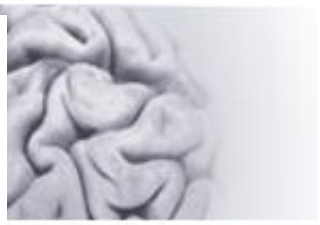

The effect of emotions displayed by constituency members on the bargaining behavior of group representatives.

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Abstract

The main objective was to investigate whether constituents' emotions would have an effect on the bargaining behavior of group representatives. In a computer-mediated negotiation task of six rounds, participants, as group representatives, were led to believe that four constituents were involved. Participants received information about the emotional state of their constituents and whether they would stay in contact in the future. One hundred undergraduate students participated in this study. All offers and concessions made by participants were transformed into an index indicating the level of demand as the dependent measure. Results show that constituents' emotions did not have a significant effect on the bargaining behavior of group representatives. However, an increasing effect per round was found, indicating a positive trend. Furthermore, from round five onwards a significant effect of future interaction on the bargaining behavior was found. In conclusion, results indicate that constituents' emotions might have an effect on bargaining behavior of group representatives if negotiation time is extended.

Keywords: Emotions, Constituents, Negotiation, Group representatives.

Introduction

Could you imagine, walking on the Piazza Navona in Rome. When looking around you see street artists on every corner ripping off tourists. They are not able to negotiate successfully because they want to have that particularly piece of art so badly. I was in this situation a couple of years ago. My boyfriend and I wanted to have the perfect souvenir and on our last evening we found it. I couldn't be more happy. I knew my negotiation skills would not be that convincing, so my boyfriend did the job on our behalf. Unfortunately, he was so affected by my happiness of founding the perfect piece that he only set a low demand and made larger concessions towards the street artist. My boyfriend didn't see the necessity to negotiate because he knew that I would be happy with every price, as long as I got the souvenir. After all these years, I am still sure we got ripped off and the street artist is probably still laughing. ((Sounds this familiar? An emotion from your constituency affecting the negotiation)). If this sounds familiar, you probably had emotions from your constituency affecting the outcome of a negotiation.

As the above anecdote shows, my happiness had a major effect on the negotiation strategy of my boyfriend and the possible outcome.

Even though negotiation has been a topic of research for a long time, the role of emotions in negotiations has only been addressed since a decade. Van Kleef, De Dreu and Manstead (2004) started this line of research by investigating the effects of two emotions (anger and happiness) on two bargainers. However, it seems that there is still a lot to learn about the emotional influence between a negotiator and the constituency. Therefore, this thesis addresses the issue of the effect of emotions displayed by constituency members on the bargaining behavior of group representatives. Having more

insight in interpersonal effects between a negotiator and his constituency will not only be interesting from a theoretical perspective, but also could be of interest for the working field. Since many negotiations take place on behalf of an organization and/or in the presence of team members a deeper insight in the effects of emotions displayed by others (e.g., colleagues) on a negotiator could be beneficial.

Before continuing with the research question of this thesis, a deeper insight in the literature on intergroup negotiation and the literature on emotions in negotiation will be given in the next chapters.

Constituents

In many group negotiations, there is a negotiator, who negotiates on behalf of his group. In such a negotiation, the representative is more or less bound by implicit and explicit directions provided by his constituents, and faces accountability pressures (De Dreu, Beersma, Steinel, & Van Kleef, 2007, as cited in Steinel, De Dreu, Ouwehand, & Ramírez-Marín, 2009). A representative not only should consider the needs, desires, preferences, strategic intentions and tactical maneuvers of his counterpart, but also should take into account preferences, ideas, and suggestions of his constituency (Jones & Worchel, 1992). Therefore, representatives should monitor their constituency and adapt their goals and behavior accordingly.

In previous research, it was found that group representatives are motivated to make a good impression on their constituents and try hard to satisfy the demands of the constituents (as cited in Steinel et al., 2009). So, group norms seem to have an impact on group representatives during negotiations.

Effect of Emotions on Negotiations

In early negotiation literature, a negotiation is defined as a discussion between two or more parties aimed at resolving a perceived divergence of interest (Pruitt & Carnevale 1993, as cited in Van Kleef, De Dreu & Manstead, 2004). A few years later Davidson and Greenhalgh (1999, as cited in Van Kleef et al., 2004) stated that 'if two parties have a difference in opinion but neither show an emotional reaction, there will be no negotiation. Emotions in negotiations are, therefore, always present and have their influences on negotiations. Emotions are a way of communicating towards oneself and others (Schwarz & Clore, 1983). Besides, emotions give information about how someone feels, someone's social intentions and about someone's orientation toward other people Finally, emotions only arise if an event is appraised as relevant to some concern (Ekman, 1993). This means that these emotions can provide important information. When looking at the context of a negotiation, emotions signal what value one attaches to the different issues and provide critical feedback about one's mood and willingness to agree (Putnam, 1994, as cited in Van Kleef et al., 2004). This means that a representative not only can get important information from his opponent about his motives, but that his constituency can signal their values and opinions through their emotions as well.

Furthermore, a distinction can be made between intrapersonal effects and interpersonal effects. The former refers to the influence of an individual's emotions on his own behavior (Morris & Keltner, 2000), whereas the latter refers to the influence of one negotiator's emotions on the other negotiator's behavior (Van Kleef et al., 2004). In the last twenty years, multiple researchers have emphasized the importance of the interpersonal functions of emotions in negotiations. In order to integrate previous

findings and resolve inconsistencies Van Kleef (2008) introduced the Emotions as Social Information (EASI) model, which was developed to account for the interpersonal effects of emotions in social and organizational life. The idea that emotions provide information is one of the core foundations of the EASI model. The purpose of the EASI model is to predict how one person's emotional expressions affect other people's behavior (Van Kleef, 2008). Therefore, this model can explain how negotiators are affected by their counterparts' emotions. However, it is most likely that group representatives, therefore, are affected by the emotions of their constituency in the same manner. Thus, emotional expressions provide information to observers, which may influence their behavior. This notion is extended by the EASI model by identifying two processes through which observers' behavior may be influenced: inferential processes and affective reactions (Van Kleef, 2009). The first process posits that each emotion conveys unique information, which observers may use to draw strategic inferences to determine their own behavior (Van Kleef, 2008). The second process posits that emotional expressions can also wield interpersonal influence by eliciting affective reactions in observers, which may subsequently affect their behavior (Van Kleef, 2009). These affective reactions consist of two types: through emotional-contagion processes and through social intentions and relational orientations (Van Kleef, 2009). Especially, the emotional-contagion type is interesting. In a previous study, it was found that emotion displays tend to evoke complementary or reciprocal emotions in others that help individuals to respond to significant social events (Keltner & Haidt, 1999).

Van Kleef et al. (2004) elaborated upon the foregoing ideas. They tested the social contagion hypothesis and the strategic-choice hypothesis (mismatching). The

social contagion hypothesis was based on the study of Levy and Nail (1993). Levy and Nail (1993) defined social contagion as 'the spread of affect, attitude, or behavior, from Person A (the initiator) to Person B (the recipient) where the recipient does not perceive an intentional influence attempt on the part of the initiator. So, for instance, if the initiator shows anger, the recipient will become angry himself. Former research suggested that social contagion not only occurs in face-to-face settings, but also in computer-mediated interactions (De Dreu, Carnevale, Emans & Van de Vliert, 1994). The strategic-choice hypothesis posits that negotiators mismatch the opponent's emotions. It occurs when individuals lack information about the opponent's outcomes and limits.

Based on these theories, it can be said that emotional expressions convey crucial information about feelings and intentions of the sender, and this in return has behavioral consequences for receivers.

In the present study, three emotions will be at display: Anger, Happiness and Disappointment. According to Van Kleef et al. (2009), these emotions are potentially relevant to most, if not all, negotiations. Especially happiness and anger are most likely to arise in the context of leader-follower interactions and (un)satisfactory team performance. Furthermore, these emotions are basic emotions and, therefore, universally recognized among different cultures (Ekman, 1993). This means, that possible outcomes of this study enhance the generalizability of any findings.

Anger and happiness. In the context of negotiation, the majority of studies have focused on the effects of anger and happiness. Sinaceur and Tiedens (2006) found that participants conceded more to angry counterparts compared to non-emotional counterparts. Angry opponents appear to be tougher and, therefore, were able to elicit

larger concessions than happy counterparts. Research from Van Kleef, De Dreu, Pietroni and Manstead (2006) showed that low-power negotiators conceded more to an angry counterpart than to a happy one, whereas high-power negotiators were unaffected by the other's emotion. Van Kleef et al. (2004) showed that negotiators made large concessions if their opponent showed anger due to the strategic-choice perspective.

In the above studies, it was found that due to an angry opponent the negotiator would make low demands and large concessions. Moreover, if the negotiator dealt with a happy opponent he would make higher demands and smaller concessions. Focusing on a situation where a negotiator is bargaining in name of an angry constituency, in line with the social contagion perspective, and therefore in line with the affective reaction path in the EASI model, the group representative can be expected to be more competitive towards the opponent if the constituency sends an angry message. This could result in higher demands and lower concessions made by the group representative (Hypothesis 1A). Consequently, in line with the social contagion perspective, the opposite would apply for a happy constituency. If the constituency sends a happy message, it is expected that the group representative will be more cooperative towards the opponent. This could result in lower demands and higher concessions made by the group representative (Hypothesis 1B).

Disappointment. Previous research showed that disappointment arises when progress toward a goal is below expectations and/or when a desired outcome is not achieved (as cited in Lelieveld, Van Dijk, Van Beest, & Van Kleef, 2013). Research on social functions of disappointment has found that negotiators with disappointed opponents tend to infer that the other has received too little (Van Kleef & Van Lange,

2008) and was hoping for more (Thompson, Valley, & Kramer, 1995). Moreover, an association between disappointment and guilt has been established in previous research. Ferguson, Olthof and Stegge (1997) demonstrated that victim's anticipated disappointment was highly correlated with the participants' feeling of guilt. Furthermore, guilt stimulates concessions in a negotiation setting (Lelieveld, Van Dijk, Van Beest, Steinel, & Van Kleef, 2011). They suggested that expressions of disappointment could elicit generous offers by evoking guilt in others in a negotiation setting.

Lelieveld et al. (2013) suggest that when individuals bargain with outgroup members, they may be less concerned with their opponent's outcomes and experience lower levels of guilt. Thus, opponent's group membership may be a crucial determinant of whether disappointment evokes guilt or not.

When looking into representative negotiation a bargainer's constituency does have a significant impact on bargaining behavior. Negotiators who negotiate on behalf of others have a desire to make a positive impression on their constituents (as cited in Lelieveld et al., 2013). Representatives will adopt a more competitive bargaining strategy and make smaller concessions (Van Kleef, Steinel, Van Knippenberg, Hogg, & Svensson, 2007). Lelieveld et al. (2013) found that feelings of guilt were evoked indeed, resulting from ingroup members communicating disappointment. In line with these findings, it can be expected that feelings of guilt in the group representative will be evoked by constituents expressing disappointment. Therefore, if the constituency sends a disappointed message, the group representative will make higher demands and lower concessions (Hypothesis 1C).

Future Interaction

Van Kleef et al. (2004) found that the effect of the opponent's emotion only occurs when it is in the negotiator's strategic interest to act on the other's emotion. If there is no need to take the other's emotion into consideration, the emotion effect was absent. This can be translated into a distinction between a future and a no-future interaction. A representative could adapt his bargaining behavior in response to the emotions that the constituency is sending. According to the research of Van Kleef et al. (2004), it should be in the group representative best interest to listen to the emotion of the constituency when the representative has planned a future interaction with the constituency. This should mean that the group representative will make higher demands and lower concessions in case of a future interaction than when no future interaction is expected (Hypothesis 2). In case there is no future interaction expected, there would be no strategic advantage for the group representative to follow the emotion of his constituency. He simply will not care about what his constituency think of his bargaining strategy.

In conclusion, based on existing intergroup literature and emotions in negotiation literature, it can be expected that emotions of constituents do have an effect on group representatives.

Research Questions and Hypotheses

This thesis will focus on the following research question: What is the effect of emotions displayed by constituency members on the bargaining behavior of group representatives?

The following hypotheses will be tested:

Hypothesis 1A: If the constituency sends an angry message, the group representative will make higher demands and lower concessions.

Hypothesis 1B: If the constituency sends a happy message, the group representative will make lower demands and higher concessions.

Hypothesis 1C: If the constituency sends a disappointed message, the group representative will make higher demands and lower concessions.

Hypothesis 2: If there is a future interaction expected, the group representative will make higher demands and lower concessions than when no future interaction is expected

Method

Participants and Experimental Design

A total of 100 Leiden University undergraduate students (70 female, 28 male; mean age = 22.18, *SD* = 6.64) participated in exchange for €5 or 2 Credits. There were no specific criteria for participants to participate in this study. Participants were recruited through social media, on campus and through an electronic system for research participation (Sona). Participants were randomly assigned to the experimental conditions. The 3 X 2 design included the constituency's emotion (happiness vs. anger vs. disappointment) and the expectation of future interaction (yes vs. no) as a between-participants variable and the total level of demand for each negotiation round as the dependent variable.

Procedure

On arrival at the laboratory of the Faculty of Social Sciences in Leiden, participants were welcomed to the experiment and were seated in separate cubicles in front of a computer. The experimenter started the computer program. All instructions, including the informed consent, were presented on the computer screen. Participants read that the purpose of this experiment was to negotiate with a bar owner, on behalf of their sports team, to organize a party in a bar. Two manipulations were built in. All offers during negotiations were

recorded and transformed into an index as dependent measure. Participants completed a post-negotiation questionnaire that assessed the adequacy of the experimental manipulations. The experiment took about 25 minutes. After finishing the task, participants were thanked and received a small amount of money or credits.

Negotiation Task

The negotiation task was an adapted version of the one used by Van Kleef et al. (2004), which captured the main characteristics of a real-life negotiation (i.e., multiple issues, which differ in usefulness to the negotiator, information about one's own payoffs only, and typical offer-counteroffer sequence).

Participants were led to believe that they would engage in a computer-mediated negotiation with four other participants, who would be the constituents, and the negotiation party (all of this behavior was in fact simulated by the computer). In the current research, participants learned that they would be assigned to the role of either 'pub owner', 'treasurer' of his/her own sports team or 'team member'. The objective of their negotiation was to negotiate about the closing time of the pub, minimum quota of the bar and guarantee. After a short pause, during which the computer supposedly assigned the different roles to the participants, all participants were assigned to the role of treasurer. Then, a payoff chart was presented to participants (see Table 1) that showed them which outcomes were most favorable to them and they were told that their objective was to earn as many points as possible. As can be seen in Table 1, Level 9 on closing time (00:00h) yielded 0 points and Level 1 (04:00h) yielded 400 points (i.e., increments of 50 points per level). For minimum quota of the bar, Level 9 (€3000) yielded 0 points, and Level 1 (€1000) yielded 120 points (i.e., 15-point increments). Finally, for guarantee,

Level 9 (€1000) yielded 0 points, and Level 1 (€200) yielded 240 points (i.e., 30 points increments).

Table 1
Participants' payoff chart

	Closing time bar		Minimum quota bar		Guarantee	
Level	Time (h)	Payoff	Minimum Rev.	Payoff	Deposit	Payoff
1	04:00	400	€1000	120	€200	240
2	03:30	350	€1250	105	€300	210
3	03:00	300	€1500	90	€400	180
4	02:30	250	€1750	75	€500	150
5	02:00	200	€2000	60	€600	120
6	01:30	150	€2250	45	€700	90
7	01:00	100	€2500	30	€800	60
8	00:30	50	€2750	15	€900	30
9	00:00	0	€3000	0	€1000	0

After these instructions, the negotiation started and the pub owner (i.e., the computer) made the first offer. Over the negotiation rounds the pub owner proposed the following levels of agreement (for closing time – minimum bar – guarantee): 8-7-8 (Round 1), 8-7-7 (Round 2), 8-6-7 (Round 3), 7-6-7 (Round 4), 7-6-6 (Round 5), 6-6-6 (Round 6). Past research has shown that this preprogrammed strategy has face validity and that it is seen as intermediate in cooperativeness and competitiveness (De Dreu & Van Lange, 1995 as cited in Van Kleef et al., 2004). A demand from participants was accepted if it equaled the offer that the computer was about to make in the next round. If no agreement was reached after Round 6 the negotiation was interrupted by asking several questions to the participant.

Manipulations during the Negotiation Task

Manipulation of constituent's emotions. After the 1st, 3rd and 5th offer was sent, participants received information about the 'opinions of the constituency', which contained the manipulation of the constituency's emotions. Participants had to wait for

about 13 seconds while the team members were 'typing' their opinions. After this short wait, participants could click to the next page to read the emotional statements of the constituency. Participants were randomized classified in one of the three emotional conditions (anger, happiness or disappointment). It was stressed that the pub owner could not read these emotional statements. For instance, after the first round in the angry condition, team members sent out the following emotional reactions: '*Ik baal van je bod, ik ben er behoorlijk geïrriteerd door'* [I am fed up with your offer, it really irritates me], *'Het idee alleen al dat je dit bod hebt voorgelegd, maakt mij nog al boos!'* [Only the idea that you have made this offer in the first place, makes me angry], *Ik ben echt enorm gefrustreerd door dit bod!* [I am very frustrated by this offer]*'.* In Appendix A, all feedback of the constituency per condition per emotion can be found. In earlier research, a pretest was carried out whether participants understood which sentence matched the emotions 'Anger', 'Happiness', and 'Disappointment' respectively (Van der Veken, 2016).

Manipulation of Future Interaction. In the second manipulation, participants were randomly assigned between the script with a future interaction or no-future interaction. In the script with a future interaction, participants learned that they had to organize a party, because they were celebrating the end of the season. They learned that next year they would continue playing for their team, i.e., the same team. In the script with no future interaction, participants learned that their team had to split up and that they would never see their team members ever again. They had to organize a farewell party. To make sure that participants would understand in which condition they were in, they were led to believe that at the end of the negotiation a creative task had to be carried out.

Participants in the future interaction were led to believe that they had to come up with slogans for their party together with their team members. Participants in the no-future interaction were led to believe that they had to come up with slogans for their fare well party by themselves. In fact, participants did not get this creative task.

Dependent Measure

The offers made by participants in each round were recorded and transformed into an index, which revealed the participant's total level of demand for each negotiation and their total level of demand (i.e., the number of points demanded in that round, summed across the three negotiation issues of closing time – minimum bar – guarantee; see Table 1). Finally, their concessions were recoded and transformed into an index as well (i.e., the total number of points demanded in level 6 minus the total number of points demand in level 2).

After the negotiation, participants completed a post-negotiation questionnaire that assessed the adequacy of the experimental manipulations. Questions were asked to check whether participants had understood whether they were in the future or no-future interaction conditions and whether they had understood which emotion their team members sent towards them. These questions were scored with a 5-point scale, with 1 = 'totally not' to 5 = 'to a very high degree'.

Results

Manipulation Checks

First, the manipulation of constituent's emotions was checked. If this manipulation would be successful there should be a difference between each of the three emotion conditions (anger vs. happy vs. disappointment). Besides, the ratings within each condition should be higher for the corresponding emotion than for the other emotions. This was tested with a multivariate analysis of variance (MANOVA). A MANOVA was performed on the perceived happiness, perceived anger and perceived disappointment scores with emotion as a between-groups factor. Results showed that indeed participants had understood the intended emotion sent by their constituents (F (6, 186) = 74.92, $p < .001$). To specify this result further, a Post hoc Tukey HSD was performed. This test showed (see Table 2) that participants in the happy emotion condition indeed perceived more happiness than in the anger and disappointment emotion condition (M = 4.56, SD = .78 vs. M = 1.09, SD = .24 vs. M = 1.21, SD = .66). This is the same for participants in the anger emotion condition, where they indeed perceived more anger than disappointment and happiness (M = 4.44, SD = 1.10 vs. M = 3.70, SD = 1.29 vs. M = 1.03, SD = .17). However, results show that participants in the disappointment emotion condition did not distinguish between the anger and disappointment emotion condition (M = 4.00, SD = 1.10 vs. M = 3.97, SD = 1.40).

Table 2
Participant's perception of constituent's emotion

	Actual sent Emotions		
Perceived Constituent's Emotions	Anger	Happiness	Disappointment
Anger	4.44	1.09	4.00
Happiness	1.03	4.56	1.12
Disappointment	3.70	1.21	3.97

Second, the manipulation of future interaction was tested with a MANOVA as well. It was tested whether participants had understood in which condition they were held in. This MANOVA was performed on perceived future and perceived no future interaction scores with future interactions as a between-groups factor. Results show that participants indeed made a difference between a future and a no-future interaction condition (F (2, 95) = 11.28, $p < .001$, $r = .036$, $M = 3.68$, $SD = 1.12$ vs. $M = 2.83$, $SD = .95$).

Demands

To be able to answer the main research question on the effect of emotions displayed by constituents on the bargaining behavior of group representatives, a 3 (emotion: anger vs. happiness vs. disappointment) x 2 (future interaction: yes vs. no) ANOVA on concessions made showed no main effects (F (2, 92) = 1.37, $p = .260$ and F (1, 92) = 1.17, $p = .263$). Participants did not differ in the concessions (demand level) they made in neither the emotion condition nor in the future versus no-future interaction condition. Besides, no interaction effect was found (F (2, 92) = 1.07, $p = .188$). In light of the above results, none of the hypotheses could be confirmed.

Next, separate ANOVAs were conducted to compare the effect of emotion and future interaction on the total amount of points for each round separately, again starting with Round 2.

Results (see Appendix B) show a significant effect of future interaction vs. no-future interaction from Round 5 and 6, respectively (F (1, 92) = 4.44, p = .038, M = 512.05, SD = 119.17 and F (1, 92) = 4.81, p = .031, M = 511.68, SD = 117.90). However, in none of the circumstances an interaction effect between emotions and future interaction was found. So, when looking at every round separately, it is found that after several rounds there is an effect on the concessions made depending on whether a group representative will stay in contact with their constituency in the future or not. Although differences between future and no-future interaction condition become significant not before Round 5, η^2 starts increasing in Round 3 (see Appendix B) indicating an increasing effect of future vs. no-future interaction on bargaining behavior.

The same applies for Emotion (see Appendix B). Although no significance was found, the increasing η^2 indicates a positive trend towards significance.

Discussion

The main research question and objective of this study was to establish whether there is an effect of emotions displayed by constituency members on the bargaining behavior of group representatives. It was expected that emotions displayed by constituents would affect the bargaining behavior of group representatives. However, results show that the predictions made could not be confirmed. This means that the emotional feedback given by the constituency did not have an effect on the demands and concessions made by the group representative. As far as we know, the current design has not been used before. So,

results cannot be related to results of comparable previous studies. In order to ground the current study in related theories, the predictions made in this thesis for a happy and angry constituency were mainly based on the Emotions as Social Information model (EASI) by Van Kleef (2008). He focused on the effect of one negotiator's emotions on the other negotiator's behavior. It was expected that the core foundations of the EASI model (Van Kleef, 2008) could also apply to a group representative – constituency relationship instead of just a one bargainer – opponent relationship. However, results are not in line with the EASI model. Results of the present study were not in line with the research of Lelieveld et al. (2013) either. Lelieveld et al. (2013) found that ingroup members communicating disappointment evoked feelings of guilt. However, this effect was not found in the current research and therefore, one person's disappointed emotional expression did not affect the bargaining behavior of group representatives. This means that one person's emotional expression did not affect other people's behavior in a group representative – constituency relationship (Hypotheses 1A, 1B,1C). It should be acknowledged, however, that participants perceived the 'disappointment' condition as less authentic relative to the 'anger' and 'happy' conditions.

Another issue addressed in this thesis concerned the question whether future interaction has an effect on group representatives in relation to the emotional feedback given by the constituency. It was expected that emotions displayed by constituents in a future interaction scenario had more effect on the bargaining behavior of group representatives than when there was no future interaction expected (Hypotheses 2). However, results show that the emotional feedback given by the constituency and future interaction or not did not affect one another. Therefore, the predication made could not be

confirmed. This predication was based on earlier studies of Van Kleef et al. (2004) They showed that if it is in the negotiator's best interest to act on the other's emotion, the opponent's emotions has an effect. The results of the current research are not in line with these findings. Group representatives did not make any changes in their bargaining behavior even when his/her constituency sent an angry or disappointed message and had to face them again.

Although in the overall results no significant effects were found, several findings draw the attention. Looking closer into the separate rounds of negotiations, it appears that there is a time effect. When looking at the main effect of future interaction it was found that the last two rounds of negotiation the effect of future interaction became significant. This indicates that group representatives started to act upon the feedback they were given by constituents. The question arises what the cause could be of this effect? Since no interaction effect was found, it seems that emotional feedback is not the main reason to act in the best interest of the constituency if future interaction is expected. Furthermore, it seems that the more rounds the group representative negotiated and the more feedback (s)he got, the more the results moved towards significance as well. Therefore, results show a positive trend. This could indicate that if the negotiation rounds were extended over time that an effect of emotions of constituents on the bargaining behavior of group representatives would be found.

Limitations

There are some limitations to the present findings that should be acknowledged. First of all, quite a homogenous group of participants was used. Most participants were Psychology students from the same university within the same age group, who are

familiar with acting as participants. Female students were in the majority. So, there are limitations to the generalizability of the findings. Furthermore, the decision was made to make use of a computer-mediated experiment instead of a face-to-face interaction. Due to using a computer-mediated negotiation, it was possible to maintain experimental control. Especially, it enabled the experimenter to carefully control the manipulation of the constituents' emotions. However, the drawback of this kind of experiment was that not all participants believed the manipulations in this experiment to be real. Some participants gave feedback afterwards, telling that they knew the feedback given by the constituency was actually a pre-programmed computer program. This could mean that participants simply did not care what 'the computer said' and followed their own negotiation path and did not attach any value to the emotions of their constituency.

Another issue is the possibility of power differences. In this experiment, all participants were appointed the role of treasurer of their sports team. Earlier research of Fiske (1993) showed that the motivation to consider information about other people is reduced by power. De Dreu and Van Kleef (2004) showed that high-power negotiators were unaffected by other's emotions, which could be an explanation for the results of this research. Participants, when giving their feedback, suggested that other team members should be pleased the negotiation even took place, without complaining about the negotiation strategy. This indicates that participants felt they had a higher power level than their team members and, therefore, were unaffected by the emotions the constituency sent out.

Moreover, participants did not form a group in real life. Therefore, group representatives might not feel the need to make a good impression on their constituents.

Future Research

In order to increase both the criterion and the external validity of the experiment, a multi-method design is suggested for future research. Therefore, it is suggested to conduct future research not only in a computer-mediated experiment, but also in a face-to-face experiment. This means that a new study would be carried out outside a laboratory, in a more realistic setting where participants negotiate with actors who are trained to provoke certain emotions. At the same time, trained observers should score the demands and concessions of the participants with standardized forms. Next, results from such an experiment can be compared with results from computer-based experiments. This way, it can be checked whether participants in general do not care about emotions of constituents or that the presence and emotions of 'real' constituents does have an effect on the bargaining behavior of group representatives. Furthermore, to take it one step further, participants could be placed in a FMRI-scan performing negotiation tasks as in this experiment. It would be interesting to see if and to what extent emotional feedback of the constituency would activate certain brain areas of group representatives.

Another suggestion for future research has to do with the time effect found in this study. Looking at the results, it appears that after every negotiation round and, therefore the more feedback the group representative got, results increased towards significance. In future research, it should be tested whether there is a stable influence from the variable 'time'. Based on the present results, it can be expected that by extending negotiation rounds and feedback moments over time, significant effects of constituents' emotions on bargaining behavior of group representatives will be found. In that case the more time a group representative spends with the constituency, the more influence the constituency

will have. Lots of organizations work with project teams that work together for a certain amount of time. If time would have an effect on the influence of emotions displayed by constituents, managers and team members should be aware of this.

In conclusion, although the formulated hypotheses could not be confirmed yet, an interesting time-effect on the effect of constituents' emotions on the bargaining behavior of group representatives was found. Therefore, it would be worthwhile to elaborate further upon this line of research in a way as suggested in a few directions for future research. Results might indicate that the constituency-group representative design has its own dynamics that cannot be derived directly from a one-to-one bargaining setting. Maybe, the suggested designs will yield insights and/or results that could be relevant for both the scientific and the working field.

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Appendix A – Emotional Feedback Expressed by the Constituency

Ronde 1	Boos	Teleurgesteld	Blij
Feedback 1	Ik baal van je bod, ik ben er behoorlijk geïrriteerd door.	Jeetje, wat jammer dat je dit biedt..	Lekker beeeeeeeeezig!
Feedback 2	Het idee alleen al dat je dit bod hebt voorgelegd, maakt me nogal boos!	Ik vind het een nogal teleurstellend bod**.**	Ik sluit me volledig aan bij je bod!
Feedback 3	Ik ben echt enorm gefrustreerd door dit bod!	Ik vind dit bod nogal tegenvallen.	Goed bod! Ik ben blij dat jij ons vertegenwoordigt.
Ronde 2			
Feedback 1	Pfff…. dit bod maakt me boos!!	Ik had het graag anders gezien, want dit bod stelt me teleur…	Top! Ik zeg doen.
Feedback 2	Dit bod maakt me erg pissig.	Ik vind het een nogal teleurstellend bod.	Goed bezig! Ga zo door!
Feedback 3	Hoe haal je het in je hoofd dit te bieden?!	Ik vind jouw bod een afknapper..	Prima! Dit bod maakt me helemaal blij hoor!
Ronde 3			
Feedback 1	Ik word echt heel nijdig van dit bod!	Ik vind het echt een deceptie, dat je dit bod hebt gegeven	Wow! Een beter bod had ik zelf niet kunnen uitbrengen! Helemaal top dus
Feedback 2	Ik begin mij echt te ergeren aan het bod wat je nu uitbrengt	Dat bod is wel een beetje een flop helaas	Laat dat feest maar beginnen! Goed bezig
Feedback 3	Ik begin echt kwaad te worden	Wat een domper, had toch graag een ander bod voorbij zien komen	Ik te springen, dit is een eitje! Ga zo door

Appendix B – Results per Round

	DF	F	p	ŋ²
Round 2				
Emotion	2	.25	.776	.005
Future	1	2.01	.160	.021
Error	92			
Round 3				
Emotion	2	.16	.849	.004
Future	1	1.53	.220	.016
Error	92			
Round 4				
Emotion	2	.82	.446	.017
Future	1	3.35	.070	.035
Error	92			
Round 5				
Emotion	2	2.06	.134	.043
Future	1	4.44	.038*	.046
Error	92			
Round 6				
Emotion	2	2.80	.066	.057
Future	1	4.81	.031*	.050
Error	92			

*Significant at a level of $p \leq .05$.