GENDER STEREOTYPES ON WOMEN NEGOTIATION SKILLS IN CONFLICT RESOLUTION:
A CASE STUDY AT IUCM

Norhayati Rafida Abdul Rahim *

Abstract

It is argued that gender plays an important role in identifying personal performances to the extent to which their commitments and trust are judged by their organizations. A research on Malay women in Malaysia found that a stereotyping which describes performances and positions, is being shaped by Islam as the official religion in the country. The finding has significantly raised a question to this paper which aims to investigate on how and to what extent Malay Muslim women are positioned in organizations? What would be a matter which underpins credibility and performance of women in solving conflict? Is there any significant differences between men and women in their perceptions toward women’s negotiation skills? In so doing, this research had gathered data based on interviews with 30 respondents. This research found that the positive stereotype is given to women negotiation skills. It indicates that changes occur in stereotyping in the society which is positively developed in solving conflict. Furthermore, this study will share some ideas for future research.

Key areas: Gender, Negotiation and Conflict Resolution.

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INTRODUCTION

Traditionally, women are perceived as different in socioeconomic and conflict resolutions (Healey, 1999; 49). Men, on the other hand, are perceived as masculine and dominance in a way that society strongly rely on. In organizations where men's ideologies and thinking are well-trusted, the roles of women in society are seen less important. As found by Healey (1999; 51) in her research, Malay women in Malaysia are shaped by Islam. She stated that, the paradigmatic Malaysian citizen is defined through Malay-Muslim identity in a political environment that promotes the view of Malays as politically dominant but economically disenfranchised. She argued that Islam plays an important role in shaping the new forms of feminism that have emerged in recent decades (Healey, 1999; 51). She added that women are positioned as bearer of an aspiring modern Malay-Muslim culture.

Parallel with this view, another study agrees that the male is often the breadwinner in masculine occupations which tend to devalue the identity of female works. Thus, Coates (1997; 23) claimed that gender is a good tool in identifying personal performances to the extent to which that their commitments and trust are judged by their organizations. Looking at the perspectives on how women are perceived, Anderson (2000) found that women remain marginalized, their problems are ignored, their experiences are unanalyzed and their skills are underutilized.

Beilstein, in Journal of Conflict Trend, stated that women contribute to decision-making process such as contents, priorities, management styles, organizational cultures and group dynamics (Ogunsanya & Mngqibisa, 2001). Furthermore, women bring new dimension to the accepted way of doing things (Helland and Kristensen in Ogunsanya & Mngqibisa, 2001). Quite a number of studies focus on gender differences and negotiation (Guthrie, 2002). He, however, agreed that there are differences in how male and female negotiate. The magnitude of differences was found relatively small. The earlier work of Rubin and Brown (1975) found that insignificant difference in negotiation performance, whether measured by integrative and joint gain outcomes or by more competitive outcomes.
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The role of women in conflict resolution, then, should be further analyzed since women have become victims to human right abuses, poverty, social ills etc. Moreover, women are being excluded from conflict resolution strategies. Some scholars describe women as socially conditioned to be more peaceful, loving and less violent than men. They believe that women have well-developed negotiating skills as they can go far into conflict resolution and negotiations either at national or international level (www.gautenngleg.gov.za).

Putting together these researches, this study believes that there is a need to integrate more women in conflict resolution. It should be expanded by having a research to examine the influence of stereotype on women in negotiation process. In so doing, this study has several key questions on how and to what extent Malay Muslim women are positioned in organizations? What would be a matter which underpins credibility and performance of women in solving conflict? Is there any significant differences between men and women in their perceptions toward women’s negotiation skills?

HYPOTHESIS

This paper has its own hypothesis as below:

H1: Gender stereotype exists between female and male.

H2: Level of stereotype on women negotiation skills as negative.

H3: Male has negative stereotypes higher than female on women negotiation skills.

AIM OF RESEARCH

This study aims to gain better understanding on Malay Muslim women’s roles in conflict resolution and their positions in organizations. The investigation focuses on the influence of gender stereotype between men and women on

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2 In the history of United Nation Peacekeeping, there were only two women; Angela King (Advisor on Gender issues) and Margaret Anstee (Representative to the Secretary General) in United Nations Angola Verification Mission (UNAVEM II).
women negotiation skills in conflict resolutions. It examines the effect of
gender differences on their perceptions about women’s negotiation skills. The
objectives of the research are:

1) To identify perceptions of respondents towards gender stereotype.
2) To analyze perceptions of respondents towards women’s negotiation skills.
3) To analyze the correlation between the perception on women’s negotiation skill and the perception on gender stereotypes among respondents.

METHODOLOGY

Since, this study attempts to examine the perception on women Malay Muslim’s negotiation skills in conflict resolutions, thus, a case study is adopted at the Islamic institution of Islamic University College of Malaysia (IUCM). The empirical research approach is applied through a survey on 34 respondents using a set of questionnaire. Only 30 were returned. A Statistical Procedure for Science Social (SPSS) v.11.0 is used to describe and discuss the findings.

GENDER STEREOTYPE

According to Katz (2003), gender refers to the attributes, behaviors, personality characteristics and expectancies associated with a person’s biological sex in a given culture; may be based on biology, may be learned, or may represent a combination of biological and cultural determinant. Whereas stereotyping, it is about expectations from people which are greatly shaped by cultures, beliefs or norms. Since stereotypes are cognitive device used to simplify the world, therefore, it is inappropriate to use it in judging people. Furthermore, stereotypes are not by definition inaccurate. Though, nearly everyone engages in stereotyping.
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Practically, stereotyping is an exaggerated belief, image or distorted truth about a person or group. It will lead to generalizations that represent little or no individual differences or social variation. Partly, it is influenced by images that produced by mass media, or reputations passed on by parents, peers and many other members of society. However, stereotype can be positive or negative. There are various ways to control stereotyping such as conscious control (realizing that stereotypes are inappropriate) and individual contact with those who we might stereotype based on gender.

Whenever stereotypes actively influence negotiation outcomes through a dynamic of fulfilled expectations about how well one negotiator (the self or other), the performances is likely based on his or her socially identified gender (Beyer & Bowden, 1997; Kray, Thompson, & Galinsky, 2001; Lenney, 1981). Explicitly activated stereotypes (e.g. a blunt insinuation of male superiority on a task) can have the opposite effect. Kray and colleagues found that exposure to explicit sex-stereotypes elicits a form of “reactance” (Brehm, 1966) that produces counter stereotypic negotiation results (Kray et al., 2001).

Judd and Park (1993) agreed that gender stereotype is a set of individual’s beliefs about the characteristics or attributes of a group. Unlike many other social groups, males and females are raised together and live together. Therefore, they have a vast amount of information and strongly held beliefs about each other (Diekmann, 1997). Therefore, he raised a question which is whether stereotypes are inaccurate exaggerations of relatively minor real differences or whether they accurately reflect reality.

Gender-based stereotypes include beliefs about expected interpersonal behavior and the types of roles or jobs best suited for men and women (www.siop.org). When those expectations are violated, it results in dislike and a negative label being applied to describe her. However, it is vital to engage in conscious control of gender stereotypes because many of them are inaccurate and are often engaged rather automatically.

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3 This phenomenon was at issue in the Price Waterhouse Vs. Hopkins case (www.siop.org)
Regarding the acceptance of women as leaders in the organization, females are viewed as pushy (www.siop.org).\textsuperscript{4} This perception is grounded in the gender stereotypes that have developed over time. Previous research indicates that the same behavior by men and women leaders results in different perceptions. Women are seen more bossy and dominating (www.siop.org).

**NEGOTIATION**

Historically, women have experienced a weakened economic, political and social position relative to men (Hutchings, 2000; 385). It is argued that women in developing countries are disadvantaged by their membership in marginalized ethnic groups which culturally and socially restrict their involvements in the society. Nevertheless, debates have focused on cultures and social practices to justify the women’s marginalization relative to men (Hutchings, 2000; 386).

Despite the influence of cultures, organizations is seen as an important agent to create an environment of exclusion of women and inclusion of men in their workplaces (Toma and Devey, 1996). Hutchings suggested that organizations should consider the use of social closure theories which explain the influence of beliefs in business, in social responsibility and observance of existing cultural norms to substantiate their contributions to the perpetuation of social stratification (Hutchings, 398).

According to Rubin and Brown (1975), males and females differ in their inherent propensity to begin the bargaining process with cooperation but rather they are sensitive to different cues. Women with high IOs [Interpersonal Orientations] (and cooperative high IOs, in particular), are highly sensitive and reactive to the interpersonal relationship. Unlike males, they orient themselves not to the other, but to the impersonal task of maximizing their own earnings. This task will lead them to be more

\textsuperscript{4} This was explained through the Leadership Perceptions Approach conducted by Society for Industrial and Organization (SIOP) in 1998. The approach looked for reasons of why it is difficult for other people to accept women as leaders in the workplace.
competitive. Conversely, when they use a cooperative strategy they will, instead, cooperate.\(^5\)

Kray and Thompson (n.d.; 11) stated that research in this tradition focuses on the investigation of how males and females “focal negotiators” are different in facing the situation. Psychological and biological factors are found to be able to affect performance of both men and women. Thus, much of the theoretical development in this vein has focused on developmental differences between men and women in terms of morality and values (Riley and McGinn, 2002; 5).

A study by Solnick (2001) suggests that many men and women assume that gender differences in negotiation exist. Consequently, they will act upon those assumptions consciously or unconsciously. One experiment based on a single-offer bargaining simulation (“ultimatum game”) showed that, when the bidders knew their partner’s gender from a simple name cue, both males and females made significantly lower (more competitive) offers to female respondents (Solnick, 2001).

The original wave of psychological research on gender found that an individual difference in negotiation will rely on the situation when gender becomes a stable and reliable predictor of bargaining behaviors and performances (Riley and McGinn, 2002; 6). The two most extensive cross-study evaluations of gender and negotiator behavior were Rubin and Brown’s (1975) literature review and Walters et al.’s (1998) meta-analysis. Both investigations suggested that gender differences did emerge on average small and seemed to hold only under particular circumstances. Female negotiators were found to be more cooperative relatively than male negotiators, but also more responsive to the behavior of their negotiating partner. Whereby meta-analytic results has indicated that females were significantly more competitive than males when their partners played tit-for-tat strategies in prisoner’s dilemma (PD) game structures (Walters et al., 1998).

\(^5\) The Social Psychology of Bargaining and Negotiation, by Rubin and Brown (1975), tackled this question head-on in their analysis of negotiation. The authors devoted six pages of their 300-page textbook to gender (p. 173).
In the 1990s, leading feminists within the negotiation field offered an alternative conceptualization of the role of gender as "a belief system that structures and gives meaning to social interactions" (Kolb & Putnam, 1995: 7). Other studies which focus on gender differences in communication style, provide a particularly intuitive illustration of this principle. It is noted that no gender differences in routine, well-scripted interactions, such as requests for information at a booth or in the sale of train tickets (Aries, 1987; Brouwer, Gerritsen, & De Haan, 1979; Crosby & Nyquist, 1977), but there is significant divergence in the expressive styles of males and females in private and unstructured conversational contexts (Aries, 1987; Edelsky, 1981; Soskin & Joh, 1963).

Conversely, males (as compared to females) were perceived to be more competent and engaged in more task behavior and less social behavior (Riley and McGinn, 2002: 6). It is noted that the smaller the percentage of women occupying an organizational position, thus, the greater is the likelihood that women in that position will become the targets of negative stereotypes (Heilman, 1995; Kanter, 1977), receive unfavorable performance evaluations (Heilman, 1995; Sackett, DuBois, & Noe, 1991), and fail to get jobs or promotions (Cohen, Broschak, & Haveman, 1998; Heilman, 1980). Gender, therefore is believed to be potential to influence negotiators by placing constraints on what is viewed as attractive or appropriate negotiating behavior (Eagly, 1987). Having the guidelines on negotiation skills suggested by Cohen (2002), this research investigate mainly on the elements of relationship, interest, BATNA (Best Alternative to a Negotiated Agreement), creativity, fairness, commitment and communication.

**Relationship**

A process of negotiation involves a various type of relationship which is classified as ongoing relationship. The understanding turn out to be values of the relationship and significant to reach a selection of goals. One of the elements that been stressed by Wertheim (n.d.) in his paper that both parties should never de-personalized the problem into conflict negotiations. Since negotiation exchanges on business, sales and purchasing, personal, friends and internal negotiation, thus, it differs on relationships and approaches to accomplish successful outcomes.
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Interest

The process of negotiation focuses mainly on solutions among members. Win-win solution apparently is constructive and good for a long-term relationship. Nonetheless, interests would be an advantage to bring commitments from the members of the group. Since it aims to reach certain goals, the element of interest should be profoundly comprehended. At the same time, each party has to make a comparison of each interest whether or not the agreement can be approved successfully. By showing considerations of other people's interests, it develops chances of better result. There are, however, strategies in recognizing interests by asking questions or understanding other's interest.

Best Alternative to A Negotiated Agreement (BATNA)

An understanding of BATNA is fairly and advantage in negotiation process. It tells what need to be done before and even after disagreement occurred. BATNA apparently establishes a threshold for the settlement (Wertheim, n.d.). It should walk along toward matching or being better than the other party's BATNA. It is best used to influence their BATNA.

Creativity

The result of negotiation process leans enormously on creativities which encompasses thinking and listening skills during the negotiation process. Creativity is seen as vital to enhance a gateway of learning about other people's interests. It will be developed by having questions and be sure of particular interest. Besides that, it requires possible designs to think out of the box that is explicit but by turning around will prove helpful. Importantly, some people do not reveal their actual interests due to uncertainties and anxieties. Consequently, the creativity will excavate them all and negotiation process turns out to be proficient.

Fairness

There is no standard guideline of being fairness in the negotiation process. It is essential to have a consideration on cultural values which a person holds in the society. Being able to identify the cultural standards of fairness will help to reach better solutions. On the top of that, the perception on behaviors will determine the outcome of an agreement. Therefore, fairness has
significant impacts especially on reputations which will be required for next negotiation process. Unfairness, on the other hand, will be what they generally perceive normal in the situation. Thus, further investigations you are important to avoid mistakes, which will definitely impinge on negotiation process.

Commitment

Negotiation can only be reached with commitments from both parties. Otherwise, the process will be rather demanding to fulfill both interests and needs. Cohen (2002) suggests that every negotiation has to certify the commitments and participation because it is a benchmark of the likelihood that the outcome will be. Participation, like wise, entails discussions and exchange of ideas to get basically the ideas of both parties and the aims that they are actually getting for.

Communication

Communication inevitably occurs along the process of negotiation. Even silence is also a part of communication. Both parties have to communicate and deliver as many information as possible. The information will keep both parties in perspective then the result will be satisfying as the exchange of ideas benefit them all. Every message should be transparent because the other party should know what is right and what is not. Occasionally, people communicate without looking on to the cultural and gender influences. They emphasize on the salient information, but it actually will lead to stressful and misunderstanding. As such, communication should be managed appropriately in order to reach the goals of each party involved.

CONFLICT RESOLUTIONS

Referring to Lewicki et.al (2003), conflict can be due to highly different needs of two or more parties (Taylor, 1999; 1), a misunderstanding that occurs between various types of relationship within organizations, individuals and governments for example (Pruitt and Carnavale, 1993, p.4) and some other intangible factors. It arises when the differences cannot be satisfactorily dealt with (Taylor, 1999; 1). Therefore, the solutions may differ; such as joint
decision making, separate action or third party decision making (Pruitt and Carnavale, 1993, p.4). Each approach encompasses different action so the disputants are able to choose the one that is appropriate to solve respective conflicts which arise.

In conflict resolution, negotiation is well known as a time consuming process since it requires more offers from disputants. It offers more choices that both parties need during the process (Curhan et.al., 2004, 142; Mannix et.al., 1995, 241). However, it is compromised and cannot be assessed in terms of market efficiency (Kersten and Lo, 2003; p.2). Apart from that, it is a natural arena for observation and analysis of effective influences. Socially, it involves more interactions and exchanges of information as well as understanding between both parties (Barry and Oliver, 1996; 127).

Since negotiation occurs in business, sales and purchasing, personal, and friends, the approach may be various in order to accomplish certain outcomes from the negotiation. Furthermore, such a balance is essentially required between offers and interests between the parties in negotiation (Curhan et.al., 2004; 151).

Negotiation can be held simultaneously and not only at the table (Barry and Oliver, 1996; 140). It means that negotiation can be done via other medium than face to face interaction. In negotiation, not only is friendship important but the openness is also beneficial (Mannix et.al., 1995; 242).6

The characteristics of negotiation having been recognized by Kersten and Lo (2003, p.2) comprise of rich communication, learning, position recognition, choice selection and constraints adjustment. The combination of certain characteristics will lead to an effective negotiation process. For instance, communication7 and learning will reach mutual understanding and meaningful conversation. Meanwhile, learning and constraints adjustment are

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6 So popular had the negotiation become in 1990's that more studies were done on the effects of relationship among disputants in the negotiation outcomes (Mannix et.al., 1995; 242)

7 Stewart et.al stress that effective communication will make the decision making becomes more efficient.
believed to be capable of making both parties more willing to compromise even though it is tough at the early stage of the negotiation process.

Negotiation is more than the bargaining itself. It is a mechanism of problem solving collaborations (Kersten and Lo, 2003, p. 19). It refers to people’s skills on how to reformulate the issues and construct models for each party preference. More importantly, a negotiation remains negotiable (Kersten and Lo, 2003, p. 19). Looking at the models of negotiation, Steve (2003)\(^8\) claimed there is no specific model of negotiation is solving a particular conflict. One must understand that negotiation process involves continuous use series of tactics and strategies.\(^9\)

**FINDINGS**

In general, this study demonstrates a significant effect of gender stereotyping on women’s negotiation skills in conflict resolutions. This study believes that the findings reveal some information on the existence of women and their roles in organizations. Since this study involves IUCM as an Islamic institution, therefore, this study is able to explain on changes that occur in Muslim society as well as Malay community correspondingly towards women’s position in the organization.

**Respondents’ backgrounds**

As shown in Table 1, 53% respondents are at age from 26 to 30 years old. It is due to the institution which is newly established since its operation in 1999. Following figures is 23% which represent the percentage of respondents of 20 to 25 years old. There are 13% out of respondents are at the age between 31 and 35 years old while the least percentage (3%) represents the respondents who are at age of 36 and 40. However, only 7% respondents are at age of 41 and above.


\(^9\) Amira (2002; 2) had found in her studies that there are two dimensions involved in negotiation process which are duration and tactics.
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The length of the organization operation was regarded as the period of establishments. Therefore, the result shows that 97% workers have only been working with the institution for one to three years. While there are only 3% have been in service from four to six years. This data supports the element of new environment in the institution.

<table>
<thead>
<tr>
<th>No.</th>
<th>Items</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Gender (n =30)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>19</td>
</tr>
<tr>
<td>2.</td>
<td>Age (n =30)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>20 – 25 years old</td>
<td>23.3</td>
</tr>
<tr>
<td></td>
<td>26 – 30 years old</td>
<td>53.3</td>
</tr>
<tr>
<td></td>
<td>31 – 35 years old</td>
<td>13.3</td>
</tr>
<tr>
<td></td>
<td>36 – 40 years old</td>
<td>3.3</td>
</tr>
<tr>
<td></td>
<td>&gt; 41 years old</td>
<td>6.7</td>
</tr>
<tr>
<td>3.</td>
<td>Working experience (n =30)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 to 3 years</td>
<td>96.7</td>
</tr>
<tr>
<td></td>
<td>4 to 6 years</td>
<td>3.3</td>
</tr>
</tbody>
</table>

Gender Stereotype on Women Negotiation Skills

Figures in Table 2 discovers that the level of stereotype, which is categorized into three levels namely positive, moderate and negative. Surprisingly, there are more than half of respondents who have positive stereotypes on women negotiation skills (66.7%). 30% of them are having moderate level of stereotype while 3.3% of them are having negative stereotypes toward women negotiation skills. These results indicate that there is a growing number of people who believe on the new role of women in the organization. As opposed to traditional beliefs which signified on the weakness of women, these results give a positive insight and supports towards women and their positions in the society. It is interesting to highlight in this study since Heilman (1995) found that the number of female workers determines the level of stereotype on women in the organization.
Table 2: The Stereotype Level on Women Negotiation Skills.

<table>
<thead>
<tr>
<th>Level of Effectiveness</th>
<th>f (N= 30)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>20</td>
<td>66.7</td>
</tr>
<tr>
<td>Moderate</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>Negative</td>
<td>1</td>
<td>3.3</td>
</tr>
</tbody>
</table>

In analyzing the level of effectiveness, this paper had organized the information based on gender classes (Refer Table 3). The data shows that almost all female respondents (17 respondents) actually engage in positive perception towards women negotiation skills. This is perhaps led by the bias in the perception. However, quite big numbers of males (eight respondents) who are having moderate perception while only three of them have positive stereotype on women negotiation skills. On the other hand, only one respondent gives bad perception of stereotype on women negotiation skills.

Table 3: The Stereotype Level Based on Gender Classes

<table>
<thead>
<tr>
<th>Gender/Level</th>
<th>Effectiveness</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Female</td>
<td>17</td>
<td>2</td>
</tr>
<tr>
<td>Male</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>27</td>
</tr>
</tbody>
</table>

Since this study is investigating the stereotype issue on women negotiation skills, then it includes a comparison analysis between both female and male (refer Table 4). The data has shown that gender differences become a significant factor towards their level of stereotype towards women’s negotiation skill in conflict resolution. The analysis come out with 0.001 with mean differences is −3.710. It indicates that the mean for female is greater than male. Admittedly, female respondents are having positive stereotypes rather than males primarily on women’s negotiation skills.
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Based on the above, it is noted that that bias becomes an influential factor towards their perceptions on women negotiation skills towards conflict resolution. As found by previous studies, gender differences exist in social behavioral from the fulfillment of the stereotypic gender roles (Eagly & Wood, 1991) and performance expectations (Beyer & Bowden, 1997).

Table 4: Comparison Analysis between Gender and Level of Stereotype

<table>
<thead>
<tr>
<th>Gender/Level of Stereotype</th>
<th>Mean</th>
<th>t</th>
<th>Sig.2 tailed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>42.454</td>
<td>-3.710</td>
<td>0.001</td>
</tr>
<tr>
<td>Female</td>
<td>49.947</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The stereotype on women negotiation skills towards conflict resolutions

Referring to Table 5, the data demonstrates that the highest mean score includes the elements of consideration (4.00), rationality (3.53), effective communicator (3.53), reserving rights (3.66), negotiable (3.63) and defensive (3.56). Although an ego is what people normally would have, the mean score is quiet low (3.43). On the top of that, the result supports the traditional stereotype of women’s emotions which is relatively higher than men are (2.86). Regardless the highest and the lowest mean score, other elements are at moderate level such as openness (3.13), effective listeners (3.23), biasness (3.26), and carefulness (3.46).

Referring to Gershaw (2003), men and women are different on the causes they attribute to various emotions in themselves and others like anger, fear or sadness. He stated that Virginia O’Leary, who is a psychologist of Radcliff College, agreed that women are more likely to see the cause as something in a personal relationship or the person’s mood. Nevertheless, Retzinger and Scheff (n.d.) view emotions as significant and believe that emotions only exist because both parties are lack of details attention.
Table 5: The Mean Score on Women Negotiation Skills

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
<th>Mean (n=30)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Female is not emotional person</td>
<td>2.86</td>
</tr>
<tr>
<td>2.</td>
<td>Female is rationale</td>
<td>3.53</td>
</tr>
<tr>
<td>3.</td>
<td>Female is open-minded</td>
<td>3.13</td>
</tr>
<tr>
<td>4.</td>
<td>Female is considerate person</td>
<td>4.00</td>
</tr>
<tr>
<td>5.</td>
<td>Female is good listeners</td>
<td>3.23</td>
</tr>
<tr>
<td>6.</td>
<td>Female is bias</td>
<td>3.26</td>
</tr>
<tr>
<td>7.</td>
<td>Female is prudent</td>
<td>3.46</td>
</tr>
<tr>
<td>8.</td>
<td>Female is good communicators</td>
<td>3.53</td>
</tr>
<tr>
<td>9.</td>
<td>Female reserves rights</td>
<td>3.66</td>
</tr>
<tr>
<td>10.</td>
<td>Female is negotiable</td>
<td>3.63</td>
</tr>
<tr>
<td>11.</td>
<td>Female is result-oriented</td>
<td>3.1</td>
</tr>
<tr>
<td>12.</td>
<td>Female is defensive</td>
<td>3.56</td>
</tr>
<tr>
<td>13.</td>
<td>Female is outspoken</td>
<td>2.76</td>
</tr>
<tr>
<td>14.</td>
<td>Female is not egoist</td>
<td>3.43</td>
</tr>
</tbody>
</table>

Perceptions on stereotyping in the organization

As described in Table 6, the figures show that more than half (56.7%) respondents are at moderate level of perception towards the existence of stereotype in the organization. While a quite large percentage which is 30% of respondents perceive stereotype negatively. It show that the respondents are still holding to the traditional belief towards stereotype, which has been long time ago existing between life norms of society especially in Malaysia. However, no research is found in this particular area in Malaysia. Disregard the negative perceptions by respondents, only 10% perceive stereotype positively. This is new paradigm of thinking which potentially leads to organizational success. Nevertheless, the workers still need exposures for new 21st century working environment and the challenges.
Gender Stereotypes on Women Negotiation Skills in Conflict Resolution.

Table 6: The Level of Perception towards Stereotype

<table>
<thead>
<tr>
<th>Level of Effectiveness</th>
<th>f (N= 30)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Moderate</td>
<td>17</td>
<td>56.7</td>
</tr>
<tr>
<td>Negative</td>
<td>10</td>
<td>33.3</td>
</tr>
</tbody>
</table>

The following table (Table 7) shows the mean score by elements towards the perception of stereotype. Obviously, most of the respondents perceive stereotype as helpful in recognizing people behavior in the organization at mean score of 3.20. Though, the mean score for second element is almost at moderate level of 2.86. The results signify stereotype is not taken into account when it comes to evaluating people’s ideas. The least mean score is about the role of stereotype in the process of negotiation. It indicates that stereotype could only help them in recognizing people behavior but not in evaluating and negotiating successfully towards conflict resolutions.

Table 7: The Mean Score on Perception towards Stereotype by Elements

<table>
<thead>
<tr>
<th>Item/ Mean Score</th>
<th>Mean (n=30)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stereotype is helpful in recognizing people behavior</td>
<td>3.20</td>
</tr>
<tr>
<td>Stereotype adds on consideration in evaluating people</td>
<td>2.86</td>
</tr>
<tr>
<td>Stereotype assists the process of negotiation in the organization</td>
<td>2.40</td>
</tr>
</tbody>
</table>

**CONCLUSION**

Based on the discussion above, this paper recognizes revolutions of stereotyping in the organization (IUCM). It disconfirms the hypothesis of this study that male workers would typically have negative stereotypes towards female workers but not for negotiation skills. However, it does not mean that stereotype does not exist at all on women’s negotiation skills. It is only a matter of how the workers impinge their skills in conflict resolution. Since this research has empirically proved positive stereotypes on women negotiation skills, we can conclude that changes occur in stereotyping for new generations which develops positively in solving conflict.
Besides that, the backgrounds also identify 87% of respondents are at age ranging from 20 to 35 years old. It refers to the revolution of new generation of 21st century. As the number of female workers influences the level of stereotype, this study found that age also plays its role in determining the level of stereotype in the organization. It should be further analyzed whether or not benefiting globalization that we face today.

BIBLIOGRAPHY


Gender Stereotypes on Women Negotiation Skills in Conflict Resolution.


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