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## 1. Abstract

Negotiation is the main means for conflict resolution. But little is known about the variables and factors that are related or could have an effect on negotiations. One of these variable indicators is Mindfulness which means the quality or state of being conscious or aware. This study focuses on the association between Mindfulness and negotiation effectiveness, which are “Promotion of Constructive Climate in a Negotiation”, “Substantial Results in a Negotiation” and “Rational Approach to a Negotiation”. Two questionnaires, Mindfulness Attention Awareness Scale (MAAS) and Negotiation Strategy Survey, were used to collect data from 120 individuals, making use of an online survey. Three hypotheses were conducted for the three dimensions respectively, using an OLS regression analysis. Results claimed that mindfulness could be associated with negotiation effectiveness for the first dimension, but in contrast we could not verify our second and third hypotheses, which measures the association of mindfulness on second and third dimension respectively. In conclusion, it may be considered that the negotiator who meditates may be able to promote a more positive atmosphere in a negotiation setting. There is scope for further research in this field, such as looking into other factors that could have an association with negotiation effectiveness.

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## 2. Introduction

People are increasingly confronted with the question of how to cope with conflicting interests. Conflict is part of our reality. It travels across different paths in our life, from international and organizational settings to the most intimate personal areas. And, while it may cause agony for some, for others, its proper resolution promotes their personal and professional development (Pimentel, 2013). Negotiation is one method of resolving such issues. As an everyday vehicle for interpersonal interactions, negotiation has naturally attracted the attention of many scholars who have greatly advanced the understanding of the complex, social and psychological processes involved in a negotiation (Gelfand et al., 2006).

Negotiation was the core of much research and empirical papers of social psychologists in the 1960s and 1970s (Rubin & Brown, 1975). However, the study of negotiation fell out of favour after the cognitive revolution of the late 1970s, which left little place for interpersonal processes. But then in the 1980s, the literature on negotiations saw a resurgence and became one of the schools of management's fastest-growing areas for teaching and research (Bazerman et al., 2000). Then later, researchers with a broader theoretical lens and grounding in social psychology elaborated negotiation as “a social exchange and a focus on financial and/or relational instrumental outcomes” (Kopelman et al., 2012).

Many researchers from other disciplines such as psychology, law, and social sciences have begun to collaborate and develop a better understanding of the concept of negotiations (Bazerman, 2006). The theory in negotiation has focused on the more amorphous, but clearly critical, role of mental and emotional states in influencing human behaviour in conflict situations. According to Munduate & Medina (2013), it is important for one to study how negotiators think and handle situations of conflict, as well as determine the factors that should be considered when evaluating the effectiveness of negotiation meetings. Negotiation efficacy is heavily influenced by psychological factors such as cognitions and biases, personality, motivation, emotions, and inclination to trust (Brett & Thompson, 2016). The effectiveness of a negotiation can also be described by different dimensions, such as promotion of a constructive climate, attempts to obtain substantial results, attempts to influence the balance of power, and exploring avoiding continuum (Mastenbroek, 1989). However, the characteristics that influence negotiation effectiveness still require further research.

Finding its roots in Buddhist psychology, the concept of mindfulness has enjoyed a remarkable surge in popularity during the last decade (Davis & Hayes, 2011). Mindfulness, derived from the ancient Theravaden Buddhist tradition, is a purposeful, nonjudging, moment-to-moment awareness cultivated by meditative practices. Two basic approaches underpin the concept in modern psychology. The first continues to be derived from Eastern traditions that define mindfulness as the awareness that emerges from being in the present moment, paying attention to purpose and being without judgment (Kabat-Zinn, 1990). The second originates from cognitive psychology, which characterizes mindfulness as being open-minded and flexible, welcoming new information and considering more than one view, all

the time remaining sensitive to context and with the present moment. At the heart of each of these descriptions, there are mental processes and attributes that encourage the individual to be fully aware of self and context—flexible, receptive, open, and creative (Langer, 2011). These approaches could create a positive impact on negotiation effectiveness by making communication transparent and understandable. All these are attributes that can theoretically be related to achieving effectiveness in our value negotiation.

Mindfulness and negotiation may have a lot in common. Mindfulness is the discipline and attitude of maintaining a non-judgmental state of complete awareness, and on the other hand, negotiation is a discourse in which people seek a solution to a problem. The discipline of mindfulness could help shift the focus away from the competitive, aggressive, and otherwise stressful aspects of negotiations and could help to derive solutions. In this regard, research like Brach's (2008) shows that incorporating aspects of mindfulness such as attention, awareness, and emotional intelligence into the negotiation process can improve the negotiator's performance and make the experience more satisfying and exciting. When a person approaches a negotiation with attention, positivism, and non-judgment, he or she has a better negotiating experience and can accomplish better results (Alvarez, 2022).

Recently the scholars have been interested in the usefulness of mindfulness for negotiations but have not elaborated on the core of this link (Brach, 2008).

Past studies done by Pérez-Yus et al., (2020) focus on the association of mindfulness and negotiation effectiveness using mediators such as emotional intelligence, ability to listen and personality. While the study done by Masters-Waage et al., (2021) focuses on the association of mindfulness with cooperation in negotiations. Hence, it could be interesting to know whether mindfulness is more important for some of the aspects of negotiation effectiveness. This brings forward the crux of this research paper, a deeper understanding of the link between mindfulness and negotiation effectiveness, by exploring the association of mindfulness on different dimensions of negotiation effectiveness. Therefore, in this thesis the following research question will be answered:

*What is the link between Mindfulness and the different dimensions of Negotiation Effectiveness?*

Specifically, this study will analyse three dimensions, “Promotion of Positive Atmosphere”, “Rational Approach” and “Probability of Substantial Results” in a negotiation setting.

To analyse the association, a survey was conducted, aiming to collect data from 120 participants, a broad spectrum in terms of age, gender, and education level, including people who meditated. The data is collected by a survey between March,2022 and June 2022, after which the study was conducted which took a longer time, to test whether mindfulness has an association with different dimensions of negotiation effectiveness. The Mindfulness Attention Awareness Scale (MAAS) questionnaire is used, to check how mindful people are in their daily lives. As for the assessing negotiation effectiveness, the Negotiation Strategy Questionnaire (Lourenco et al., 2010), drawn from

Mastenbroek (1989) is utilized, that measures negotiation effectiveness using different dimensions of negotiation effectiveness. An OLS regression is used to investigate the relationship between mindfulness and the different dimensions of negotiation, which will also allow the study to control for variables that associated to this relationship.

The scope of this research is comparatively narrow. As this research focuses on specific dimensions of negotiation effectiveness and the association of mindfulness with these dimensions. The focus is more on the psychology part of negotiation effectiveness where the dimensions of interest are different factors that could affect a negotiation setting. These factors include features such as cooperation, rationality, and promotion of joint gains in a negotiation setting. This research paper focuses on how mindfulness improves such features, and hence improves negotiation effectiveness. In case that there is a positive relation between mindfulness and negotiation effectiveness, it can be useful for negotiators to be more mindful or indulge in more mindfulness activities to enhance their ability to negotiate. The results of this research could be very useful for negotiators to improve their negotiation ability.

This research paper starts with a theoretical framework for mindfulness, negotiations, and different dimensions of negotiations and the knowledge of the two combined. After the theoretical analysis, the data and methodology are clarified using the data collected by a survey. The next part of the study explains the data and methodology, where regressions are conducted. The last part of the study consists of the conclusion and discussion which elaborates on the implications and required further study to be done.

### 3. Literature Review

#### 3.1. Mindfulness

Buddhism and other meditative traditions are the origins of mindfulness and have been practiced for a long time (Brown & Ryan, 2003). Mindfulness can be characterized as a person's internal and external awareness, with the focus on what occurs in their outside environment and inside their bodies and minds, without judging these arising thoughts and ideas. "Mindfulness can be considered as both a path and a goal" as stated by Ruedy & Schweitzer (2010). In the words of a Buddhist monk and scholar Nyanaponika Thera, mindfulness is the "unfailing master key for knowing the mind and is thus the starting point; the perfect tool for shaping the mind and is thus the focal point; [and] the lofty manifestation of the achieved freedom of the mind and is thus the culminating point" (Nyanaponika, 1988). This quote simply implies that mindfulness can help an individual to not only get a chance to know their own mind and thoughts, but also shape their mind in such a way that they can think and express themselves much more freely.

More recent studies have also found a connection between mindfulness and the being more creative. According to some, mindfulness increases cognitive abilities like adaptability, curiosity,

attentiveness, and convergent thinking (Ibidem, 2013). In addition, "regular practice of attentive meditation" is claimed to cultivate good qualities like compassion and insight (Ibidem 2004).

A study done by Carmody & Baer (2008) claims that "the practice of mindfulness meditation leads to an increase in mindfulness, which in turn leads to improved well-being of mind and body. The crucial distinction between mindfulness and meditation is that the meditation is a practice while mindfulness is a state of mind". In other words, meditation is but one of the alternatives to achieve and cultivate mindfulness. As stated by the author, "There are various types of meditation practices, such as breath attention, body-scanning, shifting attention to different sensory functions, moment-to-moment experiences, walking meditation, and meditating while eating" (Carmody & Baer, 2008). These different practices could also be adopted to increase the level of mindfulness.

There could be a possibility of enhancing not only an individual's personal but also their professional life, through the practice of mindfulness. Numerous studies indicate that this practice enhances negotiation abilities, which can be highly helpful in one's profession (Brach, 2008; Kuttner, 2008). It was found that as people get more attentive, they become more conscious of their typical patterns, which can help to lessen negative emotions or feelings (Alidina, 2014). Having the ability of being conscious or in the present, helps one to stay away from the worries of past and future (Kabat-Zinn, 1990). One may find it easier to concentrate and listen well if they are in the present. Along with externally focused attention, an increase in internally focused attention may permit greater awareness of one's emotional reactions that arise during a situation of conflict. This, in turn, may allow them to make better decisions from an ethical point of view (Ruedy & Schweitzer, 2010).

In the book *The Mindful Workplace*, the author Chaskalson (2011) sums up that "The practice of mindfulness improves resilience and emotional intelligence by increasing self-awareness and awareness of others, improving interpersonal sensitivity, focus, and communication skills, whilst reducing impulsivity, and increasing one's capacity to hold and manipulate information, thereby increasing one's ability to innovate and be creative". Building on these assumptions and evidence, I now propose to explore the concept of negotiations.

### 3.2. Negotiation

In a world of scarce resources, conflicts will inevitably arise due to the occurrence of mutual interests. Especially in the case of complex societies, interpersonal conflicts are multiplied given the number of interactions an average person engages in everyday life. These conflicts can emerge in any situation and along any path in our lives, from international and organizational settings to the most intimate personal places. Negotiation is one of the most successful tools for resolving such problems. This tool is defined by Munduate & Martinez (2003) as "a method of conflict resolution in which the parties seek to maintain or continue the exchange relationship, but on new agreed foundations or criteria that have not yet been decided." It is seen as important not only in the workplace but also in people's personal life (Pruitt, 2013). There are various factors that affect negotiations which are discussed ahead.



### 3.2.1. Factors Affecting Negotiation

The efficiency of negotiation is determined by several factors, one of which is psychological aspects, which includes emotions that could directly affect the process of negotiation. Emotions are fundamental in every relationship, including negotiations. During a negotiation, a person may feel a range of emotions, including worry, rage, grief, joy, excitement, disappointment, etc. These emotions can have a direct impact on the process, therefore knowing how to deal with them inside can lead to a smoother and potentially more beneficial result (Adler et al., 1998). It is possible that being able to manage such emotions and having a better hold of their emotional intelligence could lead to better negotiation effectiveness (Kelly and Kaminskienė, 2016). Following the research by Barry and Friedman (1998), "Some of the other key factors influencing an individual's approach to conflict and negotiation are personality factors, such as extroversion, conscientiousness, and cooperativeness".

Gender could be a potential factor in negotiations. Previous studies claim that men and women have different perceptions and diverge in their ways of thinking in the process of a negotiation. According to biological arguments, a person's sex could differ their adept to certain skills and have difference in their views and actions. This could impact their decision making in a negotiation. (Boyer et al., 2009). Studies also indicate that age may be a potential factor in a negotiation. They suggest that the probability of a higher joint outcome in a negotiation is higher in the case of young adults compared to older adults. The reasoning behind this is that older adults appear to be more conservative about their priorities, and hence seem to keep their preferences close to the vest. But this is not the case with younger adults, which helps to create a more open-minded atmosphere, and reduces the barrier in communication in a negotiation, and hence increases the chances of a win-win agreement (Kappes et al., 2020). Having the ability to influence such factors, could bring in a positive atmosphere in a negotiation setting with the participants focussing more on maximising joint gains. I would now like to explore the concept of negotiation effectiveness.

### 3.3. Negotiation Effectiveness

An effective negotiation style is explained as a combination of compromise, integration, and domination (Munduate et al, 1999). It can be further elaborated as "a social exchange with a focus on financial and/or relational instrumental goals" (Kopelman et al., 2011).

Research on negotiation effectiveness is still flourishing with focus on economic theory, behavioural decision-making, and cognitive psychology (Kopelman et al., 2011). The literature on negotiation effectiveness is highly influenced by Mastenbroek (1989). Based on the study done by Cunha (2000), the model by Mastenbroek has elaborated effective negotiators as agents, with high levels of flexibility or the ability to adapt to changing circumstances, and whose strategies are grounded in general attitude towards the issues or the opponents in the negotiation setting. An effective negotiator

would not undermine the other side and make it as easy and pleasant as possible, for the negotiation to run smoothly (Byrnes, 1987).

However, negotiation effectiveness does not only relate to the outcomes obtained but can be assessed using different dimensions. These dimensions are elaborated ahead.

### 3.3.1. Dimensions of Negotiation Effectiveness

There are different dimensions of negotiation effectiveness and some of them are explained in the book *Negotiate* by Mastenbroek (1989). The author elaborates five different dimensions, that include, “Exploring Avoiding Continuum”, “Promoting a Positive Atmosphere”, “Attempts to Influence the Balance of Power”, “Attempts to Achieve Constructive Outcome” and “Pursuit of Rational Approach to Negotiations”. These dimensions can be assessed to determine whether a negotiation is effective.

This research paper investigates three of these key dimensions which are, promoting a constructive climate, attempts to obtain substantial outcomes, and a rational approach to negotiations.

First, a key dimension a good negotiator would adopt is to always prefer a positive and constructive climate in a negotiation setting for better and more respectful personal relationships. This entails promotion of a comparatively lesser formal environment during negotiations, by expressing emotions of trust and credibility. This could help in maintaining effective negotiation by avoiding barriers to communication between the parties involved (Mastenbroek, 1989).

The second key dimension is that negotiators should aim at substantial results, which include activities such as tactical and efficient exchange of information, working with concessions from both sides, and mutual support among the parties. The ability to facilitate cooperation by enabling negotiators to effectively modulate their emotions and behaviour based on the negotiation setting. This promotes cooperation between parties and helps in obtaining substantial results (Mastenbroek, 1989).

Third, a negotiator should also adopt the dimension of a rational approach to negotiations. In this approach, negotiators would demonstrate high levels of rationality to avoid the negotiations being compromised by emotions and ego. It is always beneficial to define common aims as the basis of negotiation to establish rationality in negotiations (Mastenbroek, 1989).

### 3.4. Mindfulness and Negotiation Effectiveness

Brach (2008) identified parallels between bargaining and mindfulness meditation philosophy (and its Buddhist basis). He claimed, "when negotiators use mindfulness techniques to negotiate, a form of magic can happen." Studies such as Brach's have discovered that mindfulness, or more precisely, mindfulness ability, has a major effect on negotiation effectiveness. The core of this link is analysed ahead in this section.

Since it is impossible to forecast every conceivable move in a negotiation, Balachandra et al. (2005) claimed that negotiators must be able to assess a situation, become self-aware, listen to what the other side is saying, reflect on it, and take appropriate measures. This helps both the parties to decenter,

or in other terms “step back”, from their instant thoughts and emotions. Having this ability helps the negotiators to focus their minds on the task at hand and cooperate towards a win-win agreement (Masters-Waage et al., 2021).

With respect to emotions, there exists a negative relation between mindfulness and feelings of anxiety and distress. These negative feelings of anxiety make the negotiators more eager to exit negotiations (Kuttner, 2008). Hence the involvement of mindfulness in the process of negotiation can help the negotiators to maximise their satisfaction and be more grounded. Riskin (2002) stated that mindfulness activities can increase awareness and help negotiators break free from anxiety-inducing thinking habits. Hence allowing the negotiators to be comparatively comfortable in a situation of hassle. These findings imply that if negotiators are more mindful, then they may have fewer negative emotions such as anxiety or distress, and hence a lower chance of them quitting a negotiation setting.

Mindfulness refers to a person's internal (knowledge of their thoughts) and external awareness (awareness of what is happening in their environment). And at the same time, it is positively related to empathy, inculcating altruistic motivations which are fuelled by the desire to reduce others' needs or suffering (Pérez-Yus et al., 2020). In a negotiation setting, this motivation increases the desire of working towards improved joint gains. Furthermore, it is demonstrated by the author as to how acceptance without judgment and non-reaction to internal experience allows the negotiator to reflect on adaptive, cognitive, and emotional resources and respond strategically and effectively (Pérez-Yus et al., 2020). This could infuse in the negotiator the ability to get what they truly desire and help them to maintain their stand in a negotiation. This elaborates how mindfulness could be useful in a negotiation setting.

Now, this research will dive into the individual dimensions of negotiation effectiveness, to see whether, mindfulness plays a larger role for some of these dimensions

### 3.5. Mindfulness and Positive Atmosphere in a Negotiation

One of the dimensions mentioned by Mastenbroek (1989) is “promoting a constructive climate” in a negotiation. It is likely that mindfulness can play a role in creating a positive atmosphere during a negotiation setting and the reasoning is explained ahead (Mastenbroek, 1989). Riskin (2002) suggested that negotiators by practicing mindfulness can become more grounded in "mood effects (improved mood), mood-success effect (the association of more successful negotiation with better moods), awareness effects (due to seeing things in more effective ways), and freedom effects (the ability to make choices due to seeing things in more effective ways).”

Being mindful during a negotiation setting may lead to conferring with others to derive some mutual benefit while staying present and focused, without judgment. It helps to adopt an attitude that develops a constructive or positive atmosphere in a negotiation setting, whilst showing focus towards openness to alternatives and consideration of proposals that reflect the goals and interests of both the parties. The stronger one's ability to listen with optimism and sustained attention, the more likely one

has a positive attitude and hence greater satisfaction in a negotiation (Hart et al., 2013). A positive approach in a negotiation inculcated by mindfulness, helps one move away from the competitive, combative, and otherwise stressful ways in which negotiation is often characterised (Alvarez, 2022). Moreover, it may promote a healthy and positive atmosphere which is a key dimension of negotiation effectiveness. Perez-Yus et al. (2020) studied the relationship between mindfulness and negotiation effectiveness for a sample of 94 participants. Their studies show that meditators were more effective in obtaining a constructive climate in a negotiation setting. This strengthens our assumption and claims for this hypothesis, and hence it can be expected that the two variables have an association.

Given the assumptions and evidence explained, it can be said that being more mindful could bring in a positive atmosphere in a negotiation setting, which brings forward the first hypothesis:

**Hypothesis 1 (H1) - *Mindfulness is positively associated with a positive atmosphere in a negotiation.***

### 3.6. Mindfulness and Higher Probability of Substantial Results in a Negotiation

The second dimension of negotiation is described as “attempts to obtain substantial results.” This dimension reflects the desire to achieve equitable results as one of the ultimate goals in a negotiation (Mastenbroek, 1989). Here the aim of the negotiators is to maximise the joint utility in a negotiation.

Studies claim that a mindfulness increases a negotiator’s ability to seek integrative gains by enhancing their tendency to be more cooperative (Bazerman, 2006). Derived from cognitive psychology, mindfulness is characterised as being open-minded and cooperative, that considers more than one view, and at the same time remaining sensitive to context and the present moment (Langer, 2011). This helps to induce cooperation among parties and makes the negotiation process smoother. The greater the level of cooperation, greater the possibility of a pareto efficient outcome or in other words greater probability of joint gains (Masters-Waage et al., 2021).

Van de Hurk et al. (2011) investigated the practice of mindfulness and concluded that the practice of mindfulness is positively related to openness and extraversion. This may lead to honesty and efficient exchange of information between the parties, which is crucial in a negotiation setting. Thus, in such negotiation situations, this manifests a greater likelihood of achieving win-win agreements, increasing possibility of joint gains, and can be operationalised as the degree of equality of the agreement (Van Lange, 1999).

It can be concluded that the more mindful the negotiators are, more the chances of better exchange of information and greater cooperation in a negotiation, hence substantial results in a negotiation. This brings in the second hypothesis of this study:

**Hypothesis 2 (H2):** *Mindfulness is positively associated with higher probability of substantial results in a negotiation.*

### 3.7. Mindfulness and Rational Approach in Negotiation

The third dimension of negotiation effectiveness is pursuit of “rational approach to negotiations.” In this approach, negotiators demonstrate a high level of rationality to avoid the negotiation from being compromised by emotion and ego and try to maximise their utilities (Mastenbroek, 1989). Negotiating rationally involves choosing the best option among all the choices resulting in a preferred outcome and at the same time reaching an agreement where both the parties are satisfied.

Recurrent worries or thoughts about the future or the past usually divert a person's focus away from the present moment. A negotiator's ability to observe and identify their emotional display and its effect on the other negotiator, offers important insights that can be used to frame a response in a negotiation setting (Thompson & Loewenstein, 1992).

Effective negotiating requires listening to the other party without interruption and being aware of emotions, body language, and tone of voice to obtain the entire picture. Approaching a negotiation in a rational perspective prevents the negotiation from being compromised by one's emotion and ego (Bazerman, 2000). The ability to manage such emotions and be rational may be a key aspect for any negotiator to maximise their utility. And one way to achieve this could be by the practice of mindfulness. The practice of mindfulness helps one achieve a reasonable state of mind, which may help one approach a situation more logically and rationally, one who attends to facts, and plans responsive behaviour with a purpose (Bazerman, 2000). As a result, negotiators that are more mindful may be able to make better decisions about whether to accept a certain offer or not.

Based on the findings above, it can be claimed that the practice of mindfulness could make negotiators more aware of their emotions and therefore attempts to bring rationality in negotiations. This brings forward the third and final hypothesis of this research:

**Hypothesis 3 (H3):** *Mindfulness is positively associated with a rational approach in negotiations.*

## 4. Materials and Methodology

### 4.1. Sample and Procedure

A cross-sectional survey is conducted between March 2022 to July 2022.

A targeted population was formulated with a broad spectrum in terms of age, gender, and education level, including people who meditated. The inclusion criteria for the experiment were: subjects were to

be over age 18; who understand both written and spoken English and the subjects gave their informed consent.

Participants were selected on a random basis, making use of online sources such as Instagram, Facebook and WhatsApp, or contacting participants in person. The seven-minute survey was distributed using these social media platforms and could be answered using a mobile phone or a computer. Subjects were invited to participate, ensuring no statistical differences between meditators and non-meditators regarding socio-demographic variables. All participants meeting the inclusion/exclusion criteria and answering the questionnaires were included in the study. The final sample consisted of 130 participants, including 64 men and 60 women, with a mean age of 30.77 years (SD: 13.81). The online software of Qualtrics was utilized to prepare and share the survey. The survey consisted of questions on mindfulness, negotiation effectiveness and socio-demographic questions, which focus on the participant's gender, age, and educational qualification.

#### 4.1.1. Correlation Analysis

A correlation study is done to see how the variables relate to each other one-on-one and to detect if there is a problem of multicollinearity in the model. Table 1 indicates the correlation matrix of the variables in the analysis. Based on the results it can be stated that all the correlations are below 0.7, and hence there exists no multicollinearity. This implies that our independent variable, Mindfulness, can be effectively used to predict or understand the dependent variables, the dimensions of Negotiation Effectiveness for the three hypotheses. This also means that our confidence intervals produce reliable probabilities in terms of the association of Mindfulness (independent variable) in the model.

Table 1: *Correlation Analysis of the variables of interest in the cross-sectional model*

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(1) Positive Atmosphere	1.00									
(2) Substantial Results	0.54***	1.00								
(3) Rationality	0.53***	0.63***	1.00							
(4) Mindfulness	0.23**	0.13	0.07	1.00						
(5) Age	0.00	-0.01	0.00	-0.22**	1.00					
(6) Gender	0.07	-0.16*	-0.07	0.20**	-0.14	1.00				
(7) Education	0.11	0.13	0.18**	0.07	-0.08	0.12	1.00			
(8) Region	0.13	0.08	0.08	0.13	-0.30***	-0.01	0.08	1.00		
(9) Meditate	0.18**	-0.01	0.11	-0.04	-0.01	0.25***	0.01	0.01	1.00	
(10) Negotiate	0.02	0.04	0.12	0.06	-0.12	0.03	-0.04	-0.02	0.00	1.00

Note:  $N = 120$  \*\*\*  $p < 0.01$ , \*\*  $p < 0.05$ , \*  $p < 0.01$

## 4.2. Variables

### 4.2.1. Mindfulness

Mindfulness is measured using the Mindfulness Attention Awareness Scale (MAAS) (Brown & Ryan, 2003, p. 824). As explained by the author, "MAAS is a self-report scale that evaluates how mindful an individual is". It comprises of 14 items as given in Table 11 (Appendix) and is "focused on the presence or absence of attention to and awareness of what is occurring in the present rather than on attributes such as acceptance, trust, empathy, gratitude" (Brown & Ryan, 2003)". The validity of the MAAS has been proven by Brown and Ryan (2003) through reliability analyses of the construct, resulted in a Cronbach's alpha of 0.844. This indicates that there exists internal consistency in the survey. This variable has a distribution close to normal distribution.

Studies such as Masters-Waage et al. (2021), make use of the questionnaire Mindfulness Attention and Awareness Scale (MAAS) to measure how mindful the participants were, which helped them find an association between mindfulness and negotiation effectiveness. This research also follows the same method, and the MAAS questionnaire is utilised to test the level of mindfulness of the participants in the study.

The data is collected from the responses of the MAAS questionnaire which comprises 15 statements as given under q measured originally on a 5-point Likert scale ranging from (completely disagree (1) to completely agree (5)) (Brown & Ryan, 2003). Scores are assigned to different questions, with a higher score meaning (completely agree = 1 point, completely disagree = 5 points) the individual is more mindful. A score for each individual is calculated by summing the scores on the 15 items, where the highest and the lowest scores are 75 and 5 points respectively. This brings the independent variable (X) for this study, Mindfulness(X). A higher score here implies the individual is more mindful.

### 4.2.2. Negotiation Effectiveness

The study done by Pérez-Yus et al. (2020), uses the scale, "Negotiation Strategy Scale", to find the level of negotiation effectiveness of the participants. The author makes use of mediating variables such as emotional intelligence and the ability to listen, to analyse the association between mindfulness and negotiation effectiveness. This is different from my research paper, as my paper focusses on the association of mindfulness with dimensions of negotiation effectiveness without the use of mediators, making the study more precise and direct.

Negotiation effectiveness is measured using the scale "Negotiation Strategy Scale". This is a questionnaire that measures a person's negotiation effectiveness (Lourenco et al., 2010). The research conducted is done using three of the dimensions out of all the dimensions of negotiation as explained in the Negotiation Strategy scale. The different dimensions of negotiation strategy used in this research include - promoting a constructive climate, attempts to obtain substantial results, and pursuit of rational approach to negotiations. The Cronbach alpha for each of these dimensions is 0.767, 0.680, and 0.52, respectively. Except for the sub-scale "pursuit of rational approach to negotiations", which indicates

low consistency (Mastenbroek, 1989). The Negotiation Strategy survey includes different dimensions of negotiation, with other studies finding a Global Cronbach's alpha of 0.807 (Lourenco et al., 2010).

The dimension "Positive Atmosphere in a Negotiation" is comprised of twelve items as mentioned under Table 12 (Appendix), represent the dimension "promoting a constructive climate" (Mastenbroek, 1989, p. 35). The items measure participants' attitudes and strategies for developing a constructive or positive atmosphere for negotiations; specifically, openness to alternatives and consideration of proposals that reflect the goals and interests of other parties. This gives the first dependent variable, *Positive Atmosphere* (Y1). This variable will be used to test the first hypothesis (H1). This variable has a distribution close to normal distribution.

The second dimension "Substantial Results in a Negotiation" comprises of seven items as mentioned under Table 13 (Appendix) corresponding to Mastenbroek's (1989, p. 18) dimension of "attempts to obtain substantial results" that indicates cooperation in negotiations. These items reflect the desire to achieve equitable results as the goal of negotiation, which elaborates the second dependent variable, *Substantial Results* (Y2). This variable would be used to test the second hypothesis (H2). This variable has a distribution close to normal distribution.

The third factor "Rational Approach" is comprised of five items as mentioned under Table 14 (Appendix) reflect the dimension of a "rational approach to negotiation", in this case, taken from research by Bazerman (1992). In this approach, negotiators demonstrate a high level of rationality to prevent the negotiation from being compromised by emotion and ego (Cunha, 2000). These items reflect an analytical stance, where negotiators seek to identify common aims between both parties as a basis for negotiation. This introduces the third and last dependent variable for this analysis, *Rationality* (Y3), which will be used to test the third hypothesis (H3). This variable has a distribution close to normal distribution.

All the items of the Negotiation Strategy Scale are measured using a Likert scale between 1 (completely disagree) and 5 (completely agree). A score for each individual for each dimension can be obtained by summing up the corresponding items and also a total score, that results from the sum of each sub-scale. Hence, the minimum and maximum scores for each dimension are, substantive results and constructive climate, between 11 and 55; balance of power, between 10 and 50; and procedural flexibility, between 8 and 40 points. The total score of the scale ranges between 23 and 115 points. A higher score implies higher negotiation effectiveness for that individual.

#### 4.2.3. Control Variables

Study by Pérez-Yus et al. (2020), makes use of several socio-demographic variables such as gender, age, ethnicity, whether the participants have children and ability to read and write. Following this study, the most relevant control variables were utilised for this study as well.

A variety of control variables will be measured in addition to the dependent and independent variables to adjust for numerous influences. These control variables are found important as the



association of mindfulness with the different dimensions of negotiation effectiveness, could differ based on gender, age, ethnicity, education level, and their level of experience with negotiations and mindfulness. These control variables were measured as follows:

Gender	Denotes if the person is male or female. This is measured using a binary variable, which is equal to 1 if male and 0 otherwise.
Age	Determines the age of the individual in the sample. A continuous variable based on the number of years of age of an individual in the sample is used.
Education	This variable determines the educational qualification of the participant is used. Subjects could answer three questions: did not attend school, high school or undergraduate/postgraduate. <i>Education</i> will be included as a categorical variable, making dummy variables for the three categories.
Region	This variable determines the place of origin of the participant is used. Subjects could answer three questions: Asia Pacific, Europe or Others. <i>Region</i> will be included as a categorical variable, making dummy variables for the three categories.
Meditate	This variable determines the how many times an individual in the sample meditates. Subjects could answer the question in four ways: Never, Sometimes, Often and Very often. <i>Meditate</i> will be included as a categorical variable, making dummy variables for the four options.
Negotiate	This variable determines the how many times an individual is in a negotiation setting. Subjects could answer the question in four ways: Never, Sometimes, Often and Very often. <i>Negotiate</i> will be included as a categorical variable, making dummy variables for the four options.

#### 4.3. Methodology

OLS regression analyses are conducted to investigate the relationship between mindfulness and the different dimensions of negotiation, which will allow the study to control for variables that may have an effect on this relationship. We run two models for each hypothesis, one model with and one

without the control variables. This is done to check whether the control variables affect the relationship that is studied.

Robustness test will also be conducted to confirm our assumptions in the model. The robustness test is based on gender differences, meaning the association of the independent variable on the dependent variable is seen separately for males and females. This is done to check if the results are sensitive to subsamples. This was done because, past studies claim that the association of mindfulness with negotiation effectiveness can be different for males and females, where a mindfulness intervention is generally expected to have a greater effect on females compared to males because females tend to be more engaging about such interventions and have a greater belief compared to males (Bluth, Roberson & Girdler, 2017). Therefore, it could be interesting to see whether mindfulness is more strongly related to negotiation effectiveness for females compared to males. The results of the robustness test are mentioned in the results section for each hypothesis.

All the analyses are conducted on the statistical software STATA.

#### 4.4. Descriptive Statistics

##### 4.4.1. Characteristics of Sample

This research makes use of three dependent variables, one independent variable, and six control variables. Table 2 presents the summary statistics of these variables.

*Mindfulness* has an average value of 39.78 and a standard deviation of 7.99. A minimum score of 20 and a maximum score of 64 have been obtained among the participants of the sample. The first dimension “Positive Atmosphere in a Negotiation” has a mean value of 41.57, and a standard deviation of 4.34, with a minimum and maximum value of 28 and 53 respectively. The second dimension “Substantial Results in a Negotiation“ has a mean value of 28.12, and a standard deviation of 3.2, with a minimum and maximum value of 20 and 35 respectively. The final dimension “Rational Approach in Negotiations” has a mean value of 19.44, and a standard deviation of 2.51, with a minimum and maximum value of 12 and 25 respectively.

Table 2: Descriptive Statistics of the variables of interest in the cross-sectional model

	N	Mean	Std. Dev.	variance	min	max
Positive Atmosphere	120	41.57	4.34	18.85	28	53
Substantial Results	120	28.12	3.20	10.22	20	35
Rationality	120	19.44	2.51	6.3	12	25
Mindfulness	120	39.78	7.99	63.78	20	64
Age	120	30.77	13.81	190.75	18	69
Education	120	1.88	0.38	.14	0	2
Meditate	120	1.96	0.91	.83	1	4
Negotiate	120	2.33	0.71	.51	1	4

Note: All variables used in the analysis and their frequencies; mean; standard deviation; minimum value; maximum value.

The descriptive of the control variables are also elaborated and the tabular results are presented below. Based on the results, for the categorical variable *Education* (Table 6), 10.83% of the participants had an educational level of high school or have no educational qualification and the rest 88.66% with undergraduate or postgraduate educational qualification. For the variable *Region* (Table 7), 59% of the participants were from Asia Pacific region, 37% from Europe, and the rest 4% from the other regions. As for the categorical variable *Gender* (Table 8), 54% of the participants were females and the rest 46% were males. For the categorical variable, *Negotiate* (Table 9), 7% of the participants have experienced a negotiation setting, 59% have had some experience, 27% have often been a part of a negotiation and the rest 7% have very often experienced a negotiation setting. For the categorical variable *Meditate* (Table 10), 33% of the participants have never meditated, 47.5% of them meditate sometimes, 9% meditate often and the rest 10% meditate very often.

Table 6: Tabulation of Education

Education	Freq.	Percent	Cum.
High School or Did not Attend School	13	10.83	10.83
Undergraduate / Postgraduate	107	89.17	100.00
Total	120	100.00	

*Table 7: Tabulation of Region*

Region	Freq.	Percent	Cum.
Asia Pacific	57	58.76	58.76
Europe	36	37.11	95.88
Others	4	4.13	100
Total	97	100.00	

*Table 8: Tabulation of Gender*

Gender	Freq.	Percent	Cum.
Female	59	49.17	49.17
Male	61	50.83	100.00
Total	120	100.00	

*Table 9: Tabulation of Negotiate*

Negotiate	Freq.	Percent	Cum.
Never	9	7.50	7.50
Sometimes	71	59.17	66.67
Often	32	26.67	93.33
Very Often	8	6.67	100.00
Total	120	100.00	

*Table 10: Tabulation of Meditate*

Meditate	Freq.	Percent	Cum.
Never	40	33.33	33.33
Sometimes	57	47.50	80.83
Often	11	9.17	90.00
Very Often	12	10.00	100.00
Total	120	100.00	

## 5. Results

This part contains the results of the paper. They indicate whether the hypotheses are accepted or rejected. The results of the specific robustness checks are also mentioned.

### 5.1. Testing the Hypotheses

Table 3 shows the results of the OLS regression analyses. For each Negotiation effectiveness dimension two regression models were estimated, one with and one without the control variables.

Table 3: OLS Regression analyses with the dimensions of Negotiation Effectiveness as the dependent variable. The standard errors are in parentheses.

Variables	(1) Positive Atmosphere	(2) Positive Atmosphere	(3) Substantial Results	(4) Substantial Results	(5) Rationality	(6) Rationality
Mindfulness	0.127** [0.057]	0.133** [0.058]	0.052 [0.043]	0.082 [0.051]	0.070 [0.029]	0.117 [0.035]
Age		0.028 [0.033]		0.012 [0.027]		0.004 [0.022]
Gender		0.057 [0.846]		-1.182* [0.611]		-0.666 [0.509]
Education Undergraduate or Postgraduate		1.086 [1.236]		0.181 [0.919]		0.612 [0.532]
Region Europe		0.213 [0.939]		0.751 [0.694]		-0.142 [0.550]
Others		1.904 [2.380]		-1.657 [1.087]		1.108 [1.855]
Meditate Sometimes		-1.155 [0.992]		-0.416 [0.717]		0.220 [0.571]
Often		0.203 [1.274]		0.264 [0.974]		1.173 [0.724]
Very Often		3.151** [1.209]		0.499 [1.303]		0.880 [0.918]
Negotiate Sometimes		2.433** [0.944]		1.563 [1.139]		0.884 [0.919]
Often		1.440 [1.103]		0.985 [1.257]		0.828 [1.008]
Very Often		2.913** [1.184]		1.959 [1.326]		2.126* [1.194]
Constant	36.515*** [2.381]	32.427*** [2.342]	26.041*** [1.770]	23.594*** [2.365]	18.553*** [1.192]	16.693*** [1.797]
Observations	120	120	120	120	120	120
R-squared	0.055	0.198	0.017	0.128	0.005	0.129
Robust Standard Errors	Yes	Yes	Yes	Yes	Yes	Yes
Controls	No	Yes	No	Yes	No	Yes

Note: Columns (1); (3); (5) are the regression models without the control variables for Hypothesis 1, Hypothesis 2, Hypothesis 3, respectively. Columns (2); (4); (6) are the regression models with the control variables Hypothesis 1, Hypothesis 2, Hypothesis 3, respectively. \*\*\*  $p < 0.01$ , \*\*  $p < 0.05$ , \*  $p < 0.01$

### 5.1.1. Hypothesis 1 - Positive atmosphere in a Negotiation

This hypothesis elaborates on the association between *Mindfulness* and the dimension

“Positive atmosphere in a Negotiation”, which is represented by *Positive atmosphere*. The results are presented in columns (1) and (2) of Table 3, where column (1) is the model without the control variables.

The results of the regression model without the control variables show a positive and significant coefficient for the variable of interest. It is observed that the coefficient value of our variable of

interest, *Mindfulness*, does not change in terms of direction or significance after adding the control variables.

The coefficient of our independent variable, *Mindfulness*, in column (2), is 0.13 units. This coefficient is positive and significant. This implies, an increase of one unit of score in the level of mindfulness is on average associated with an increase in one's score of negotiation effectiveness for the dimension "Positive atmosphere in a Negotiation" by 0.13 units, *ceteris paribus*. This effect is significant at the 5% significance level. This is in line with our first hypothesis (H1), and hence we do not reject the null hypothesis. These results are also similar to the results of the study done by Pérez-Yus et al. (2020), where the results stated a positive association between mindfulness and a positive atmosphere in negotiations.

As for the control variables, we see that variables *Meditate* and *Negotiate* have a significant association with the dimension "Positive atmosphere in a Negotiation" of Negotiation Effectiveness.

The coefficient of *Meditate* is positive and significant. According to the results, being an individual who meditates very often compared to an individual who never meditates, the score of negotiation effectiveness for the dimension "Positive atmosphere in a negotiation" increases by 3.15 units, *ceteris paribus*. This effect is significant at the 5% significance level.

The coefficient of *Negotiate* is also positive and significant for category "Sometimes" and "Very Often". According to the results for an individual who sometimes or very often is involved in a negotiation setting compared to an individual who has had no experience with negotiations, , the score of negotiation effectiveness for the dimension "Positive atmosphere in a Negotiation" increases by 2.91 units *ceteris paribus*. This effect is significant at the 5% significance level.

#### 5.1.2. Hypothesis 2 - Substantial Results in a Negotiation

This hypothesis elaborates on the association between Mindfulness and the dimension "Substantial Results in a Negotiation", which is represented by *Substantial Results*. The result is constituted in columns (3) and (4) of Table 3, where column (3) is the model without the control variables. The results of the regression model without the control variables show a positive coefficient for the variable of interest. It is observed that the coefficient value of our variable of interest, *Mindfulness*, does not change in terms of direction or significance after adding the control variables.

The coefficient of our *Mindfulness*, in Column (4) is 0.08 units and is not significant at the 5% significance level. This is not in line with our hypothesis, hence rejecting the second null hypothesis. These results are similar to the results of the study done by Pérez-Yus et al. (2020), where there existed an insignificant association between mindfulness and the dimension "Substantial Results in a Negotiation" of negotiation effectiveness.

As for the control variables, we see that the variable *Gender* has a significant association with the dimension "Substantial Results in a Negotiation" of Negotiation Effectiveness. Based on the results,

being male compared to being a female, is related to an increase in the score of negotiation effectiveness for the dimension “Substantial Results in a Negotiation” increases by 1.18 units, *ceteris paribus*. This effect is significant at the 1% significance level.

### 5.1.3. Hypothesis 3 - Rational Approach in Negotiations

The third hypothesis elaborates on the association between *Mindfulness* and the dimension “Rational Approach in Negotiations”, which is represented by Rationality. The result is constituted in columns (5) and (6) of Table 3, where column (5) is the model without the control variables. The results of the regression model without the control variables show an insignificant positive coefficient for the variable of interest. It is observed that the coefficient value of our variable of interest, *Mindfulness*, does not change in terms of direction or significance after adding the control variables.

The coefficient of our independent variable, *Mindfulness*, in column (6) is 0.03 units. This coefficient is positive and insignificant at the 5% significance level. This is not in line with our third hypothesis, and hence we reject the third null hypothesis.

As for the control variables, we see that the variable *Negotiate* has a significant association with the third dimension “Rational Approach in Negotiations” of Negotiation Effectiveness.

According to the results for an individual who is very often involved in a negotiation setting compared to an individual who has no experience with negotiations, the score of the dimension “Rational Approach in Negotiations” increases by 2.13 units, *ceteris paribus*. This effect is significant at the 1% significance level.

## 5.2. Robustness Test

Robustness tests are also conducted to check whether the relationships differ across sub-samples.

The first robustness check is done to see the relationships for males and females separately. Based on the results for hypothesis 1 in Table 4 (Appendix), we see that for the sub-sample with only males (Column (1)), the coefficient direction and significance are the same compared to the main regression analysis of the first hypothesis. This strengthens our assumption of the first hypothesis. But this is not the case for the sub-sample with only females, as seen in Table 4, column (2) (Appendix). It can be concluded that our results persist for a sub-sample with only males, but our first null hypothesis does not hold true in case the sample has only females. The second robustness check is done to compare meditators and non-meditators in the sample. The results are elaborated in Table 5 (Appendix), where it shows that the effect for meditators (column 1) is insignificant. But as for the non-meditators (Column (4)), the effect is significant at the 5% significance level. But since the sub-sample size is limited in size, this may affect the possibility to find statistically significant outcomes.

Based on the results for hypothesis 2 in Table 4 (Appendix), we see that for the sub-sample with only males (Column (3)), the coefficient direction is the same compared to the main analysis of the second hypothesis. It is the same case for the sub-sample with only females, as seen in Table 4,

column (4) (Appendix). The second robustness check is done to compare meditators and non-meditators in the sample. The results are elaborated in Table 5 (Appendix), where it shows that the effect for meditators (column 2) and non-meditators (column (5)) are insignificant. It can be concluded that our results persist compared to the results of the main regression of the second hypothesis, hence strengthening our analysis. But since the sub-sample size is limited in size, this may affect the possibility to find statistically significant outcomes. It can be concluded that our results persist for both the sub-samples, only males and only females, hence strengthening the lack of findings or results for the second hypothesis.

As for the results of the third hypothesis (H3) in Table 4 (Appendix), we see that for the sub-sample with only males (Column (5)), the coefficient direction is similar to the main regression results for the third hypothesis. But the results for sub-sample with only females is not similar to the main results of our third hypothesis. The second robustness check is done to compare meditators and non-meditators in the sample. The results in Table 5 (Appendix), elaborate an insignificant association for both the subsamples, meditators (Column (3)) and nonmediators (Column (6)). It can be concluded that our results persist compared to the results of the main regression of the second hypothesis, hence strengthening our analysis.

The study done by Pérez-Yus et al. (2020) follows a similar procedure of analysing the association separately for meditators and non-meditators, but the results were somewhat different. The author of the study elaborated a significant association between mindfulness and the negotiation effectiveness for the sample with meditators, but insignificant for non-meditators.

## 6. Discussion

There have been some studies conducted in the past to analyse the association between mindfulness and negotiation effectiveness. Some of these studies include Pérez-Yus et al. (2020) and Masters-Waage et al. (2021). The authors of these studies concluded that negotiators who meditate could lead to more cooperation and a more constructive climate in a negotiation, and thereby increasing the effectiveness of negotiations. Their results stated that “Mindfulness can lead to increased capacity for observation and awareness of the physical stimuli, thoughts, feelings, and bodily sensations, and including their own interests and those of others in a negotiation process” (Baer et al., 2006). This fosters a constructive climate of cheerfulness and more openness in negotiations. The results of this research is in line with the results of these past studies mentioned above.

This research looks into a topic that is yet to be elaborated and hints at certain aspects of negotiations that can be very useful for individuals in a negotiation setting. It is one of the first to analyze the relationship between the mindfulness and its association with specific dimensions of negotiation effectiveness. A survey was conducted to investigate whether people who are more mindful have a better negotiation effectiveness. A cross-sectional study was conducted, where the participants asked to



answer a survey that consisted of two questionnaires, the Mindfulness Attention and Awareness Scale (MAAS) and Negotiation Strategy Scale, which measures the level of mindfulness and the negotiation effectiveness respectively. The responses to the survey were converted into scores for quantitative analysis, and an OLS regression was conducted to analyze the relationship.

Based on the results obtained, it can be summarised that being more mindful is associated with a more positive climate during a negotiation. This is in line with my expectation, as stated for the first hypothesis, based on the significant results of the regression analysis. A more positive climate during a negotiation increases openness in communication and instils sustained attention, for both parties as mentioned in the previous chapters. This could lead to effective negotiating and greater joint gains, and hence more satisfaction for both parties.

As for the second hypothesis, the results were somewhat different. It is observed that the relationship is positive and that this association is insignificant. This is not in line with my expectation, as stated in the second hypothesis, of an increase in the probability of substantial gains with the increase of the level of mindfulness.

For the third hypothesis, the results were similar to the second hypothesis. The results elaborated a positive relationship, but were observed to be insignificant. This is also not in line with my expectation, as stated in the third hypotheses, of more rationality in a negotiation associated with mindfulness.

It can be stated that mindfulness may be an asset for those who negotiate often, given that there is an association of mindfulness with a positive atmosphere in a negotiation setting. More the mindful the negotiators are, more the possibility of successful communication and bargaining, and therefore greater the satisfaction level of the parties involved in the negotiation setting.

## 7. Limitations

This study comes with various limitations. The first limitation is the design of the study i.e. the cross-sectional study as the causality cannot be inferred. A cross-sectional study gives a link between the variables but cannot entirely be determined. It tells researchers about differences and associations, but does not explain whether one variable causes the other.

The second limitation is the sample size of this study, as it is comparatively small. A reduced sample size increases the margin of error and lowers the power of a study. If research is constrained to a small sample size for economic or logistic reasons, the results may be less conclusive, as it reduces the ability to avoid Type II errors, making our results misleading. Small sample size could also be a barrier during robustness analysis, when trying to compare two sub-samples. Sub-samples can be get really small and hence may not give the desired results. Hence, it could be necessary to have a larger data collection and sample size for precise results. Studies with larger sample sizes permit greater statistical analysis and may help to shed additional light on this subject of study.

The third limitation is the omission of control variables. Various variables were controlled for this relationship, including age, gender, education level, nationality, and level of contact with mindfulness practices and negotiations. But there is a high possibility that the model did not control for other important variables that may have been associated with our dependent and independent variables. One of these variables could be mental health issues. People with the problem of retaining information or problems similar to ADHD, could have an inverse effect of their negotiation skills and level of mindfulness. Hence there are factors that could have an effect on the level of negotiation effectiveness and mindfulness, and it is important to take account of all these factors for definitive results.

Another important limitation of this research was the data collection by using an online survey. Using this method of data collection could lead to limited respondent availability that causes a lack in the representativeness of the sample. This means that an online survey may not be able to capture a large enough sample, which could accurately represent the characteristics of a large population. There is also a problem of response bias, meaning respondents may not want to provide honest answers due to the fear of being judged or due to basic response fatigue. This could lead to inefficient data collection, and hence biased results. Hence, it is important to be more attentive to the size of the audience a survey could capture, for a larger sample size, or find a more efficient way of data collection such as online database.

Given the growing interest towards mindfulness practices at workplaces, this field of research could be very valuable. I believe there is a lot of scope of research in the field of mindfulness and negotiations. Future research could be done on the most effective practice of mindfulness, that has the maximum impact on negotiation effectiveness. Studies could also be conducted to analyse the association of mindfulness with different kinds of negotiation, such as integrative negotiations, distributive negotiations, team negotiation and multiparty negotiations, to analyse how mindfulness is associated with each negotiation type. Studies should be done with larger sample sizes that would permit greater statistical analysis, which could help to shed more light on this field of research.

## 8. Conclusion

Negotiation is something that is inherent in any human interaction. Everyone is bound to interact with another party excluding mutual needs, we all negotiate (Fisher & Ury, 2012). In this thesis, I expected that having the ability to negotiate in a state of awareness and being more mindful enables better negotiation outcomes by bringing in rationality, a positive atmosphere, and a motive of increasing the probability of joint gains, in a negotiation setting. In conclusion, it may be considered that the negotiator who meditates may be able to promote a more positive atmosphere in a negotiation setting. This atmosphere could be achieved by increasing transparency and removing the barriers to communication, and consider proposals that are in the interest of both the parties, for maximum joint gains.

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10. Appendix

Table 4: Robustness Check 1 including control variables for sub-samples with only male and only female

Variables	(1)	(2)	(3)	(4)	(5)	(6)
	Positive atmosphere	Rationality (Male)	Utility Maximization	Positive atmosphere	Rationality (Female)	Utility Maximization
Mindfulness	0.193** [0.078]	0.102 [0.070]	0.052 [0.049]	0.020 [0.104]	0.002 [0.089]	-0.036 [0.060]
Observations	61	61	61	59	59	59
R-squared	0.434	0.212	0.330	0.127	0.171	0.178
Robust Standard Errors	Yes	Yes	Yes	Yes	Yes	Yes

Robust standard errors in brackets  
 \*\*\*  $p < 0.01$ , \*\*  $p < 0.05$ , \*  $p < 0.1$

Table 5: Robustness Check 1 including control variables for sub-samples with Meditators and Non-Meditators

VARIABLES	(1)	(2)	(3)	(4)	(5)	(6)
	Negotiation1	Negotiation2	Negotiation3	Negotiation1	Negotiation2	Negotiation3
	Meditators			Non-Meditators		
Mindfulness	-0.066 [0.170]	0.068 [0.243]	0.487 [0.550]	0.170** [0.069]	0.082 [0.055]	0.023 [0.042]
Constant	54.120*** [8.346]	20.230 [11.696]	-21.046 [40.703]	30.113*** [2.704]	23.542*** [2.511]	17.478*** [2.085]
Observations	23	23	23	97	97	97
R-squared	0.568	0.315	0.275	0.131	0.111	0.110
Robust Standard Errors	Yes	Yes	Yes	Yes	Yes	Yes

Robust standard errors in brackets  
 \*\*\*  $p < 0.01$ , \*\*  $p < 0.05$ , \*  $p < 0.1$ whsp

Table 11: Mindfulness Attention and Awareness Scale (MAAS)

	Completely Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Completely Agree (5)
<p>I could be experiencing some emotion and not be conscious of it until sometime later.</p> <p>I break or spill things because of carelessness, not paying attention, or thinking of something else.</p> <p>I find it difficult to stay focused on what's happening in the present.</p> <p>I tend to walk quickly to get where I'm going without paying attention to what I experience along the way.</p> <p>I tend not to notice feelings of physical tension or discomfort until they really grab my attention.</p> <p>I forget a person's name almost as soon as I've been told it for the first time.</p> <p>It seems I am "running on automatic," without much awareness of what I'm doing.</p> <p>I rush through activities without being really attentive to them.</p> <p>I get so focused on the goal I want to achieve that I lose touch with what I'm doing right now to get there.</p> <p>I do jobs or tasks automatically, without being aware of what I'm doing.</p> <p>I find myself listening to someone with one ear, doing something else at the same time.</p> <p>I drive places on 'automatic pilot' and then wonder why I went there.</p> <p>I find myself preoccupied with the future or the past.</p> <p>I find myself doing things without paying attention.</p> <p>I snack without being aware that I'm eating.</p>					



Table 12: *First Dimension “Promoting a Positive Climate” of the Negotiation Strategy Scale*

	Completely Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Completely Agree (5)
<p>It is best to create a sense of security among negotiators to obtain a satisfactory agreement for the long term</p> <p>I make an attempt to be flexible in reaching an agreement without forgetting my own goals</p> <p>It is important to establish a good relationship with your opponents, showing that one is banking on mutual trust</p> <p>I congratulate my opponents if they make a good point</p> <p>I try to probe my opponents' interests in order to identify their priorities</p> <p>Before the beginning of negotiations, or during the breaks, I try to create a relaxed atmosphere with my opponents by making small talk</p> <p>I try to congratulate my opponents about the positive aspects of their ideas, presentation, behaviour, etc.</p> <p>When a deadlock arises, it is useful to ask for a break in order to discuss the subject in a less formal way</p>					

*Table 13: Second Dimension “Attempts to Obtain Substantial Results “ of the Negotiation Strategy Scale*

	Completely Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Completely Agree (5)
<p>It is important to understand the underlying interests of both parties in order to reach an agreement</p> <p>I encourage open communication by honestly sharing necessary information with the other party</p> <p>It is important to work together in order to find common interests in what is being negotiated</p> <p>It is important to establish priorities in what is being negotiated</p> <p>I try to exchange information about the proposed goals and solutions of both parties</p> <p>Whenever possible, I emphasise the interests of both parties</p> <p>When I must warn my opponents about something, I avoid doing it in an irritated and sarcastic way</p> <p>It is important to understand the underlying interests of both parties in order to reach an agreement</p>					

*Table14: Third Dimension “Rational Approach in Negotiations“ of the Negotiation Strategy Scale*

	Completely Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Completely Agree (5)
<p>I always look for new solutions to a problem in order to reach an agreement</p> <p>I show an interest in the well-being of my opponent and I also show the will to find harmonious solutions</p> <p>I listen attentively to the other party in order to find common interests</p> <p>I often suggest an ordering of priorities of both parties</p> <p>I try to imagine the effects of my position to the other party</p> <p>I always look for new solutions to a problem in order to reach an agreement</p> <p>I show an interest in the well-being of my opponent and I also show the will to find harmonious solutions</p> <p>I listen attentively to the other party in order to find common interests</p>					

