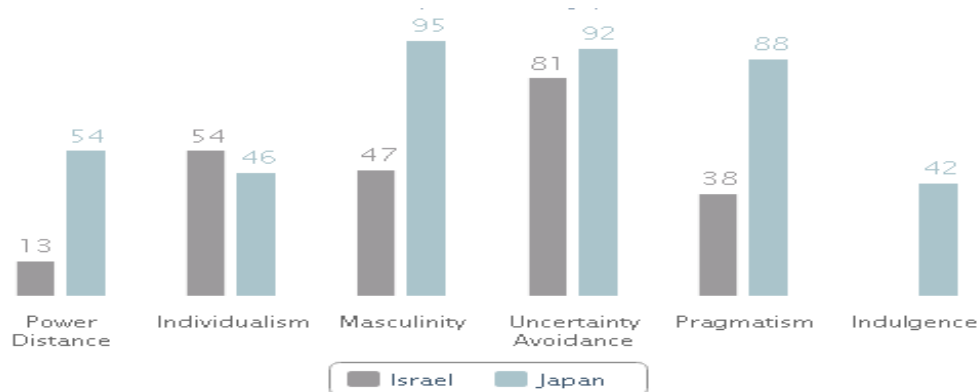
1. Japanese culture scores much higher than the Israeli on <u>power distance</u>

   <u>Masculinity</u> and <u>pragmatism</u>

2. Social power is much more emphasized in Japan, as well as gender stereotype

Summary of literature findings on cultural differences between Israeli and Japanese businessman

	Israeli Business Man	Japanese Business Man
Language	English, Hebrew and Arabic	Japanese
Communication	communicators are low-context and extremely direct, often seen as "aggressive communicators". tend to Interrupt communication to speak their mind.	strongly demonstrate their content through attention, listening to conversation
Negotiation Style	Regarded as the business oriented persons, and therefore possess a strong concept of bilateral relations and strong international connections. Third party "introductions" are a critical facilitative instrument.	Pay much attention to the development of personal relationships with their partners. use defensive negotiation style Focus on quality, and precision. Try to avoid collisions of positions.
Expressive style of communication	Informal, tendency for arguing and wrangling, usually with no real intent to cause a fight.	Make large concessions and respond in kind and mild tones. Misunderstandings might accrue because of the lack or desire to openly reject offers made by the other side. "Saving face" is important.
End Of conversation	Conversation s ended with friendly smiles and pleasant handshaking or friendly slaps on the back	Formal gestures. Not much emotion is displayed
Body language	negotiations are preceded by gestures like handshakes, eye contact, touch, and smiles, and are therefore regarded as a welcoming style of conversation	Japanese tend to show lesser emotions either negative or positive

3. RESEARCH METHODOLOGY

Responding to the complex nature of the research questions in this study, like the definition and measurement of culture and behavior and multi-cultural researching, it was decided that the best paradigm for this study is the mixed method paradigm, presented in the following chapter. The mixed method paradigm main advantage for this study is that by studying the same variables using different research methods, it is possible to strengthen the validity of the answers obtained by the study to the research questions, by supporting finding obtained from one research method with finding of the other.

With accordance to the notion that research paradigm directs researcher into choosing research methods to answer research questions, choosing Mixed method as the research paradigm lead to choosing the specific research tools used in the study, as part of the whole research design. After discussion of the research paradigm, this chapter details the research tools and design used in this study.

3.1 CASE STUDY

After choosing the **how** we want to study our research questions, by choosing research paradigm, the next step would be to choose **what** the study will be about, or in other words: what is the phenomenon we want to investigate if we want an answer on the research question. This question is crucial, as obviously for practical reasons we can't study all the negotiations between Israelis and Japanese to see how they are conducted, rather we have to find a piece of reality to investigate I our study. This piece of reality should represent reality to allow the insights found in the study to be generalized, thus giving us useful information to be later implemented in various aspects of life (Shkedi, 2010).

This study is based on a case study of one set of negotiation between Israeli and Japanese hi-tech industry, which negotiated a purchase of production machinery, worth several millions American dollars, as well as a service agreement for these machines. The team groups were accompanied during all the negotiation, questioned

several times during the process. Full description of the research process in detailed ahead.

3.2 RESEARCH DESIGN

No.	Research Population	Aim	Research tool	Timing
1	Convenience sample: 25 Israeli businessmen and 25 Japanese businessmen	Confirm culture differences between Japanese and Israeli business negotiators	Quantitative: survey	**Before the negotiation process**
2	Negotiation process of 4 Israeli and 4 Japanese negotiating	Understanding cultural differences influencing behavior on an international process of negotiations	Qualitative: Observation	**During the negotiation process**
3	Three Israeli procurement officials and two Japanese Salespeople Participants in the negotiations.	Describing impression of negotiators from Israel and Japanese origin of the process of negotiations	Qualitative: In depth interviews	**After the negotiation process has ended**

3.3 Research Population and Sampling

In the first stage, for general statistical analysis, the study used fifty participants from each side, Israeli and Japanese companies, for the purpose of collecting primary data and understanding if there are culture differences. Survey on this stage was made using convenience sample from both groups on negotiators, enlisted as participants to of the study based on business acquaintance between participants and researcher.

On the third phase of the study, five high level managers and buyers from each side were interviewed using an in-depth interview, after the negotiation process was ended.

3.4 Research Methods and Tools

3.4.1 Survey Interviews

A survey questionnaire is a data collection technique based on the quantitative research tradition, and designed to help researchers in collecting information about a certain issue. Analysis of the statistics collected from questionnaires is used to help individuals come up with possible relevant inferences about the research question.

3.4.2 Observations

Observation is considered an important method in all qualitative studies and that was the case in the present research. It has been used to determine complex relationships in naturally-occurring social environments, as exemplified by the interviewee's body language in addition to his words or his behavior as an indication of the individual's connection to others, as expressed by various levels of discomfort in answering questions.

3.4.3 In-Depth Interviews

In-depth interview is an open-ended and unstructured research tool, part of the qualitative research tradition. The purpose of an in-depth interview is not only to collect answers to questions, or to examine hypotheses, but it is also to understand the experience of the interviewees, and the significance they find in that experience. By means of the interview, profound information can be obtained on the viewpoints, concepts, opinions, and values of the people in relation to the subject under investigation as well as their worldviews. In depth interview resembles normal

conversation: the open and unstructured interview gives the interviewee the space to talk freely, as the more fluid is his response, the more effective the interview (Shkedy, 2003).

3.5 DATA ANALYSIS METHODS

Collecting and analyzing data from quantitative and qualitative research tools separately.

Combining the two sources of knowledge in the final stage of the study, when drawing conclusions from the study

Quantitative Data Analysis, data processing and analysis was done by means of the SPSS statistical software. T-test analysis was used to find out if there are significant differences in the means of Israelis vs. Japanese answers to research questions.

Qualitative Data Analysis, the analysis based on a repeated reading and interpretation of the text, marking key sentences and identifying main themes

Content analysis was conducted via coding, which allowed for the division of each text into categories

This process of categorization was done while searching for experiences and behavior patterns

3.6 TRIANGULATION

In this research triangulation was employed many times, use of quantitative research to confirm qualitative research findings. Triangulation was created in using three research tools

Triangulation was also made in the conclusion extracting stage of the study, when results from three different data sources were incorporated to get the conclusion

3.7 VALIDITY AND RELIABILITY

Reliability issues are addressed in the quantitative study by computing the Cronbach alpha coefficient for the questionnaire.

Validity is addressed in the study by using data from various sources to measure the same research variables (triangulation)

All data collecting methods and the data collected in itself are transparent to scrutiny, insuring honest data collecting, representational validity of this study is low, because convenience samples was used to generate the data

4. RESEARCH FINDING

4.1 Quantitative survey

The main aim of this phase of the study was to collaborate that cultural differences between Israeli and Japanese negotiators

Survey was taken by 25 businessmen from both cultures, who answered six questions regarding their believes and preferences regarding negotiations

T-test for independent samples was used to determine if they are significant differences between groups in means of responses to the questions

The results clearly demonstrate that there are significant differences of Israeli and Japanese on five of the six questions in the questionnaire

Japanese scored more than double compared with Israelis on the questions, which is a proof that cultural differences are not only existent, but are also vast in their amplitude

4.2 QUANTITATIVE SURVEY

question	Israelis		Japanese		t value
	Mean	STD	Mean	STD	
Negotiation is necessary for strong relationship building prior to concluding or sealing a deal	2.12	1.48	4.04	1.17	5.08*
There is need for reasonable time to elapse before concluding a deal so as to enable a strong relationship between parties involved	2.28	1.45	4.00	1.04	4.80*
Organizational representative and professional negotiators have the capability of making a viable decision on behalf of the company or concerned parties	2.60	1.65	3.28	1.37	1.58
Information in the negotiation process should be disseminated explicitly in the entire process.	2.00	1.25	4.40	0.76	8.15*
Negotiation helps in resolving the problem of information asymmetry	2.48	1.61	4.28	1.17	4.51*
Punctuality is a factor to consider in negotiation	2.04	1.39	4.08	1.15	5.62*

*P<0.001

Results show:

Japanese see more than Israelis strong relationship as contributing to negotiation, Believe that time is needed to successful negotiation Don't like information asymmetry and call for distribution of knowledge Stress punctuality as important in negotiation Both cultures share the same position on the issue of their authorization from their company to make decisions in the negotiation process.

4.3 OBSERVATIONS – SUMMARY

Observations done in three phases : Opening session , Close session and the Negotiation process

Observations had shown differences between Israeli and Japanese negotiators in almost every aspect of behavior in the negotiation rooms

Israelis being less formal, more vocal and present in the room and chase to the point, while Japanese being very formal, not very comfortable with sharing their thoughts with the other side, and put large emphasis on team hierarchy

As there is no other explanation to these findings besides cultural differences between two negotiating sides, the conclusion is that the observations had shown substantial cultural differences between the two negotiating sides.

4.4 Interviews
The in-depth interviews with negotiators from the Israeli and Japanese side, held after the negotiation process was over

The time investment and the importance of relation and trust - Findings reveal clear gap prior to and after business has been developed Israeli do not pay much attention to those factors while the Japanese are focusing on it

Negotiation goal - The main goal of an Israeli business negotiator is signing the contract, Japanese are more interested in building long time rewarding relationship

Preparation to the negotiation - Israelis place an important role for, but their emphasis in on findings weaknesses in opponent's position, as opposed to that – Japanese put critical emphasis on preparation, but their goal in this stage are different than the Israeli: they seek to find point of mutual interest between sides, which might serve to facilitate the negotiation.

Japanese seek to avoid conflict by preparing themselves to see other side' needs, in the contrary, Israelis see conflict as a part of the negotiation process, and are not afraid of reaching a stage of conflict with the other side.

5. RESEARCH DISCUSSION

What are the cultural differences between businessmen in Israel and Japan?

 Japanese see more than Israelis strong relationship as contributing to negotiation

Israelis see tying informal interpersonal connection as the key to negotiation successes

Japanese believe in business relationship that are founded on mutual trust, and are long lasting. On the contrary, Israelis prefer achieving the target of contract signing on building relationship

Japanese prefer more that Israeli to stick to formalities when negotiating, and formalities like dressing manner, changing of business cards, exchanging gifts, and punctuality are very important to Japanese and less important to Israelis.

5.1 What are the cultural differences between businessmen in Israel and Japan?

Japanese prefer agreement on conflict, and avoid conflict in negotiation. Israelis see conflict as a part of negotiation, and will engage a conflict if they feel it would promote their interests

Japanese believe that a good contract is a balanced contract which takes in account both sides interest; While Israelis don't mind defeating the other side, if possible.

Japanese tend to be very constrained when using verbal and body language and try not to communicate their feelings to the other side. Israelis, on the other hand, often use confident tone and body language as a negotiation tactic or as an informal communication style.

Japanese emphasize hierarchy and teamwork in their negotiations teams, while Israelis are more individualist on their approach, and not give much emphasis to their team hierarchy.

5.2 Influence of Culture

Influence of cultural differences on negotiation process

1. Personal factors
2. Industry factors
3. Company factors
4. Regional factors

Cultural-organizational factors which promote or hinder agreement in a negotiation

1. Negotiating Goals
2. Personal Style
3. Time Sensitivity
4. Communication
5. Form of Agreement
6. Team Organization

5.3 Guidelines that help negotiators deal with cultural differences

Be aware of the amplitude of emotion manifestation preferred by you and your different cultural negotiator

Be aware of different negotiation styles of parties to the negotiation: different cultures emphasize different goals in the negotiation

Be aware of the other side cultural norms and way of doing business: cultural norms define the way negotiators behave and think

Be aware of the other side' language barriers

5.4 DO and DON'T DO, Protocol for Israelis negotiating with Japanese

1. Be precise on meeting time
2. Dress formal
3. Appoint one person to do the talking on this meeting
4. Don't use an over friendly gestures or body language
5. The business card exchanging ceremony is very important to the Japanese. Treat it accordingly.
6. Show respect to other side negotiators, and your acknowledgment to Japanese way of life and rituals.
7. keep formal
8. Don't insult or disrespect members of the other side, especially the other side' senior negotiators in terms of rank or age
9. Keep a sense of hierarchy on your team
10. Make it evident to the Japanese who is the team leader and who makes the final decision
11. Talk English in a clear and understandable tone and vocabulary. Make sure in a polite way that the other side understood what you mean.
12. Don't use your mother tongue near the negotiating table.
13. Be aware that Japanese usually look for signing agreements on long term relationship with the other side
14. Don't offer ridiculous terms as a starting point, as that might offend the other side
15. Be prepared for the meeting: come with a detailed offer which takes in account all your and the other side's wishes.
16. The Japanese like it when all the details of the negotiation are settled behind the curtain, and the meeting are just a formal occasion to exhibit the point of agreement. If possible, try to minimize the hard negotiation around the table.
17. Be aware that Japanese prefer exchange of written documents on conversation
18. Be aware that persuasion techniques based on charisma of the speaker and logical arguments may not work as well with Japanese . Also, keep in mind that Japanese don't appreciate loud and aggressive talk.
19. Avoid candid confrontation or conflict.

20. As much as possible, try avoiding using aggressive bargaining techniques. Avoid not being honest to the other side.

21. Don't assume that Japanese negotiators silence or nodding means they agree with your position on the agreement.

22. Respect the long decision making process among Japanese. Don't ask them to immediately commit to a demand that has not previously offered by you

5.5. Research Contribution

This research results may contribute to several stake holders in negotiations theory and practice in advancing the understanding inter-cultural processes of negotiations, and their impact on the international dealing and commerce.

The first obvious contribution of the study is confirming the theories of cultural differences between people and their impact on the understanding of reality, as well as their preferences behavior. This is of interest not only in the business world, but also in any situation where people of two different culture meet.

The second contribution of this study results might be helping professionals and organizations dealing with inter-cultural encounters: the results of this study may be useful for them as showcase of the impact of culture on trade, and might raise awareness to the impact of culture on trade, and ways to modify negotiating scheme when in a foreign country with the aim of increasing the chance of successful agreement being reached. Governments can use the paper to analyze and formulate policies to govern international trade in their respective countries.

Last but not least, professional traders might learn from this study as for ways that culture may influence their negotiating efforts, and what is needed to complete a successful deal in the international arena. In particular, the DO and DON'T DO

protocol detailed before might serve as a field guide for westerners dealing with Japanese companies with regard to the method of conduct that would serve their aim. As a result of this study, professional traders must be aware that negotiating techniques that work at home might not work internationally, and as a result – a thorough understanding of the way the other culture members do business in crucial for success.

5.6. Limitations

Language barriers posed a serious challenge to the research exercise. The research took place in Israel and interview with Japanese, and since neither of these countries is English speaking, there is a need for translators.

The present research is based on self-report regarding all the research variables. There are those who claim that research based on self-report has limitations, as its validity is not perfect, and it might be biased, or based on social desirability.

Generalization of the research tends to be hindered due to a low rate of response from the targeted groups, which creates a bias in sampling towards successful processes

Self-reported questionnaire – the use of self-reported questionnaire is very common, especially is social science. However there is concern about the construct validity of self-report measures

8. SUGGESTION FOR FUTURE RESEARCH

Many questions were raised about conducting negotiations. The diversity in culture, which hinders the negotiation process, contributes both negatively and positively to the success of a negotiation and that is an important element all negotiators need.

An adiition possible research direction is to explore differences in negotiation process between more collective society (e.g. traditional society, such as tha Muslim society) and more individuall society.

Another , since the world changing and more and more negotiation done via the internet , and in that cases there are not face to face interaction between humans and culture are not facing the counterpart round the table , but however the culture is still importnt role , due to the fact that business need to be manage and contract and releation must take a huge and importnt step in the process a future research can illuminative on the phenomenon.

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