



Exploring Culture Theory Global Leadership and Organizational Behaviour Effectiveness in Cross-cultural Communication in Asian Business Negotiations

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ABSTRACT

While certain in international business negotiations, having the knowledge of cross-cultural communication is essential especially in global business environments and thus, many researchers have spent numerous years to investigate how culture influences Asian business negotiation which has contributed to negotiation outcome. This article provides critical insight into the theoretical link of cultural dimensions of culture for international business negotiations. The proposed model suggested in this study helps to identify effective communicative behaviours in business negotiations which are useful insights for international business practitioners.

Keywords: Cross-cultural Communication, Cultural Norms, Interdependent Self-construal, Interaction Goals, International Business Negotiation Outcome

JEL Classification: Z1

1. INTRODUCTION

1.1. The Relevance of the Study

Cross-cultural competence requires good knowledge and understanding of how people from various cultural backgrounds communicate. Despite the extensive studies on cross-cultural communication within management and communication literature, the validity and cultural limitation have been criticized (Tung and Verbeke, 2010). The reason is the applicability of previous studies failed to recognize a critical role in differentiating human orientation toward in-group members from human orientation toward out-group members (House et al., 1999; Schloesser et al., 2012) which explain how human relationships are viewed, valued and maintained varies from one culture to another. Thus, at least three situations explain why the need to have an inclusive cross-cultural communication model that identified as essential step to understand cross-cultural communication especially in Asian business negotiation. First, in previous Global Leadership and Organizational Behavior Effectiveness (GLOBE) studies have linked GLOBE cultural dimensions with organizational styles and

business leadership (Kennedy, 2002; Phillipsen and Littrell, 2011). However, the GLOBE model in cross-cultural communication yet to recognized the collectivistic cultural norms that will be able to predict the differences of values and norms. This is because cultural practice and norms are interpreted differently even within collectivistic cultural norms (Shi and Wang, 2011; Venaik and Brewer, 2010). Therefore, a model that stresses the cultural norms that predict the cultural behaviour of collectivistic culture is needed. Second, the interdependent self-construal is important to be examined in cross-cultural communication because it explains culture, self and collectivist communication by linking culture to individual behaviour. Previous studies indicated that independence self-construal emphasizes individual goals (Markus and Kitayama, 2010; Gelfand et al., 2007), however argued that priority should be given on how to connect self-construal with relationship, especially in understanding the differences for intergroup relations, business and peaceful coexistence in diverse and interconnected world. Finally, within cross-cultural communication interaction goals which are instrumental goals, relational goals and identity goals (Wilson and Putnam, 1990) that emerge from interaction during

cross-cultural negotiation, knowing how these conflicting goals shape communicative behaviour is important in Asian international business negotiations. A study by Liu and Wilson (2011) indicated that conflicting interaction goals shapes interaction tactics and outcome. The link between goals and negotiation outcomes is more complicated when identity of the counterpart is concerned (Liu and Wilson, 2011). Therefore, this paper will address the negotiators' interaction goals and how cultural norms are used to predict negotiation outcome.

To date, a considerable body of research has sought to understand negotiators' interaction goals effect on negotiation outcome (Liu, 2011) and interdependent self-construal on individual goals (Markus and Kitayama, 2010; Gelfand et al., 2007). This present article presents a number of important insights, especially in regard to cultural norms' effect on negotiators' interaction goals in Asian business negotiations. This paper introduces the idea that GLOBE theoretical model by House et al. (1999) is a new knowledge for cross-cultural communication model in international business negotiations specifically with the Asian business people, relationship of dimensions of culture and interdependent self-construal, relationship of dimensions of culture and interaction goals and interdependent self-construal as mediation. Therefore, the purpose of this paper is to provide a unique theoretical contribution to GLOBE theoretical model by advancing our understanding of the Asian business negotiations by which factors associated with cultural norms can lead to interdependent self-construal, interaction goals, and subsequently, impact international business negotiation outcome.

2. OBJECTIVE

This paper aims to provide a proposition model that identifies the impact of cross-cultural communication in Asian business negotiations. Specifically, the aim of the article is to answer the following question: What are the underlining mechanisms of the relationship between cultural dimensions and interaction goals? By answering this question, it will enable us to understand towards advancing the current knowledge of cross-cultural communication in especially in negotiation within collectivistic cultural context.

3. REVIEW OF LITERATURE

3.1. GLOBE Theoretical Model

Culture and negotiation are commonly used terms in cross-cultural negotiation studies according to Bulow (2011) and Jiang (2013). GLOBE theoretical model by House et al. (2002) had been used to explain the relationship of dimensions of culture and cross-cultural communication to indicate the differences in communication styles (Oetzel, 2001) and interaction goals (Liu and Wilson, 2011). GLOBE theoretical model aims to describe, understand and predict the influence of specific cultural variables on leadership and organizational processes and the effectiveness of the processes (Javidan and House, 2001). Therefore, dimensions of culture is considered as the depending factor on the interdependent self-construal and interaction goals emphasized by the measure

of the values and practices scales interact and the dimensions of values and practices can be employed at societal and organizational levels which are relevant to cross-cultural interactions (Shi and Wang, 2011).

Although Hofstede's Cultural Dimension Model is considerable model that measures cultural dimensions, House et al. (2002) had added two cultural dimensions to measure the similarities and differences between two different cultures. Both Human Orientation and Performance Orientation dimensions are new and unique to GLOBE (Bertsch, 2012). It was found that most of the past studies on human orientation dimension were correlated to stress, quality of life and the like (Bertsch, 2012). Therefore, this paper tends to add to the literature by exploring the possibility of human orientation and performance orientation dimensions in cross-cultural comparison which suggests that GLOBE model remains important in analyzing the cultural distance within countries. The role of cultural distance is very important to international business negotiation as it helps to understand the communication behaviors that lead to integrative agreement during the process of negotiation. As suggested by Javidan et al. (2006), cultural dimensions are the key to the relationship when two cultures meet.

Although GLOBE model has not been widely used in many cross-cultural communication studies, it had already made an impact in analyzing the cultural norms of 62 societies and it had also determined how national culture is being represented (Venaik and Brewer, 2010). The nine units of measurement or nine cultural dimensions are valuable especially for quantitative research designs as they are more expansive compared to Hofstede's clarification system. GLOBE model has provided evidence that suggests different types of dimensions of culture are linked to communication styles and self-construal. Drawing on the key characteristics of Asian business negotiations, interdependent between both parties are being emphasized. The current study focuses on cultural values and business practices in Asia which are different compared to those in the West.

3.1.1. Institutional collectivism

This institutional collectivism is defined as beliefs that individual from the same group should interdependent with others and an individual should not have personal concerns as duties and obligations are shared by all the group members (Waldman et al., 2006). The weakness of these previous studies is they failed to explain the links between institutional collectivism and self-construal as in cross-cultural communication in business negotiations, an individual tends to practice interdependence, group loyalty, prioritize group goals, rewards are driven by seniority and personal needs within group-equity and critical decisions are made based on group decision which eventually influence their communication styles. An argument could be made that if both business partners are from high institutional collectivism, there will be obligation on the part of those in charge to look out for the needs of business partners. That is, they will feel the urge to dependent on each other and cooperate to reach common goals.

3.1.2. *In-group collectivism*

In-group collectivism in cross-cultural communication is considered to be an indicator of how close the relationship between two parties and the amount of sharing of information because it concerns of individuals who show their pride, loyalty and cohesiveness to their families or particular groups in a society or organizations that they are employed (House et al. 1999; Waldman et al., 2006, Shi and Wang, 2011). Although considerable research has been conducted on how managers in these cultures tend to include the needs of their in-group members when decisions are being made (Shi and Wang, 2011), there is tendency to focus mostly on cultural differences rather than potential collectivistic similarities in the cross-cultural communication. This article expects that the business negotiators' attitudes and behaviour towards business partners will be shaped by in-group favoritism. It is assumed that the business negotiators from in-group collectivism expect less need to expand their network or find other opportunities once the relationship and trust are being established as they prefer to cooperate with people they know. In certain level, both parties may enjoy the privilege of being part of in-group due to their similar power and status in global business environment.

3.1.3. *Future orientation*

Space orientations differ across culture and it should be taken consideration in cross-cultural communication as it is related to nonverbal communication. In future orientation, a collective's behaviours are delaying gratification, planning and investing in the future (House et al., 1999). A future-oriented person will control one's own destiny than to depend on others' help which may or may not happen (Chui and Kwok, 2009). Since international business negotiations comprise of cash transactions, a person has to rely on himself or herself to achieve the objectives of the negotiation for long-term benefits. It is expected that future orientation values are very important for business leaders across countries as it determines how the communication and negotiation are being carried out.

3.1.4. *Gender egalitarianism*

Gender roles are widely defined in different cultural context. Communication and gender cultures create non-verbal communication due to the decrease of gender roles in certain cultures. Gender egalitarianism is the degree to which a collective minimizes gender inequality (House et al., 1999). Previous studies had highlighted the role relationships between men and women define the gender roles (Bertsch, 2012). It was claimed that in traditional thinking, men are known to be more "important" than women and thus, they tend to have dominant positions (Bertsch, 2012). However, previous research rarely examined the links between gender and self-construal across cultures that can explain through the participation of women in international business negotiation. This gap is going to be filled up by analyzing the involvement of women business negotiators from collectivistic culture in international business negotiations.

3.1.5. *Performance orientation*

This dimension impacts the collaboration on business performance as it defines how a leader sets goals, communicate his or her expectation to the subordinates and how rewards are shared

among group members due to group performance improvement and excellence. This dimension is being defined as the degree to which a culture's people (should) encourage and reward people for performance improvement (House et al., 1999; Center for Creative Leadership, 2014) and excellence (Center for Creative Leadership, 2014). Past studies had linked performance orientation dimension with Confucious as Confucious is the first known philosopher to adopt principles of hard work, patience, perseverance and gaining knowledge and new skills (Bertsch, 2012). Bertsch (2012) added that Confucianism values have been used to shape the value systems and cultures of many Asian countries. It was reported that people who are from high performance countries tend to take control of their life and accomplish their goals (Chui and Kwok, 2009). Moreover, a society of high performance orientation works towards innovation, high standards and performance improvement (Bertsch, 2012). Filling up the gap from previous studies, performance orientation dimension is used in this study to observe how the business people respond to change in business environment. It is crucial for a business leader to know when to adapt and when not to adapt when engaging in cross-cultural negotiations. In Asian business negotiations, collaboration is the key driver in pursuing market opportunities which is the foundation of business model.

3.1.6. *Humane orientation*

Human orientation is generally defined how people are being treated verbally and non-verbally during interaction. This dimension highlights supportive and considerate behaviour that emphasize compassion, generosity, fair, caring and kind towards others (House et al. 1999; Javidan and House, 2001). Based on previous studies, societies are divided into two types which are good and bad. The society where the individuals are viewed as generally good, verbal agreement with a handshake deal are adopted when there is a trust and thus, a person's word is acceptable and honorable (Bertsch, 2012). However, in a society where people are generally evil, there is lack of trust (Bertsch, 2012). Due to these, religion is expected to influence the degree of humane orientation as religious teachings provide guidelines that promote humane-oriented behaviours (Schloesser et al., 2012).

High human orientation tends to support each other during hard times (Schloesser et al., 2012). However, Schloesser et al. (2012) argued that high human orientation can divided into kind and cruel. High humane orientation has a demand for similarity in form of character or agreement and the higher humane orientation, they need more for similarities to uphold harmony and reduce conflict within the society (Schloesser et al., 2012). It was arguable that the high humane orientation will only be nice to those who can fit into their expectations and when it does not fit in, friendliness may turn into hostility which can be found in paternal leadership that is based on a father figure with strong authority and demand of respect (Schloesser et al., 2012). Rejection may occur when the other person does not obey to the strict set of expectations (Schloesser et al., 2012). As this study deals with high human orientation among Asian business negotiators, it is likely that both parties may support each other unless their expectations are not met. This draws the conclusion that trust may be affected between culturally similar or dissimilar business partners. However, cross-

cultural researchers should take note that collectivistic people tend to have higher humane orientation as they emphasize harmony in relationship.

3.1.7. *Power distance*

When a country rises to power, this dimension is very useful to describe how more powerful member influences self-construal and perceived cooperative communication during cross-cultural communication in international business negotiation. The reason is inequalities do exist in every culture and society. This study observes how a country expects and accepts the power distance between nations. This dimension shows the expectation of power is being distributed unequally shared by individuals in a country (Chui and Kwok, 2009) or culture (Waldman et al., 2006). People are separated by power, authority and prestige (House et al., 1999). Hierarchy does exist in the higher power distance cultures between superiors and subordinates as it is extensive, customary and legitimate (Waldman et al., 2006). However, it is expected that managers from high power distance culture have less concerned about long-term relationship with stakeholders such as employees and customers and feel less obligation towards community/state well-being (Waldman et al., 2006). Therefore, hierarchy and status in high power distance culture are expected to affect the negotiation outcome when both parties are from high power distance countries in cross-cultural communication.

3.1.8. *Uncertainty avoidance*

This dimension is related to people from a culture that obtains orderliness, consistency and structure (House et al., 1999). Recent findings suggested that uncertainty avoidance has different meaning with risk avoidance (Chui and Kwok, 2009). It was explained in a way that people from highly uncertainty avoidance have less unpredicted future events (Chui and Kwok, 2009). In previous studies, uncertainty avoidance dimension can help to explain the degree which organizations conduct international business and thus, at a large scale level, this dimension can be used to measure the degree to which countries are globalized (Venaik and Brewer, 2010). However, there is lack of study on how business people from high uncertainty avoidance culture choose their trade goals based on minimal risks. Those who are high uncertainty avoidance carry different characteristics such as they prefer to trade with people they are familiar, refuse to trust strangers, progress more slowly during negotiations and have a low venture with people who have dissimilarity with them (Hofstede et al., 2008). This study expects that both Asian business negotiators who belong to collectivistic culture to change their business values due to gaining economy advance.

3.1.9. *Assertiveness*

This dimension indicates people in a certain culture are assertive, confrontational and aggressive (House et al. 1999). Chui and Kwok (2009) claimed that people in high assertiveness countries expect others to manage their personal concern compared to those from the low assertiveness countries who are more willing to help others when they need help. In a developed society, those who are strongest and most capable will be able to survive while the weakest cannot (Chui and Kwok, 2009). In current study, this research examines the relationship between assertive behaviours

and communication styles international business negotiations. This assertiveness dimension is relevant to understanding the self-construal in the field of cross-cultural communication in international business negotiations.

3.2. Literature Review Summary

The primary aim of this study is to discuss the GLOBE dimensions and measures. Guided by the general research objective, the literature review dealt with the actual GLOBE dimensions used to measure, access and compare cultures were being explained in this review. Since this paper of culture, interdependent self-construal and interaction goals underscores the complexity of the international business negotiations and how it is influenced by culture, GLOBE model can help global business negotiators to communicate more effectively across cultural and geographic boundaries because different cultures have different ideas about what they want from their business counterparts. Therefore, it is proposed that international business negotiators need to adapt their styles to be more effective to suit different cultural business environments.

The conceptual link between dimensions of culture and interdependent self-construal will be made and it is arguable that this linkage is imperative for the realization of integrative negotiation outcome in international business negotiation outcome. However, the negotiation outcome does not only depend on cultural dimensions alone but also interdependent self-construal which influences the interaction goals (Liu and Wilson, 2011).

3.2.1. *Relationship of dimensions of culture and interdependent self-construal*

Considerable cross-cultural communication has documented cultural differences in negotiators' communication styles and behaviour, the dimension of construal of self has been used to explain individual-level differences and similarities on interpersonal conduct (Ting-Toomey and Chung, 1996; Gudykunst, 2003). This is consistent with Oetzel's (2001)'s study that indicated that self-construal is used in previous studies to discuss differences in communication styles. Self-construal is one's self-image and consists of independent and interdependent self-construal (Oetzel et al., 2010). The reason is studies found that individualism-collectivism occurs at the cultural level (e.g. cultural norms/rules) (Gudykunst, 2003). Although Oetzel et al., (2001) claimed that there was no direct link between face or face work and self-construal, it was found that when communicating with others, there was indirect influence of individualism-collectivism with personal goals, communication styles and face concerns. Furthermore, Gelfand et al., (2007) study also found there is a link between self-construal, perceptions, actions either consciously or unconsciously directs towards the fulfillment individual set goals.

On the contrary, traits, abilities, values and preferences defined the independent self-construal (Oetzel, 1998). Although considerable research has documented self-construal's effects on communication styles, past researchers had tried to relate individualism-collectivism beliefs and attitudes to self-construal (Fernandez, 2005). As suggested by Merkin and Ramadan (2010), they found that individualism and collectivism can be used as

a starting point to understand some of the basic ethnic/cultural communication differences. However, past studies did not relate how interdependent self-construal influences the communication behaviours during international business negotiation especially both parties are from collectivistic culture. Indeed, individualism-collectivism dimensions are generally being used as examples of cultural syndromes which have significant influence on individuals' goal pursuit and negotiation behaviour (Liu and Wilson, 2010). For example, previous studies found that Asians tend to have interdependent self-construal and focus on relationship with others which is a sense of connectedness with others and emphasize group goals over individual's goals (Markus and Kitayama, 2010; Oetzel, 1998; Oetzel, 2001). In fact, an individual who practices interdependent self-construal tends to have goal that fits in the group, connects and collaborates to his or her group based on harmonious relationship (Gendrin, 2010).

Given the above explanations, the study of culture and interdependent self, however, has two other highly significant consequences for the field of cross-cultural communication in collectivistic context, and they are the focus here. First, the study of culture and interdependent self has renewed and extended cross-cultural communication's understanding of interdependent self or culture and casts it as central to analyze communication behaviours of business negotiators in international business negotiations. Second, the study of culture and interdependent self has led to the realization that people and their sociocultural worlds are not separate from one another. Therefore, this article proposes that the influence of the interdependence nature of the collectivistic culture by investigating the construction of self will affect communication choices and negotiation strategies individuals make to accomplish interaction goals (Figure 1).

Markus and Kitayama (2010) suggested that we require each other to complete each other even though culture shapes our thinking, feeling and action. Further, the larger cultural gap, the interaction between two parties might be even more difficult (Kumar and Worm, 2002). Zhao (2000) and Ke (2011) supported that negotiation can be even more complicated when it concerns of international business negotiations as differences in culture and languages would influence the effectiveness of communication. An example of how the process of negotiation, culture and communication are interconnected with each other, Neuliep (2012) and Hurns (2007) explained that people need to deal with difficulties when they face with people from other ethnic groups and cultures. At the end, they do not know how to communicate when they are in such situations which lead to miscommunications, misinterpretation or misunderstanding, negative feelings and negative outcomes (Fisher and Brown, 1991; Okoro, 2001). Therefore, effective communication process leads to equal participation, cooperation and respect (Oetzel, 2001) which plays an important role in international business partnership and collaboration.

Interdependent self-construal of self involves an emphasis on the importance of relational connectedness. This explains the reason of why avoiding, obliging and compromising styles are associated positively with interdependence (Oetzel et al., 2001). However,

Oetzel (2001) could not determine whether the interdependent self-construal influenced the communication processes or the communication processes influenced the interdependent self-construal. For example, it may be that cooperation and respect in a group lead to a feeling of interdependence with the other members or that feelings of interdependence lead to cooperation and respect (Oetzel, 2001). Previous studies also highlighted that religion is closely linked to ethnicity (Bakar and McCann, 2014) and thus, shared cultural norms are very common if both parties have the same religion. Therefore, this paper predicts that by having the same religious beliefs between the two parties would be easier to reach agreement and share benefits and obligations in international business negotiations.

On the basis of the above literature review, it may be postulated that dimensions of culture and interdependent self-construal have direct dynamic link to define the relationship of cultural norms and communication styles as it remains an uncertain issue in the research. In fact, past studies suggested that self-construal has becoming more popular to explain cultural differences that exist between people (Levine et al., 2003). Hence, if the relationship of cultural norms and the interdependent self-construal positive, it positively affects the communication behaviours. Likewise, if it is negative, it will negatively affect the communication behaviours. Thus, this paper proposes the following reposition.

Proposition 1: Collectivistic values have positive association with interdependent self-construal.

3.2.2. Relationship of dimensions of culture and interaction goals

There is limited literature that provided the link between dimensions of culture and interaction goals in collectivistic culture. In previous studies, it is found that interaction goals do have positive impact on negotiation outcome which is the evident of the fact there is a link between dimensions of culture and interaction goals (Liu and Wilson, 2011; Liu, 2011). Interaction goals are defined as capability to engage in acting, thinking or behaving in certain ways with others that will also influence the other party's attitudes or behaviours (Liu and Wilson, 2011). Generally, when people enter negotiation, the negotiators believe they hold incompatible goals but to produce positive outcome, both parties must cooperate by mutual agreement (Liu and Wilson, 2011). Hence, goals were suggested to be the key to motivation in negotiation (Hendon et al., 1998). Scholars had suggested certain areas of research on interaction goals such as influence of anger and compassion on negotiator's interaction goals (Liu and Wang, 2010), the effects of interaction goals on negotiation tactics and outcomes (Liu and Wilson, 2010) and how negotiators' interaction goals influence their and their counterparts' behavioral responses and outcomes (Liu, 2011).

As cultural characteristics represent cultural values and beliefs which refer to the ways people think, behave and react, it is predicted that the cultural characteristics play an important role in the interaction goals of the international business negotiators. Previous studies had consistently shown that rewards, expectations

of future cooperative interaction or culture impact the behaviours of negotiators (De et al., 2000; Cai et al., 2000). However, past research fail in examining how goals predict interaction outcomes (Liu and Wilson, 2011). The reasons are in integrative strategies, priority information, exchange and multiple-item offers tend to bring successful joint-partnership compared to distributive strategies which are more focus on threats, positional commitments and persuasive arguments (Carrell and Heavrin, 2008; Lewicki et al. 2010). The relationship between dimensions of culture and international business negotiation outcome, therefore provide reasons to believe that interaction goals, through their impact on behaviour can be used to predict negotiation outcome (Figure 1). We know of little research about how similarities in collectivistic values and practices may create common goals between the two parties to create value in international business negotiations. There is evidence that both parties can benefit from working together rather than competing (Lewicki et al., 2010; Kumar and Patriotta, 2011; Jiang, 2013). Past research tended to focus on cultural differences and ignore potential cross-cultural similarities in the international business negotiation processes (Liu and Wilson, 2011). Based on the extensive reviews, previous studies had not measured the relationship between cultural norms and international business negotiation outcomes (i.e. interaction goals) in a collectivistic business culture and environment. Further research suggests that negotiators from collectivistic cultures should be examined in terms of their cultural norms, preferred communication styles and interaction goals to facilitate integrative outcomes in high-context cultures. Hence, if the relationship of cultural norms and interaction goals positive, it positively affects the communication behaviours. Likewise, if it is negative, it will negatively affect the communication behaviours. Based on this, this paper proposes that:

Preposition 2: Cultural norms associate with interaction goals in international business negotiations.

3.2.3. Interdependent self-construal as mediation

Interdependent self-construal is the crucial determinant of the interaction goals as it serves as the significant predictor of it as suggested in communication styles across culture (Figure 1). In addition, it was found that in previous studies by many researchers that interdependent self-construal is a significant fact that interdependent self-construal also has been shown to play an important role in explaining the relation of the cultural norms and interaction goals (Oetzel, 2001; Gahan and Abeysekera, 2009; Markus and Kitayama, 2010; Liu and Wilson, 2011; Liu, 2011). There is enough evidence about the effects of antecedents on interdependent self-construal towards the collectivistic communication behavior in connection of the exposure of cultural norms (Oetzel, 2001; Markus and Kitayama, 2010). However, no empirical compilation and enough studies in the past have been conducted to explain the mediating role of interdependent self-construal in the connection of the exposure of cultural norms to interaction goals which is proposed in this present study. Based on this, this paper proposes that:

Preposition 3: Self-construal mediates the relationships between cultural norms and interaction goals.

On the basis of the above arguments, we put forth the idea of the following proposition.

4. LIMITATIONS AND SUGGESTIONS

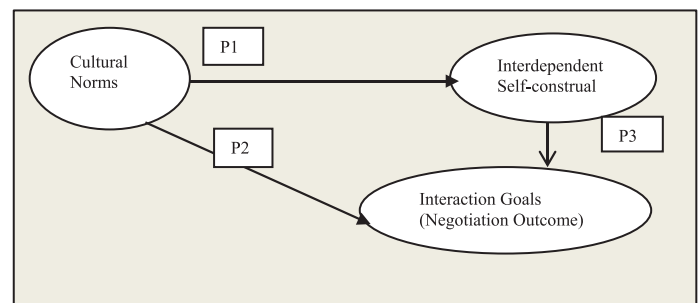
In spite of the fact that this paper is a theoretical contribution, but this is still not without the some prospective limitations. The key limitation of this paper is conceivably it is focus on cross-cultural communication in international business negotiations, in explaining the link of the dimensions of culture as the main factor that impact the international business negotiation outcome but it is not the only predictors for the negotiation outcome (Oetzel, 2001; Liu and Wilson, 2011).

Secondly, literature recommended some other imperative factors which also need explanation of their relationship with antecedents like interdependent self-construal and interaction goals of international business negotiations (Oetzel, 2001; Liu and Wilson, 2011). According to Oetzel (2001), interdependent self-construal is important predictor for portraying communication styles of collectivists. Thus, it would be enviable for future research to study the influence of interdependent self-construal other than dimensions of culture in defining and clarifying certain other components which have link with the communication behaviour.

Thirdly, this paper is only temp to explain the relationship of exposure of dimensions of culture and interaction goals in literature it remains in consistent to explain some elements like interdependency between the two parties for the purpose of distribution of resources, resolve a problem, innovate and share connections (Lewicki et al., 2010; Hames, 2012). Lee et al. (2005) suggested that doing future research on these said areas tend to show some similarities and differences between two national cultures to improve good fieldwork on international business negotiations.

Lastly, this paper is only a theoretical exploration as it further deepens our understanding of the impact of culture on international business negotiations. It is expected that this work lead towards explanation of the role of interdependent self-construal and interaction goals in collectivistic culture to address the relation of exposure of the cross-cultural communication which may be studied further to determine the empirical findings about the other dynamics of cross-cultural communication in international business negotiations. According to Sarkar (2010), he suggested

Figure 1: Relationship between cultural norms, interdependent self-construal and interaction goals (negotiation outcome)



to further explain the framework of developing future strategies for successful negotiation at diverse levels with integrative outcome by including dimension of cultural values and business ethics in international business negotiation to promote corporate excellence. Cultural intelligence or CQ which consists of cultural knowledge, cross-cultural skills and cultural metacognition should be understood as it contributes to bridging boundaries of difference between two people and knowledge gaps that can turn from international competition to cooperation approach in the global business negotiations.

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