THE INFLUENCE OF BUSINESS CULTURE ON THOSE INVOLVED IN INTERNATIONAL BUSINESS NEGOTIATION

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Abstract: *As it becomes increasingly common for companies to operate overseas and interact with people from other cultures, globalization has altered how organizations do business with one another. Understanding the many business cultures that exist today is becoming more important, since enterprises in each country have distinct business cultures and operate in different ways. It may be detrimental to their firm to meet or negotiate with a corporation that is inexperienced with particular business cultures. If a firm is unaware that meetings and negotiations can be handled very differently, the outcome of a meeting could be considerably changed. The distinctions that now exist in this area need to be further explored in order to assist corporations prepare for conducting business with clients from other countries. Hofstede (1980) categories such power distance, individualism, masculinity, uncertainty avoidance, long-term orientation, and indulgence have been used as a starting point to get a deeper understanding of culture value. Hofstede's empirical findings have been widely used to support another research. The present endeavor tries to explore how company culture may influence a person throughout a negotiating process when conducting international commercial conversations. The qualitative method included conducting interviews with the eight individual examples, which were divided into two groups. The results and conclusions of this work's multi-case research show that variations in company culture do have an impact on the international commercial negotiating process. Furthermore, the findings show the impact of this study on the participants' approaches for planning and structuring their strategy before to international discussions. Being more adaptable and flexible is a viable choice for both organizations and people. Sharing information and thought processes helps the partners, minimizes the risk of failure, and raises the odds of success.*

Key Words: Corporate Culture, Business Negotiations, *Hofstede Categories.*

1. Introduction

Businesses engaged in international business (IB) include multinational corporations, small and medium-sized businesses, and international public entities (Chibba, 2014). The birth of globalization and the IB was marked by a number of events and changes that took place between the 15th and the 19th century.Many nations are currently seeing a significant impact from

globalization in all spheres of life, including culture, governance, and education (Wahab & Rashid, 2016). Nonetheless, globalization also provided businesses with potential to develop some sort of competitive advantage and add benefit to existing operations (Moitra, 2004). Additionally, according to Chibba (2014), "globalization would be a multidimensional and multidisciplinary notion in order to create scope, and utilization". IB, on the other hand, is described as "all firm alongwith significant worldwide element which it regards the entire world as its commercial region" (Chibba, 2017, p. 477).

Furthermore, quality is an essential part of success as well as plays a role in the strategic direction of companies (Peleckis, 2014). Not only does culture influence organization, as it influences actions and all aspects of corporate operations (Passport to trade, 2019). Tradition, by Hofstede (2013), is "the communal teaching that identifies individuals from other organization" (as cited in Chmielecki & Sulkowski, 2017, p.554). As a result, society not be stated due set of lenses with where everybody disagrees, and so it is impossible to ignore it, considering the process (Chmielecki & Sulkowski, 2017). Ma and Marquis (2016), defined culture in a variety of ways, including "multiple constraints defines language-based encoding (conceptual framework) and stated information that present to the brain," as well as North (1990) stated as " an unauthorized restriction that offers a conceptual framework based on language for accumulating and interpreting the data the senses are sending to the brain." (as referenced on page 2 of Ma & Marquis, 2016). In case of ethics, the working culture has a distinct element that encompasses, for example, meetings, documents, negotiation, and internship programs. Nonetheless, (business culture) encompasses company's values, objectives, management styles, believes, and routines, that embrace as a company's objectives, dreams, management styles, religious views, and habits (Passport to trade, 2019).

Organizations in favor to expand their products and operations across country borders, which is not just the comprehension of cultural differences as well as few types of cross-cultural communication. in a conclusion, while negotiating between two parties from different countries, capacity to grasp the cultures including both parties, play a key role of a business agreement (in case of success as well as failure) (Yadav & Shankar, 2016). As a result, in a case of multinational business, it is essential to consider diverse (business) cultures.

Agndal (2017) added that negotiation is a process in which parties try to influence one another in order to accomplish their goals. Negotiation is one of the most crucial elements of a (commercial) transaction, according to Agndal, Ge, and Eklinder-Frick (2017), as it can take place between partners who have a good working relationship (ge, Herbst, and Hedberg, 2017). Additionally, Ge et al. (2017) noted that interpersonal decision-making processes, which play a crucial role in enterprises and involve at least two parties trying to come to a (joint) agreement with at least partly divergent interests. Furthermore, conflict would affect the way that parties interact throughout a negotiation process. Distributional and integrative techniques are discussed by Walton and McKersie in 1965. While integrative strategy is when both organizations focus on creating value and claiming benefit, distributive strategy is about negotiators asserting in order to gain more profitable results (Brett & Thompson, 2016).

As a result, there is rise in international business negotiations with high popularity in recent

years, but far from new, dating back to the Romans and Egyptians (Imai & Gelfand, 2010). However, as countries have become more reliant on one another as well as increase in cultural exchanges (Lecodia, 2015). Aside from the statement stated above, several studies describe negotiation- the process between a buyers and sellers who want to do business to reach an agreement over a current disagreement/new business deal to get the satisfaction of both parties (Raiffa, 1982: Lukasz & Nowak, 2010). However, many research findings on different cultures in the business world as well as in global markets relate primarily to (Asian) companies by (Fang 2006; Terwatanayong & Quazi 2006; Sajid et al. 2009).

1.2 Problematization

Businesses highly affected by globalization, as it is becoming more common for businesses to work internationally and confront business (cultures) on a regular basis as defined by (Wang, Wang & Ma., 2016). As a result, study of various business cultures plays a great role in todays world, as companies in each country have different business cultures and serve different purposes. While negotiating between different companies, a firm's lack of understanding of business cultures may have a negative impact on their business. Different ways adopted to deal with meetings as well as negotiations, but if a company is unaware of this, the outcome (business meeting) would be influenced by (Wang et al., 2016). Increasing concern requires to be investigated to determine what differences exist today as well as how companies can better make preparations in case to deal with (internationa)l clients.
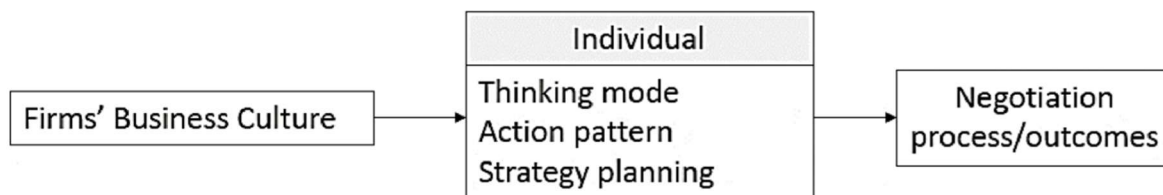

Figure 1: The individual in the negotiation process is influenced by the business culture of the firm.

1.3 Research purpose

The goal of this study is to see how the individual in a negotiation process can be influenced by business culture in case to deal the (international business) negotiation.

1.4 Research question

•	RQ1: how business culture (firm or counterpart) affect (international business) negotiation?

•	RQ2: how international business negotiation affected by the person with multiple culture backgrounds?

•	RQ3: Is it possible that an individual's performance in a negotiation process is affected by the company's corporate culture?

2. Literature review

2.1Cultural theory

Cultural concepts in academia are Hofstede's cultural dimensions. In 1980, he wrote Culture's Consequences: International Differences in Work-Related Concepts, which was his debut

publication. Research on IBM personnel resulted in the creation of the model. Considering 116,000 professionals in 72 counties, a survey and questionnaire were created and assessed by Minkov & Hofstede, 2011. Power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance, and long-term/short-term orientation are the Hofstede model five dimensions. Dimension measurement is between 0–100 range. The people with less power of a community dispersed power unequally which is known to be a power distance. Analyzation of the relationship done between average power citizens and the nation's powerful citizens. Collaboration is defined as "those who solely care about family an themselves against people from the group that care about them in return for loyalty". Individualists use "I," while collectivists use "We." Third dimension is about masculinity/femininity which can be stated as Achievement that plays vital role in male society; care towards others influence the femininity and value of life stated by (Mooij & Hofstede, 2010).

Achievement and performance are powerless in male dominated world. Uncertainty avoidance in cross culture psychology is described as "the degree to which individuals are scared by uncertainty and ambiguity and tried to prevent such circumstances". Countries having high level of uncertainty avoidance have well-defined rules and structures. difference of long term and short-term orientation, described as "the degree of society demonstrates a realistic future-oriented vision rather than a conventional historic or short-term viewpoint". Personal steadiness and stability are short-term qualities, while persistence and arranging connections are considered to be long-term virtues (Mooij & Hofstede, 2010). Hofstede's (1980) defined model, well-known in cultural sector (Portugal Ferreira, Li, Rosa Reis & Ribeiro Serra, 2014). It is not, however, the unique model in the field of culture. (High-end low-context) cultures were postulated by Hall (1976). Trompenaars (1993) took an alternative approach to one of the most well-known culture models in the industry. Trompennars (1993) does, however, coincide with Hofstede's (1980) (cultural) model in certain ways. Trompennars (1993) identified seven dimensions of culture: time, interpersonal relationships, nature's relationship, regulations, and loves. Another dimension, which also has nine cultural dimensions, focuses on leadership behavior (House, Hanges,Javidan, Dorfman & Gupta, 2004)which are as cultural aspects are: (1) performance orientation; (2) assertiveness orientation; (3) future orientation; (4) humane orientation; (5) institutional collectivism; (6) family collectivism; (7) gender equality; (8) power distance; and (9) uncertainty avoidance.

2.2Culture in international business

When it comes to international commerce, culture is crucial. This is especially true when dealing with a corporation with different country language. Because you must examine what you are permitted to say and what you are not permitted to say. As it may be interpreted incorrectly (Mitchell 2000). Three different essential cultural components related to commercial transactions, according to Mitchell (2000), are communication, culture, and social organizations. To begin with, one of the three most vital components is communication or language. However, language encompasses more than just what you say and write. Gestures, body language, and face expression are examples of nonverbal communication. All of these

send a powerful message to the other party. There's a good probability you won't be able to convey (verbal and nonverbal) communication if you don't comprehend the other human's background. Rather than conveying a positive message, you will unknowingly broadcast negative information. Another factor is spirituality, that seems to be an important factor in economic dealings. Religion can have a significant affect the (individual) business strategy. Even if the person is not religious, this can occur.

In the context of globalization, the intercultural component has evolved into a component of learning a second language, claim Carmen Lario de Oate & Amador (2013). English is also the main language of communication in international trade. In the majority of social, cultural, and professional settings, this is also valid. Since the 1990s, there has been an increase in the teaching and research of business English, particularly in Europe.

Last components in a commercial transaction are crucial in social organizations. The organizational chart of a company, an individual's ability in the collaboration of organizations, and how groups indicate a lot about the making decisions. This helps to understand how decisions are made in business operations. It also demonstrates how much power another party will have in a negotiation. In a highly structured culture, making choices takes more time (Mitchell, 2000).

Moreover, trust is a crucial phrase in a corporate partnership (Jiang, Henneberg & Naudé, 2011). Because relations are so vital in commercial transactions, it's crucial to build and maintain them. Communication (non-verbal) process is one of the aspects of the business activity taking place within a language. In few countries, a movement is interpreted as a compliment, and in others, it is interpreted as an insult (Tipton 2008). According to Cullen and Parboteeah (2005), "the thumbs-up sign signifies activities are progressing well for North Americans and Europeans, but it is an unpleasant move in Australia and West Asian countries stated by Tipton, 2008, p.8.

2.3 Business culture

According to research culture is an important aspect of business that influences strategic corporate orientation. As a result, international managers functioning in a (foreign) different country would have a basic understanding of both the norms and behaviors that a particular nation must establish work connections. Individuals respond differently as a result of the country's customs and culture (Nam, 2015). If multinational managers are uninformed and do not adapt to corporate cultural differences, the negotiation process may be jeopardized, with disastrous consequences (Budak, Rajh, & Stubbs, 2013).

As a result, in order to comprehend corporate culture, it should also examine and comprehend the fundamentals of national as well as organizational culture.
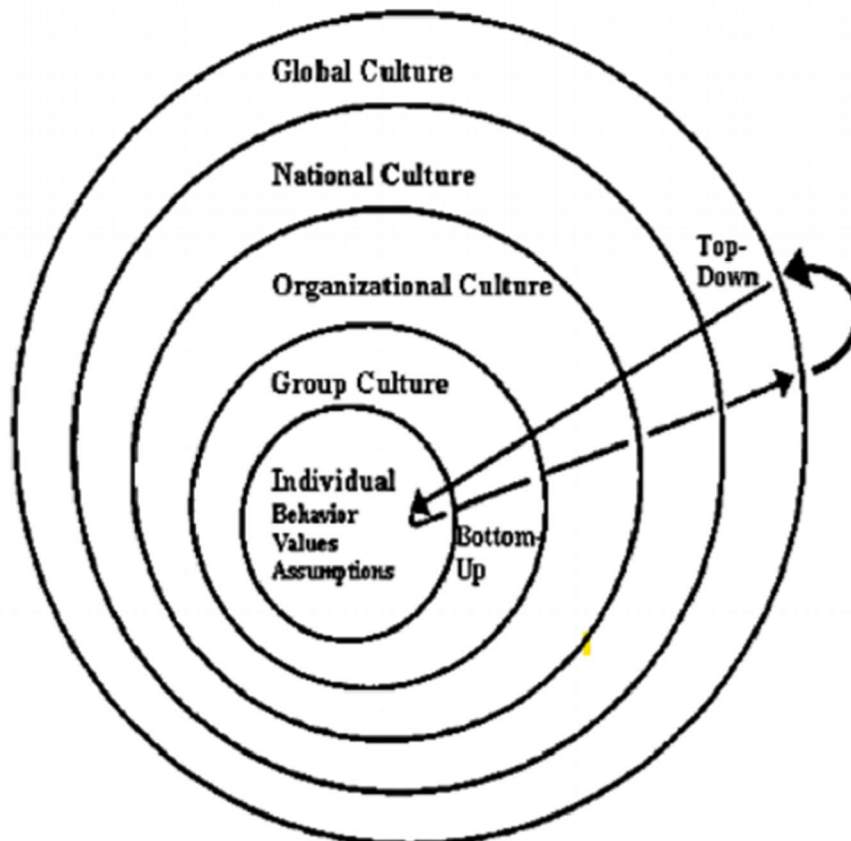
Figure 2: The dynamic of various cultural levels

2.3.1 Diversity within the Firm

The increasing reliance of firms on company diversity, as Dahlin, Weingart, and Hinds (2005) observed, has become more prominent. In terms of creating a productive working atmosphere, the firm is advantageous. Companies with a diverse workforce, on the other hand, can benefit in a variety of ways, according to stergaard, Timmermans, and Kristinsson (2011), including the competence gained from the wide range of skills, expertise, and understanding that arises with employees, allowing the company to broaden study and other routines, and encouraging the company to have a greater ability in discovering both internally and externally understanding through the.

As a result, having variety in the workplace can be viewed as a benefit because it can allow an organization expands new ideas and innovation (stergaard et al., 2011).

2.4 Culture in negotiation

People's interactions, understandings, and actions are all influenced by culture (Salacuse, 2004). International company, on the other hand, must cope with both cross-border and cross-cultural challenges. From the other side, cultural differences between the firm's senior executives and the counterpart can cause roadblocks in the negotiating process. Salacuse (2004) identifies ten variables in the difficulty of multicultural negotiations: focused on negotiating goal, the negotiating attitude, styles, verbal or non-verbal communications, accuracy, sensitivity,

agreement form, team structure, and threat. The aforementioned aspects viewed as a model for recognizing potential cultural differences that may arise throughout the negotiation period. Cultural differences, Cohen (1997) stated that making discussions more difficult, time-consuming, and frustrating (Metcalf et al., 2007).

2.4.1 Negotiation process

According to Khakhar & Rammal (2013), successful (international) negotiations demand managers' capacity to communicate ideas in a number of cultural contexts, which necessitates supervisors' adaptability in a commercial environment that varies by country and company. Management should be aware of the contextual elements that affect the negotiation process. The three different stages i.e. pre-negotiation, post-negotiation as well as face to face negotiation stage in the negotiation period (Ghauri, 2003). The parties' start contacting, that implied a desire to collaborate, kicked off the pre-negotiation stage. At this phase, initial offers are being made, as well as some conversations are occurring. Both sides are beginning to grasp one another's requirements and the advantages of participation in the negotiation at this point. Moreover, both sides strive to learn as much as they can about one another. The working atmosphere, third-party involvement, are factors that analyse also including influencers, competition, infrastructure, as a result, unstructured sessions are organized at this level. The observed level of cooperation or conflict, power or dependency, along with relationship expected rewards all determine whether the individuals will continue forward. In a multinational business partnership, the pre-negotiation phase is seen as more significant than the real negotiation period. Finally, the parties plan their face-to-face bargaining strategy at this point. Face-to-face negotiations are the second stage of the negotiation process. During this phase, the two parties assess each other's bids and choose the one that best meets their requirements. At this point, everyone sees things the way they want them to be. As a result, the outcome of the stage is unpredictable, so each party must keep an open mind and weigh a variety of options. Ghauri is a name given to a person who (Ghauri, 2003). a period of time spent on a business trip to a different country

Ghauri claims that research shows that the partner who sets the agenda has control over the negotiation process because he may highlight his strengths and the other party's weaknesses, putting the other party on the defensive (2003). On the other hand, the agenda could reveal the stance of the party prepared in advance, giving the opposing side time to prepare counterarguments on hot-button issues. It is also typical for the perceived stronger party to provide less concessions on environmental problems while the considered weaker party offers more. Maintaining open channels of communication about the parties' issues at this time is essential. Post-negotiation is the term for the negotiation process' last phase.. When a negotiation reaches this stage, all terms are agreed upon. The location where the contract is being written and is about to be signed (Ghauri, 2003). According to Ghauri (2003), writing the contract and using the appropriate language could be a step in the negotiating process. As a result, face-to-face discussions may be resumed in the post-negotiation stage. As a result, both parties should study the terms that have been agreed upon by keeping meeting minutes after exchanging concessions and holding discussions.

There are also five important factors to consider during the negotiation process, according to Brett and Gelfand (2005). Rammal and Khakhar (2013). This section looks at whether the negotiators are persuading the other party with logic or emotion. Economic or social capital is the second factor, and acknowledgement refers to a negotiator's dispositional or situational attribution traits. The fourth consideration is whether the negotiators share direct or indirect information during the discussion. Finally, whether the negotiators confront each other directly or use avoidance and informality is critical.

2.4.3 Qualities of international negotiation

A business negotiation is a process in which two parties exchange information with the goal of reaching an agreement. This is accomplished through a variety of methods, including face-to-face, telephone, and email communication. As a result, in business negotiations, communication is crucial (Schoop, Köhne, and Ostertag, 2010). Schoop et al. (2010) stated about the quality of a business negotiation is determined by two factors. The two most important aspects of negotiation quality are effectiveness and efficiency. As a result, the communication, strategy, and interaction of the negotiators evaluate the negotiation process' quality and efficiency. In addition, the quality of interaction has an effect on long-term (business) relationships (Schoop et al., 2010). As communication plays a major role in the quality of a negotiating process because it affects the system. Negotiations less valued without the use of communications systems, so this necessarily requires their use (Schoop et al., 2010). According to Peleckis (2014), when doing business worldwide, communication would be more challenging, and the distance of two groups prevents the parties from fully negotiating and exploiting the negotiation.

Adler (2002), examine about certain characteristics about the negotiator should obtain in a global business negotiating process. In addition, different cultures that taken into consideration. It is highly reliant on the country's culture in a global business negotiation perspective. However, it is dependent on the (negotiation) parties' respective cultures. Table 2 shows the individual qualities that negotiators believe are essential for process of negotiation, according to Adler (2002). This, on the other hand, could be viewed as a stereotype of the respective countries. As cultures have various characteristics that taken into consideration in negotiation process. Influential negotiators, for example, are thought to act rationally by American executives. Brazilian executives resemble their American counterparts in almost every way. Difference is only about replacing integrity and placing the competitiveness factor which is the part of seven essential qualities of negotiation system.

2.5 Employee's adaptability

The commercial environment is not only quick-moving but also characterized by unforeseen changes (Almahamid, Mcadams, & Al Kalaldeh, 2010: Ployhart and Bliese, 2015). Future obstacles, rivals, and technology all have the potential to spark an international market competition that will fundamentally alter sectors in unanticipated ways. As a result, managers and people working in international trade need to be good producers in the classic meaning of the word, as well as quick and adaptive learners. Company managers' commitment to learning and adaptation is what allows them to deal with unforeseen obstacles at work (Karaevli & Hall,

2006). Organizations must promote ongoing information exchange throughout the organization as the business environment and everyday tasks change. According to Ployhart & Bliese (2006), the "ability, skills, disposition, willingness, and/or ingenuity to modify or fit different tasks, social, and environmental factors" are the traits of an individual who is able to adapt. Employees that are motivated in learning how to address any problem that can happen in a company environment defined by (Almahamid et al., 2010).

Additionally, by successfully integrating their prior skill into an emphasis model that continues with the adaptability of new and unique environments in working culture, employees may end up having the skills necessary to cope with differences in the business world (Ployhart & Bliese, 2015).

Analysis table and interpretation

Discussion

Here, scholars define theme presented with analyzation of empirical cases. Business culture value use to be considered. Then, present and analyze the difficulties that individuals in automobile companies and automobile companies face when doing international business. Finally, all participants from both Automobile firms and automobile firms agreed that individual adaptation ability is one of the most important aspects.

4.1 Business culture value

research on the firm's or counterpart's business culture plays a significant role in international business negotiation, as evidenced by prior findings- Budak et al. (2013) and data collected from the participants for this study. Nonetheless, participants A, B, C, and D strongly stated that the firm's (internal) training and courses help to increase insights and mutual understanding among employees about the firm's marketing culture and values. Participants A, B, C, and D all stated emphatically that the firm's training and courses contribute to acquire knowledge and helps to learn firm's business culture and values all through the corporate body. excluding four participants from automobile firms', who described structure (firm ways) for employees to explore the knowledge regarding the business culture, automobile firms' look for employees' experience and focus to learn by doing (as mentioned by the four participants from automobile firms) . As a result, automobile firms can be more accessible while dealing with counterparts from multiple business culture values because of diversity within the company and absence of definite structure for the employees to follow, instead allowing them to make adjustments and explore from their own observations.

Addition to previous statements E participants claims to learn from negotiation process practices if the state would be low at risk and on the other side in case of high risk coaching or guidance from research findings should provided significant to business culture values or environment and as result it make participant prepared for respective negotiation process. Hurn (2007b) and Cohen (1999) belief that providing courses or training to participants or individuals is beneficial for firms/companies or (top management) teams which is prior to entering international negotiations. In order to ensure that the individual knowledge for various cultures and to prepare the participant to handle various issues that may occur. Another important point, in terms of gaining additional business culture knowledge, is that participants

C and F have stated to be more interested in external courses such as university courses to explore knowledge and be up to date that may not gain from firm's training or coaching, as well as keeping consistent with updations in the business world. Carmen Lario de Oate & Amador (2013) analyze the education in teaching and learning global business is becoming crucial, particularly in Europe, since the 1990s; thus, intercultural competence not only helps but also assists the participant who communicates with any form of global career field.

4.2 International business challenges

The necessity of understanding the client's corporate culture while conducting business globally was highlighted by all participants in the interview from automobile companies and auto firms. Being aware of the counterparty's business culture is an important stage in the international negotiation process. This is due to a difference in mentality and thought processes. The corporation will be able to complete a business transaction more efficiently as a result, and the success rate will be higher. The problems faced when doing business globally, on the other hand, are determined by the client's business culture or the location with which you are doing business. Because each client or location operates in a unique manner.

As a result, the problems that automobile firms face are defined by where they operate and where the majority of their consumers are situated. Business with China/Japan and Norway is tough, according to the findings of the individual interviewees. Automobile firms, on the other hand, found doing business with Asian countries to be more challenging. Clients from Asian nations make up the bulk of automobile firms' customers. Two of the respondents, on the other hand, admitted to having difficulty communicating with persons from China, Japan, and Korea. in case of business countries mentioned above, thought that business cultures, mentalities, and negotiation styles are all unique.

On the other hand, it is critical to recall the corporate culture and policies of vehicle firms, or automobile firms. establishing a contract with asia, taking into account chosen replies from car companies and automobile companies, is complex and time-consuming due to the huge differences in business cultures in Asia, particularly in China, Japan, and Korea. Protocol is one of the problems that automobile manufacturers confront in case of business within China and Japan. Many of individuals are engaged in decision-making, the commercial transaction process takes a long time. Signing an agreement takes longer than expected since there are so many persons engaged in the decision-making and negotiating process. Organization contains large hierarchy which results in long term negotiation between respective countries (China and Japan).

Additionally, the cultural differences between the firms and the top management team may hinder the bargaining process (Salause, 2004). Negotiating objective, attitude, styles, interactions, time sensitivity, emotionalism, agreement creation, team, and risk-taking are all part of the complication of cultural negotiation (Salause, 2004). As a result, being mindful of elements that may influence the outcome of an international contract with a counterpart with a distinctive organizational culture is critical. According to a participant in an interview with vehicle businesses, the bargaining process differs based on the client's corporate culture. The three stages of the negotiation process are 1) pre-negotiation, 2) face-to-face

negotiation, 3) post-negotiation (Ghauri, 2013). Background considerations, the ambient factor, strategic variables, and cultural elements all play a role in the negotiating process. When negotiating globally, the presented element must be considered in order for the bargaining process to be successful. When dealing with an overseas customer, it is also necessary for you to adapt to their culture. Adler (2002) culture-based samples and their traits that a negotiator may use to respond to the client's company culture and have a successful relationship result.

The hurdles and problems experienced by people while doing business overseas were a prevalent theme mentioned by all respondents in the interview with AUTOMOBILE FIRMS. The majority of AUTOMOBILE FIRMS' users appear to be from Asian countries. Three of the respondents talked about their experiences and obstacles while negotiating with Asian country negotiators.

Workers inside the firm have a framework to follow as a framework, but also innovate to provide alignment with the firm's and counterpart's business cultures. A s Karaevli & Hall (2006) and Almahamid et al. (2006) explain, a manager or individual working with international company must be a quick and adaptable learner. In addition to being able to keep up with the firm's corporate culture. As respondent C noted, it is critical to be adaptable to various environments and cultures, which may be learned via business experience and business negotiation sessions. Furthermore, because it is common in Norway for clients to execute agreements informally rather than through a written contract, participants C and D from the automotive industry have provided an example of adaptation and flexibility in terms of compromising the firm's and counterpart's business cultures. A vehicle company, on the other hand, is required to have produced a contract as part of its corporate culture as an American enterprise. As a consequence, as the person in charge of the discussions with Norway, you must have a verbal agreement while also following car company convention by creating some form of paper to certify the agreement with the counterpart, which also implies that the counterpart must adapt to the business.

In order to have a successful bargaining process, however, all automobilefirms participants agreed that it is necessary to adapt to the counterpart business culture. As Mitchell (2000) points out, understanding the counterpart's culture is crucial, and failing to do so might result in the loss of a commercial contract. However, as respondent E highlighted with the example of how the term "sending soon" may imply various items in various nationalities, one of the challenges of having people from diverse cultures is how they perceive information. Employees at automobile firms, on the other hand, are bound by a set of policies that must be observed by everyone else in the organisation, according to participant H.

As a result, personnel must be able to adapt to the company's corporate culture. When dealing with a counterpart, automobile firms encourages staff to work and adjust to the counterpart's company culture, as well as treat them more in accordance with their corporate structure, surroundings, and attitude, in maximizing the likelihood of a successful conclusion.

Automobile firm is crucial to understand different cultures in case of multicultural corporation within the firm, alongwith this, the background as well as behaviour of individuals understand and shared (stergaard et al. (2011)) which also argued tabout various education,

ethnic, and cultural backgrounds of the company and its employees that result in the firm's awareness would diversed. In addition, participant F claims that staff may be doing tasks incorrectly. However, given each employee has a distinct viewpoint, participant F believes it is crucial to understand individual behavior and work with them to change and connect it with the firm's corporate culture.

5 Conclusions

The authors are interested in understanding global business negotiation and how organizational cultural effects the individuals involved in the process. Reading about various cultural concepts, global business, corporate structure, and bargaining allowed the authors to explore and research the topics in greater depth, and see the relationship between firm diverse culture and independent adaptability, and how the two are interconnected when it works to improve the firm's capability. From publications, link was discovered between company culture and negotiation, and that differences in business world might impact the global negotiation process. The authors gained a unique perspective into the company culture and global business negotiation sector by performing a qualitative approach with Automobile businesses and automobile firms. following the analysis of the interview data and the responses of the participants, it was discovered that the individuals have differing perspectives on corporate culture and global business negotiation. The authors discussed three different themes based on the empirical data and research, i.e. Business culture value, Global business issues, and Individuals adaptability.

During the debate, the topics were further explored, and it was fascinating to learn how differences in organizational culture affect the negotiating process. Study firm's and counterpart's business cultures play a significant role in business negotiations, according to all eight research participants. Furthermore, the four participants (automobile individuals) companies negotiate on the significance of the training courses offered, which add value to the industry's corporate culture as well as in international negotiation process. According to the automobile firms forty participants, there would be "learning by doing" concept followed by automobile firms, that affected or result depend with failure risks (high or low); additional training courses would be provided if high risk case for the country's employees.

Some of the interviewees from firms (Automobile firms and automobile firms) rely on prior work experience and courses from outside of organization. In terms of international business issues, doing business globally is difficult due to differences in corporate culture and philosophy. The challenges vary by region, as evidenced by the findings of this study, which show that participants from automobile firms' doing business with Asian countries as well as east asia is quite challenging, whereas automobile firms' individuals found complexity with some Scandinavian countries and East Asia.

Finally, research seems that automobile businesses individuals having the capacity to adjust to both the firm's and counterpart's organizational cultures. While participants from automobile firms face greater issues in case of adaption to the business world or working in a standardized process, as diversity factor plays important in the business and employs persons from nineteen

multiple nationalities, it is hard to make individuals adapt to the corporate structure.

As a result of this multi-case study, it can be found that business culture has a strong influence not only on the global business negotiation process, but also on planning of negotiators as well as their strategy, related to firm as well as counterpart. Moreover, adaptability of new information and new system flexibility and including the ways of thinking necessary for both companies and individuals in terms of reducing failure chances and increasing the possibility of success. As an outcome of this research's findings, a new figure (Figure 3) has been constructed to highlight the relationship between how corporate management affects the individual citizen in a global business negotiation. Additionally, in compared to the earlier figure (Figure 1), which was mentioned in chapter 1 under problematization, this figure has been updated with the alterations, scholars discovered and justified by the data acquired in this research.

5.1 Practical implication

The research data studied from the analyzation that used to be done on employees of Automobile firms and automobile firms with the hope to explore. The resources availability to the firms improves the state and helps the employees for better results with international business negotiation, not only this, but also plays vital role in individuals' competence in international negotiation. Two different firms i.e. Automobile firms' and automobile firms' brings challenge significant to different individual perceptions. Training considered to be critical in ensuring that employees understand the importance of adapting to the company's business and establishing a common ground within the company. As a result, the less issues possibility, and all workers have a common understanding of the organization values. Mitchell (2000) points out, differences in culture have influence in international business. As a result, the author feels that the differences in business cultures must be considered in order to conduct successful global commercial transactions. Language, religion, and competing attitudes resulting from cultural beliefs are all factors that can influence a financial transaction (Mitchell, 2000).

Since a result, it's vital for automobile companies to think about those factors when conducting business in Asia, help to lessen barriers and reduce sentiments of dissatisfaction and irritation towards to the counterparts.

5.2 Limitation

Hofstede dimension used by various scholars or researchers to analyze problematization. However, due to four decades old period dimension, it may consider as obsolete. Additionally, studies on cultural differences and international business negotiating tactics frequently concentrate on Asian cultural contexts, which is considered as a shortcoming in the area because few studies have examined cultural variations inside European nations. The writers' largest obstacle in completing this research is a shortage of time because the cultural topic is delicate and challenging to generalize, so an additional time component is necessary (Fang, 2006; Terwatanayong & Quazi, 2006; Sajid et al., 2009). Moreover, because the period allotted to the individuals, as well as the time allotted to perform this study, this has an impact on the writers' ability to obtain additional material or conduct follow-up interviews. Furthermore, due to the

geographical distance, some of the interviews cannot be conducted face-to-face, necessitating the use of a connecting medium such as Skype instead.

5.3 Future research

The authors recommend a merged methodology approach for future research because it allows researchers to focus on a specific field of interest while also permitting them to collect more in-depth data if necessary to back up their conclusions or findings about why things are the way they are. Using this strategy, researchers will be able to collect information from a large sample of people from various cultures. Future research could focus on gathering data from a specific culture in order to better understand how that culture behaves during a negotiation. This will help provide a more realistic assessment of various cultures rather than a broad generalization. Furthermore, the authors urge that the study be conducted with stress on organizations in the same industry, since this will assist study deeply and produce more improved results.

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