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MASTER THESIS

**Gender differences in bargaining salary at workplace: Are Cypriot
women less willing to negotiate their salary? If so, why?**

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1. Introduction

For years, salary negotiations have been a great concern to researchers. In general, field research on salary negotiation has found that those who choose to negotiate increase their salary. Other studies such as the one of Marks and Harold (2011), suggest that those who chose to negotiate, increase their starting salaries by an average of \$5000.

Few studies have examined the effect of gender on salary negotiation outcomes. Among these, some studies show that men hold the higher ranks of the society and are paid significantly more than women in the labour market (Babcock et al., 2006; Bertrand, 2010; Blau et al., 2010; Leibbrandt et al., 2015). These studies have emphasized more in depth the effect of gender on salary negotiation outcomes, finding that women are less willing to practice negotiation in their workplace. Social scientists have theorised for decades that the gender differences in human capital, discrimination against women, maternity leave (Phipps et al.2001), and gender differences in preferences (Eskel and Grossman, 2008a, b; Croson and Gneezy, 2009) are the perceived primary causes for women's unwillingness to negotiate their salary (Spencer et al.1999; Blau and Kahn, 2000; Goldin and Rouse 2000; Weichselbauner and Winter-Ebmer, 2007). The present study aims to offer insight in the private sector of Cyprus, regarding the employees' gender differences in salary negotiations and in particular the women's willingness to negotiate.

1.1. Background

Many authors have tried to examine the role of gender in salary negotiations. "Negotiations was historically perceived to be an activity in which each party takes a position, argues for it, and makes concessions to reach a compromise that maximizes the party's share of resources" (Del Gobbo, 2018, page 3). Historically, scholars and practitioners who analysed the determinants of gender have either assumed or concluded that women and men negotiate differently (Del Gobbo, 2018).

One of the most contentious topics in the area of negotiation is the relationship between gender and negotiation behaviour, especially in the law and business settings. Some studies are blurry. Others show that men and women are equally adept at applying principled negotiations skills, and others suggest that women may be less adept for a host of social, cultural, economic, legal, and psychological reasons (Del Gobbo, 2018).

It is a fact that, women earn less on average during their lifetime, than men do. Women's relative ineffectiveness at salary negotiation is one factor contributing to this problem. Results of the social science research of Riley et al. (2005) suggests that women achieve lower workplace salary negotiation outcomes because they underestimate their skillset. Furthermore, they tend to be more hesitant to enter salary negotiations, especially when there is a high degree of structural ambiguity.

The study of Vaani et al. (2020), suggest that the gender wage gap includes a large component unexplained by objective factors and may be attributed to factors such as stereotyping and discrimination. "Overall, their findings, suggest that regardless of women's power role in negotiations, their lower performance is predicted by their male counterparts' higher implicit stereotypes" (Vaani et al., 2020, page 289). Another similar study of Tellhed et al (2011), argue that women often feel inferior to men in negotiating their salary, thus are perceived as worse negotiators.

Although much research exists in regards to salary negotiations, little research is available on the gender salary negotiation approach, especially in Cyprus. According to the gender salary differentiation research mentioned above, many factors exist as to what motivates men and women to negotiate or not negotiate their salary. These studies show that women are found to be less willing to negotiate (Stevens, et al, 1993; Babcock, Gelfand, Small, & Stayn, 2006; O'Shea & Bush, 2002; Leibbrandt al, 2015; Johnson et al, 2016; Reif et al., 2019). Relevant studies on the specific topic will be presented in the literature review.

1.2. Purpose of this study

According to the literature, in general, the average earnings of women are significantly lower than those of men (Johnson et al, 2016). The social insurance services in the Republic of Cyprus (2021), report that indeed women earn less. This study will explore if Cypriot women avoid practising negotiation when requesting their salary. If they do, do we know why?

Therefore, the primary purpose of this study is to explore if women are less willing to negotiate their salary in Cyprus. For the measurement of this specific question, quantitative data will be used through a questionnaire. The questionnaire with a combination of close-ended and open-ended questions will show if there is a significant difference in male and female employees in Cyprus when negotiating their salary.

The secondary purpose and goal for this study is to examine the reason for women's unwillingness to negotiate, if this shows to be the case from the study. This unwillingness that is being explored by previous studies, in other countries can provide useful information in relation to the Cypriot working population. For this purpose, qualitative data will be collected through interviews in order to provide valuable information, including needs, behaviours patterns and unexpected beliefs, from assistant managers and managers in relation to salary negotiations. With semi structured interviews on the specific topic, this study will aim to show if there is a difference in the nature of men's and women's salary negotiations and their beliefs about these negotiations. The significant aim on using the interviews in this study is the inclusion of managers. Having employers, who hold the higher positions of the company can help the study to figure how they have managed to get a salary raise through negotiation, and what are both men's and women's expectations on salary negotiations.

Finally, the last step of this study is to analyse and compare the results of the study with the theories explored and discuss their impact on the Cypriot working environment.

1.3. Significance of the study

Most scholars have found that overall women are less willing to apply negotiation on wages than men (Stevens, et al, 1993; Babcock, Gelfand, Small, & Stayn, 2006; O'Shea & Bush, 2002; Leibbrandt al, 2015; Johnson et al, 2016; Reif et al., 2019). According to the literature on gender differences in salary negotiation, the results have shown mixed reasons as to why women are perceived as worse negotiators than men. Some of them showed that women lack confidence (Watson & Hoffman, 1996), self-efficacy (Reif et al., 2019; Stevens, Bavetta, & Gist, 1993), and feel inferior to men. As a result, women have become more hesitant to negotiate their salaries (Kray and Thompson, 2005; Kulik & Olekalns, 2012; Reif et al., 2019). Stevens, et al. (1993), argued that it is about societal perceptions. In other words, gender role beliefs reflect what it stereotypically means to be a woman or a man according to cultural values and practices of the society. Others showed that women are more altruistic than men (Johnson et al, 2016). More specifically, research has indicated that women are significantly more effective and aggressive negotiators when negotiating on the behalf of others, rather than for their own benefit.

Little to no research has been conducted about this subject among Cypriot employees and the present study intends to incentivise researchers who might be interested for future studies regarding Cyprus. According to the above, generally women are perceived as worse negotiators than men. It is significant that this paper will discover information on female Cypriot employees as to why they are unwilling to negotiate their salary and compare with studies conducted elsewhere in the world.

In addition, this study will draw information from Cypriot male employees as well. It is significant to mention that male perceptions of practising salary negotiations differs from those of female employees (Stevens, et al, 1993; Babcock, Gelfand, Small, & Stayn, 2006; O'Shea & Bush, 2002; Leibbrandt al, 2015; Johnson et al, 2016).

The present study aims to contribute to the growing body of research about the gender differentiation on salary negotiation in Cypriot workplace and especially the effect of female gender in this matter. By answering the question of the Cypriot employees' intention to negotiate their salary and understanding which component of negotiation has the strongest correlation with individual willingness to negotiate, the research will gather information as to why gender is a significant factor of different negotiations. Apart from its importance to Cypriot women employees this study also targets to inform Cyprus employees in general about this thesis, as it can boost their confidence and become more active when negotiating their salary. As a result, employees will become more productive and more satisfied when they go to work.

To summarise, this study is significant to the Cypriot female workers, as it will provide helpful insight and reasoning on women's willingness to negotiate that has mixed reviews from scholars. More specifically, the aim of the study is to see what really affects Cypriot women in bargaining their salary in combination with previous studies. In other words, does the majority of female employees hesitate to practice salary negotiation? If the answer is yes, then it would be wise for female employees to invest more on increasing their salary. Nevertheless, the significance of this complicated gender issue lies within many factors that will be discussed later in the literature with the combination of the findings of this research.

1.4. Thesis Outline

The present research involves how negotiation is used by employees in Cyprus. The research is to examine if women show less willingness for negotiation and if yes, the reason why this is happening.

The study is organised in chapters. The first chapter is the introduction of the subject examined and addresses the significance of this study. The second Chapter provides an analysis of the literature and the theories that have been conducted as a way of displaying what has been done previously concerning the research question. The third chapter describes the research process and the design of the questionnaires and interviews, which they will be analysed based on the research question of the study. The use of statistical analysis tools and interview answers will be described. The fourth chapter outlines the results of the study in order to answer the research question. In addition, the implementation of discussion compares the results with previous literature mentioned in chapter two. Finally, in the fifth chapter the limitations of the study, implications, and suggestions for further studies and conclusions are discussed.

2. Literature Review Draft

2.1. What is Negotiation?

Negotiating is a social activity (Thompson, Wang & Gunia, 2010) taking place in all kinds of contexts such as organizations, markets, households, families, and many more (Babcock, Gelfand, Small, & Stayn, 2006; Reif, Kunz, Kugler, & Brodbeck, 2019; Stuhlmacher & Linnabery, 2013). In these contexts, negotiations are a common means to achieve one's goals (Kolb, 1998), such as to resolve conflicts (Pruitt & Kugler, 2014) or to reach agreements (Carnevale & Pruitt, 1992; Reif et al., 2019).

Negotiation is historically perceived to be an activity that an individual takes a position, argues with it and makes concessions to reach the maximum of the party's share of resources. For example, the bargaining is a process of offers and counteroffers punctuated by concession, bluffs, threats, and other tactical behaviours, leading to negotiated agreement somewhere between the parties' original position (Del Gobbo, 2018). Thompson (1990) argues that the negotiation process is the interaction that occurs between parties before a final outcome is reached.

The liberal economy theory, characterized negotiators as actors who share the same goals or values and bargain for the same 'scarce' resource with a view to reaching a settlement predicted upon dividing those resources. However, the fundamental goal is maximizing victory (Morton, 1973; Bartos, 1974; Murray, 1978; Cooter et al, 1982).

2.2. Negotiation Strategies

The negotiation process is the interaction that occurs between parties before having a mutual final agreement (Thompson, 1990; Marks et al.,2011). Negotiation strategies are different from tactics on a matter of scale. "Tactics are defined as short term, adaptive moves created to progress on high level strategies, whereas strategies include multiple tactics and represent stylistic approaches to the negotiation process" (p. 92; Lewicki, Saunders, & Minton, 1997; Marks et al.,2011).

There are five negotiation strategies: Collaborating, competing, avoiding, accommodating, and compromising (Dallinger & Hample, 1995; De Dreu, Evers, Beersma, Kluwer, & Nauta, 2001; Rahim, 1983; Marks et al.,2011). These five strategies have been frequently described in the literature and are based on the dual-concern model (Blake & Mouton, 1964; Rahim & Bonoma, 1979; Marks et al.,2011). The dual-concern model is based on what negotiation strategies individuals use when bargaining for their salary. Figure 1 illustrates the model examined in this study. The importance of this model is the examination of the relationship between individual differences, job negotiation strategies, and salary negotiation outcomes. The display of this model shows also how individual differences influence one's choice of whether and how negotiation strategies are employed, above and beyond contextual factors. Consequently, the type of negotiation an individual chooses to use, predicts the whether salary negotiation outcome has an increase on salary or not. The negotiation strategies of the dual-concern model will be reviewed below and each strategy will be discussed next.

2.3. The dual-concern model

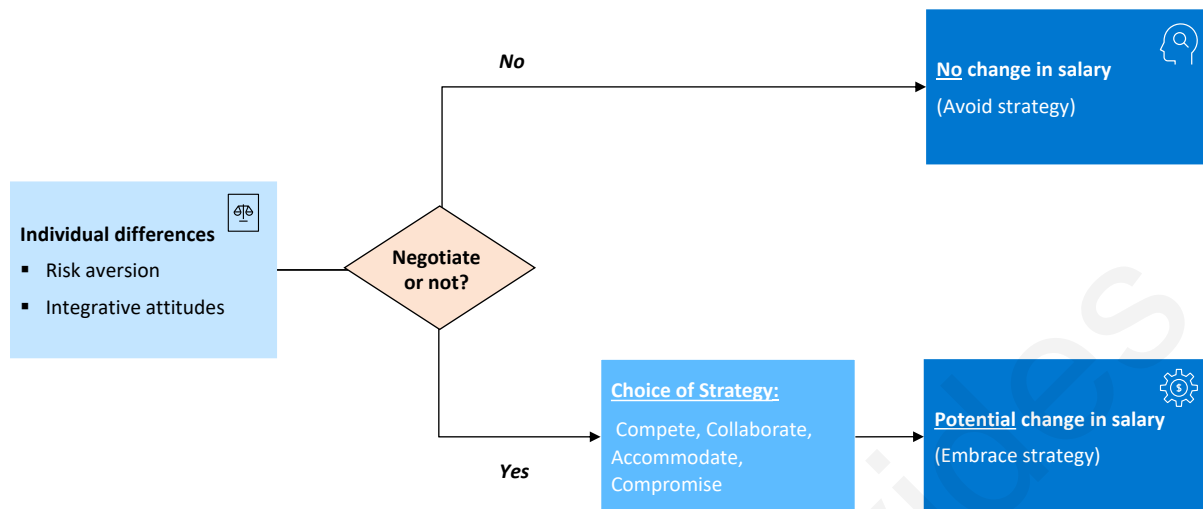


Figure 1: Dual-concern model (Blake & Mouton, 1964; Rahim & Bonoma, 1979; Marks et al.,2011).

This above proposed model of salary negotiation is significant in the context of a job negotiation. Salary negotiations are considered to be optional for an individual unlike other bargaining scenarios. It is considered to have at least some level of risk when entering into negotiation once an offer has been put forth. People who are risk-averse may see negotiations as a win-lose situation and fear the potential damage that could result to ongoing relationships. By choosing to negotiate, risk-averse individuals are, in effect, taking a risk of losing the opportunity by signalling that the current job offer is unacceptable.

2.4. Risk Aversion

The individual behaviour when taking a risk has both state and trait components. According to Kahneman and Tversky (1979) every individual risk-taking behaviour is uncertain across situations, and decisions about when to take risks is entirely up to personality (Nicholson et al., 2005; Marks et al.,2011). Consequently, the process of negotiation for an individual is rooted in one's perception of

risk. Risk averse people may back down from aggressive negotiation strategies due to the uncertain future relationships that the negotiation might cause.

Personality-based risk aversion will predict whether or not individuals choose to negotiate.

Individuals who are high in risk aversion are less likely to use collaborating or competitive strategy.

They are more likely to use accommodating strategy.

Integrative Attitudes

Individuals with integrative attitudes believe that in negotiations there should be an emphasis on common attributes and find solutions that both sides are satisfied with the results. Galinsky et al., (2008) found that the skill to understand others' perspectives in negotiation context increased their ability find solutions that were mutually beneficial for both sides of the negotiation process (Marks et al.,2011).

Beersma and De Dreu (1999) found that individuals with more experience in the social sector and more specific only people who seek good for themselves and others, were able to reach more integrative negotiation agreements (Marks et al.,2011). Among individuals who chose to negotiate, integrative attitudes will display how individuals choose to negotiate. Individual with more integrative attitudes will be more likely to negotiate than the ones with less integrative attitudes (Marks et al.,2011).

Risk aversion and integrative attitudes are the individual differences that show the reason of one's choice of strategy to negotiate or even avoid a strategy. That been said the choice of negotiation lead to positive or negative outcomes depending on the right choice of strategy.

2.5. Choice of Strategy

2.5.1. Collaborating

This strategy is defined as integrating or problem-solving strategy. According to the above model this strategy represents a high concern for attaining one's own outcomes as well as high concern for whether the other party attains their desired outcomes. This strategy is represented by a desire to exchange significant and accurate information in order to have a win-win situation where everybody agrees the terms of negotiation.

2.5.2. Competing

The competing strategy represents a great concern for individual benefit and lower concern for others. This tactic can be persuading, threatening, misrepresenting and assertive. Competing conflict management strategies stem from self-concern, or an egoistic orientation (Blake & Mouton, 1964; De Dreu et al., 2000; Rahim & Bonoma, 1979). Self-concerns focus on doing what is perceived as best for oneself, such as winning or reaching the best self-outcome.

2.5.3. Accommodating

This strategy represents the opposite from competing. Also referred to as obliging or yielding, an accommodating strategy to negotiation represents high concern for others and low concerns about one's own outcomes. Negotiators pursuing an accommodating strategy are more interested in having others attain their desired outcomes. While this strategy has disadvantages when one is trying to reach agreement on issues that are important, this strategy may be appropriate in

situations where one's focus is on the longer-term relationship or one is negotiating from a position of limited power.

2.5.4. Compromising

This approach is concerning the individual outcome as well as the concern for other but in lower levels. It includes the desire to reach an acceptable middle ground. Compromising strategies derive from a high concern for others or a pro-social orientation (Blake & Mouton, 1964; De Dreu, Weingart, & Kwon, 2000; Pruitt & Rubin, 1986; Rahim & Bonoma, 1979). This orientation lends itself to a cooperative, integrative approach that enables a negotiator to focus on helping others achieve their goals and find mutually beneficial solutions.

2.5.5. Avoiding

The avoiding approach is about running away from the negotiations. Sometimes there are situations where avoidance can be effective, however in salary negotiations this approach is considered to be an ineffective strategy. The dual-concern model represents the low concern for both oneself and particular other.

Competing and collaborating are both active strategies that work to maximize the outcomes of the negotiator. Whereas collaborating involves a dual focus on maximizing joint outcomes, competing focuses more directly on achieving an individual's goals. The study of Marks et al., (2011) displays that among individuals who chose to negotiate, those who use a collaborating strategy and competing strategy will increase their salary offer. Moreover, the compromising strategy seems to have a positive negotiation outcome as well. The study of Marks et al., (2011) shows how several types of individual differences and personality-based risk aversion, attitudes, as well as contextual information, influence the human attitude towards negotiation strategies. The study offers evidence

that risk-aversion and integrative attitudes are important predictors of the use of a collaborative approach to negotiation. Collaborative styles, along with competitive strategies, lead to significant gains in salary offers. Collaborative approaches also lead to feelings of satisfaction and fairness with negotiating deals. Negotiators who accommodated ended up feeling most unsatisfied, and were left with the perception that the process to their negotiated agreements was unfair (Marks et al., 201

3. Gender Differentiation in Salary negotiation

To date, limited field research on salary negotiation has found that those who choose to negotiate generally increase their salaries. The few studies concerning this are have examined the impact of gender on salary negotiation outcomes, finding that women are less likely to negotiate (Babcock, Gelfand, Small, & Stayn, 2006; O'Shea & Bush, 2002) and men receive higher salary payoffs(Gerhart & Rynes, 1991).

Negotiation scholars have examined that men are better than women at negotiating (Stevens, et al, 1993; O'Shea et al, 2002; Babcock et al, 2006; Kulik et al, 2012; Johnson et al, 2016; Leibbrandt et al, 2015; Reif et al, 2019). This indication has been supported empirically, including results from meta-analyses (Mazei et al., 2015; Stuhlmacher & Walters, 1999).

In a society, beliefs about gender role represents people's perceptions of men's and women's social roles. For example, according to the typical division of labour, women's social role is taking care of children, and men's social role is working to earn in order to provide financial support for their families. Based on society observations, people behave accordingly as men and women (i.e., correspondent inference; Gawronski, 2003; Gilbert & Malone, 1995). The different attributes to men and women that the society perceives are clearly seen "in the nature of each gender", known as gender stereotypes (e.g., Eagly & Wood, 2012; Koenig & Eagly, 2014; Kugler et al, 2018).

The role of each gender according to the society is reflecting to what it stereotypically means to be a woman or a man. Males are best described as agentic, which describes an individual being ambitious, assertive, competitive, and task-oriented. The female gender role is best described as communal, which implies best of being supportive, caring, warm, emotional, and interpersonally oriented (Eagly & Karau, 2002; Eagly & Wood, 2012; Mazei et al., 2015; Stuhlmacher & Linnabery, 2013). Research has repeatedly inform male gender role having agentic characteristics and female gender role having communal characteristics, including cross-cultural validations (Costa, Terracciano, & McCrae, 2001; Ridgeway & Correll, 2004; Ridgeway & Diekema, 1992; Williams & Best, 1990; Wood & Eagly, 2002; Kugler et al., 2018).

Social role theory suggests that gender role beliefs begin to appear when people have specific behaviour towards the gender-specific dispositions. Thereby, social role theory is linked to evolutionary theories, which explain how gender-specific behaviours evolved. According to Busset al. (1995) evolutionary theories prevailed due to the fact that different physical attributes and behaviours are perceived as adaptive for men and women (Kugler et al, 2018).

Furthermore, the social role theory suggests due to social rewards and punishments that each gender receives is provoking and maintaining the typical behaviour of both genders. These two are key elements of social constructionist theories (e.g., Bohan, 1993; Gergen, 2001) and learning theories (e.g., Bussey & Bandura, 1999; Martin, Ruble, & Szkrybalo, 2002). Social constructionist and learning theories highlight that men and women learn how to behave when imitating role models, and also being rewarded for behaviours that accepted by the society and punished for the unacceptable behaviours (Kugler al., 2018).

In addition, the male gender role is perceived having high status and power in the society more than the female gender role have. Having high status and power is linked with the agentic behaviours which is associated with the male gender role and inconsistent with the female one (cf. Carrier, Louvet, Chauvin, & Rohmer, 2014; Conway & Vartanian, 2000; Kugler et al., 2018).

In sum, the social role theory explains gender differences from many perspectives. It has been used to predict gender differences in various behavioural matters, including negotiation behaviour (e.g., Amanatullah & Morris, 2010; Amanatullah & Tinsley, 2013; Bowles et al., 2007; Mazei et al., 2015; Kugler et al., 2018).

Recent studies on cultural variation in gender stereotypes, argue that the perception of stereotyping men as agentic and women as communal is not verified universally but instead reflects the cultural values and practices that are prevailing in each society (Cuddy et al., 2015; Shan, Keller, & Imai, 2016). For example, a society with more individualistic characteristics are more likely to stereotype men as agentic. However, the collectivistic cultures are more likely to stereotype men as communal. Consequently, each society is reflecting according to their cultural values. As a results, before characterising a man or a woman as agentic or communal one should take into consideration the cultural dimensions (Cuddy et al., 2015).

In general, men are stereotyped as agentic and women are stereotyped as communal is a possible perception on the cultural values and practices of each society. For example, in China and Korea, which are both collectivist cultures, men are more likely to be stereotyped as communal and women as agentic, which displays the opposite findings in individualistic cultures (Cuddy et al., 2015).

Accordingly, in some collectivistic societies, relationship-oriented negotiating behaviours are also more likely to be categorized as masculine, and aggressive negotiating behaviours are more likely to be categorized as feminine, which is completely the opposite for those found in the West (Shan et al., 2016).

Individualistic cultural values promote an agentic male stereotype and a communal female stereotype, whereas collectivistic cultural values promote a communal male stereotype and an agentic female stereotype (Cuddy et al., 2015). Societies therefore have different perceptions on how they gender because they have different expectations about how each gender should behave in the particular society (Shan et al., 2019).

For example, in China, women negotiators are likely to be the initiative negotiations (Dai, 2005), by choose aggressively and assertively (Dai, 2005), having more persistence than men (Wang, 2000). In addition, they are more ambitious and confident (Chen & Chen, 2012). In Peru, according to Castillo, Petrie, Torero, & Vesterlund, (2013), female negotiators are also more aggressive negotiators than men. The gender differences found in China and Peru likely reflect the societies' values and practices, verifies the expectancy of men to behave less aggressively than women (Shan et al., 2019).

These findings display that men having a better performance than women in negotiations are not visible in every case but instead depend on the cultural values and practices of each particular society (Shan et al., 2019).

Specifically, men when negotiating were more likely to outperform women in cultures high on individualism, low on in-group collectivism practices, and high on assertiveness practices. Results suggest that cultural dimensions of each country have a major impact as to what gender will prevail at negotiations. It seems that cultures have a great impact on gender differences when negotiating their salary. This would be interesting to explore what happens in Cyprus since according to Hofstede's dimensions Cyprus is a collectivistic, high-power distance, masculine, long term oriented and very high on uncertainty avoidance context.

Hofstede's cultural values, including individualism/collectivism, masculinity/femininity, power distance, long-term orientation, uncertainty avoidance, and indulgence (Hofstede et al., 2010), play a significant role between culture and negotiation (Hofstede et al., 2010). Hofstede's cultural values, especially individualism and collectivism, have informed the research on culture and negotiation (e.g., Tu, 2015) and on the role of culture in gender stereotyping (Cuddy et al., 2015; Shan et al., 2019).

The results from a meta-analysis of how gender differences in negotiation performance undergo in each culture, suggest that in cultures where the value of group's needs over self-interest, men actually have hard time in negotiating outcomes. One potential explanation is that a strong

negotiation performance is in part attributed to the negotiation partners' willingness to act in their self-interest (Lange, Löschel, Vogt, & Ziegler, 2010). At the same time, women in collectivistic cultures are dominating the negotiation outcomes that supports a willingness to act on self-interest. One potential explanation is that women are not specified to behave in ways that men must do, as they understand well that they are less likely to be rewarded for demonstrating group interest (Shan et al., 2019).

The case of Cyprus, supports that Cyprus has a high level of uncertainty avoidance and increased Individualism level. The results of Kyriakoullis (2005) and Stylianou et al., (2011) in comparison with Hofstede's earlier finding of 1991, and the findings of the latest study of Stylianou et al., (2011), classify Cyprus, in comparison with other countries, as a collectivistic country with lower level of Individualism, and a high level of uncertainty avoidance. High uncertainty avoidance increases the unwillingness to take risks and high collectivism level increases the indication that people give more importance to groups and peer pressure. When it comes to negotiating salary, Cyprus society might find it difficult to process salary negotiations due to the above cultural dimensions of Hofstede (Stylianou et al., 2011).

In addition to cultural differences, previous research has found different gender attributes in negotiation outcomes to differences in the overall level of assertiveness and competitiveness found in men's and women's negotiation behaviour (Walters, Stuhlmacher, & Meyer, 1998). For example, in an individualistic context, men set higher goals than women when negotiating (Bowles, Babcock, & McGinn, 2005), taking the initiatives (Bowles, Babcock, & Lai, 2007; Small, Gelfand, Babcock, & Gettman, 2007), being aggressive in their first offer (Barron, 2003; Galinsky & Mussweiler, 2001). As we mentioned before aggressive and competitive negotiation behaviours is typically seen as superior and therefore have greater negotiation performance which leads to favourable economic outcomes for men (Bowles et al., 2007; Elfenbein, Curhan, Eisenkraft, Shirako, & Brown, 2009; Van Poucke & Buelens, 2002; Zetik & Stuhlmacher, 2002; Shan et al., 2019).

The expectancy considerations known as cognitive-motivational factors, are related to the decision whether or not to negotiate (Reif & Brodbeck, 2014). Expectancy can be a motivational factor taking initiatives (Reif & Brodbeck, 2014) as it can boost one's confidence and therefore create an ability to perform effectively in a task (Miles & LaSalle, 2008) and includes feelings of self-efficacy. Research has identified that negotiation self-efficacy and better expectations are a positive influence to negotiation processes and outcomes (Elfenbein, 2015; Miles & LaSalle, 2008; O'Connor & Arnold, 2001; Sullivan, O'Connor, & Burris, 2006; Reif et al., 2019).

The negotiation ability differs for men and women. Women have lower competency beliefs and confidence in negotiation situations due to the fact that negotiating is typically seen as a masculine domain (Bear, 2011; Kray & Thompson, 2005; Kray, Thompson, & Galinsky, 2001). Moreover, the disproportionate number of men's and women's, gender, expectancy, and initiation opportunities to practice negotiating also might have an impact as to why women are less considered to negotiate due to lower expectations than men. Research showed that women have less confidence than men (Watson & Hoffman, 1996) and have less self-efficacy in negotiations compared to men (Stevens, Bavetta, & Gist, 1993), (Reif et al., 2019).

The study of Johnson et al, (2016) argue that salary expectations for both genders begin at early stages at high school. Stevens, et al. (1993), argue that differences in childhood friendship has an impact and may lead to different communication styles when becoming adults. According to that, people might perceive that male friendships from the early stage is a privilege, resulting greater development in practising negotiations among men rather than among women.

Craver's study argues that women tend to be more effective negotiators when they negotiate on behalf of others (Johnson et al, 2016). This shows that women are stronger negotiators on behalf of others instead of themselves, therefore they work harder to receive the best results for the persons they are representing. Moreover, another similar study of Schneider et al, (2010) attenuated by lawyers, determined that women who negotiate set 22% higher initial targets when negotiating for

someone else (Johnson et al, 2016). The indication of this research shows that women are performing more effectively and aggressively when they negotiate for others, rather than for their own benefit (Johnson et al, 2016, page 137)". That being said, women tend to negotiate on behalf of others using the accommodating strategy mentioned before in Mark's (2011) dual -concern model.

A woman who constantly asking for salary increase, she will earn over one million dollars more by the time she retires than a woman who accepts what she's offered without asking for more (Virginia Valian, 1999; Johnson et al. (2016, p 135). It is important to mention that, in the study, women who negotiated their salaries were able to increase their salaries by roughly the same percentage as men, therefore for women's who avoided negotiation was the reason of having lower starting salary offers (Babcock & Laschever, 1963; Johnson et al. 2016).

The reason why each of both genders have different likelihood when initiating negotiations is the relative consistency between the female gender role, the male gender role, and the negotiator role. The male gender role is considered to be an effective negotiator according to the social role, and inconsistent with the female gender role. Both male role and negotiator role are identified as assertive, strong, dominant, and rational, basically, agentic (Kray & Thompson, 2005; Kulik & Olekalns, 2012; Kugler et al. 2018). As for women, they often face misunderstandings between them and perceive themselves ineffective negotiators. In addition, agentic behaviours, often shown by male characteristics, have shown to be more effective in negotiation than the communal (i.e., female) behaviours. Since both genders are portrayed with the above behaviours accordingly, females who conform to the female gender role when negotiating are more likely to fail than men (e.g., Kray, Thompson, & Galinsky, 2001; Kray & Thompson, 2005; Hüffmeier et al., 2014; Kugler et al. 2018). Thus, in a society where men initiate negotiations is typically perceived to concur with the male gender role, and women perceived to interfere with the female gender role.

Furthermore, women experience backlash due to the fact that they deny their own gender identity and which undervalues the female gender role when it comes to negotiation practices (e.g., Bowles

et al., 2007; Rudman, 1998; Rudman & Fairchild, 2004; Rudman & Glick, 1999; Kugler et al., 2018).

Women should also ask themselves on how to negotiate more successfully than men since they believed to be facing more misfortunes and setbacks than men.

Firstly, when an individual is unsure about his/her effectiveness on negotiations, is more likely to decrease taking initiatives on the specific matter (according to the model by Reif & Brodbeck, 2014).

Secondly, the fear of backlash is most commonly experienced by women, when it comes to practice negotiation, as well as when they begin a negotiation (e.g., Bowles et al., 2007; Rudman, 1998; Rudman & Fairchild, 2004). According to the model of Reif & Brodbeck (2014), women due to the fact that they have higher probability of facing backlash, which creates higher social costs when negotiating, it is difficult to enter or process negotiations. Accordingly, women do step out from negotiations more often than men (Kugler et al., 2018).

Additionally, men and women “initiate negotiations to the same extent when situational ambiguity regarding the appropriateness of negotiating is low, because they both can draw on the negotiator role without having to fear backlash. By contrast, men initiate negotiations more than women when situational ambiguity is high, because they draw on their gender roles, with women having to fear backlash if they nevertheless initiate negotiations (Kugler et al., 2018, page 207)”

Moreover, negotiation ability was found to be influenced by women’s fear of backlash for violating gender stereotypes by acting assertively, contributing to a gender negotiation gap (Amanatullah & Morris 2010). However, when women negotiated on behalf of a third party this difference will no longer exist. The finding that women feel confident being assertive (e.g. asking for concessions; making positional demands) when negotiating on behalf of other it is stated that the fear of backlash is the reason, and not an inability to negotiate, that leads to lower outcomes for women (Shan et al., 2019).

When it comes to bargaining, women are stereotypically perceived as worse negotiators than men, which might make them ask for less when under stereotypical threat. “Steele (1997), perceived

stereotype threat as a concern of being negatively stereotyped, with being judged or treated stereotypically, or the prospect of confirming to the stereotype” (Steele, Spencer & Aronson, 2002, p. 387). Men are seen as assertive and decisive, efficient negotiators. Women are typically seen as emotional and accommodating, inefficient negotiators (Kray et al., 2001; Tellhed et al, 2011). This creates a bad image against women resulting male negotiators to outperform female ones in a stereotype threat context (Tellhed et al, 2011). The conclusion of the research and finding show that stereotype threat causes women’s unwillingness to negotiate salary and ask less than men in negotiations.

The gender differences in negotiation behaviours and outcomes can be observed due to the biases that exists in the workplace, such as stereotypes and discrimination (Eagly & Karau 2002; Kray & Thompson 2004). Gender stereotypes at workplace are often perceive women as weak, emotional, and accommodating, and men with strength, rationality, and assertiveness (Spence et al. 1974). Stereotypes such as the one mentioned before can have an impact on women’s negotiation performance, consistent with research on stereotype threat (Steele 1997), which suggests that the awareness of negative stereotypes associated with performance of one’s in-group in a given domain can obstruct their actual performance (Pardal et al., 2020).

Recent meta-analytic evidence shows that men negotiate better outcomes to self-interest in mutual negotiating situations, unless certain conditions are satisfied (Mazei et al. 2015). Moreover, women’s unwillingness to take initiatives on negotiations is because they have lower desires or ask for lower offers to the table which evidence lower achievable outcomes on salary negotiations. (Kray et al. 2001) (Babcock & Laschever 2009; Pardal et al., 2020).

According to the results of social science research, women undervalue the worth of their skillset and become more hesitant to negotiate their salaries. More accurately in a study of graduate students only 7% of women negotiated for increase salary where 57% of men did so resulting an average of 76% higher than before (Johnson et al, 2016). Due to men overestimation of their abilities and

overconfidence and women's lower expectations and lower confidence it is more likely for men to be more effective negotiators.

Furthermore, women are less likely to initiate wage negotiations and more likely to work for less when wages are advertised as not negotiable. When wages are advertised as negotiable both genders are likely to negotiate or hesitate to negotiate equally. Women displayed to be more easily manipulated due to lack of information on salary descriptions which focuses on initial wages and short-term deals (Leibbrandt et al, 2015).

In a study regarding medical workforce despite an increasing number of women entering medicine, a disproportionately lower number of women hold leadership positions. In 2017, only 16% of all medical school deans and department chairs across all medical specialties were women, and only 10% were senior authors in medical journals. The first study concerned by questioning about salary negotiation asked about overall perspectives toward negotiation and whether residents believed they had the skills to successfully negotiate. The second one focused on information about the residency program, including the program type and size, the size of faculty, and the distribution of leadership positions by sex (Gray et al, 2019).

Overall, 256 residents of the medical workforce (62.9%) disagreed or strongly disagreed with the statement, "I believe I will be offered a fair salary without needing to negotiate"; 301 (74.0%) disagreed or strongly disagreed with the statement, "I believe that I have the tools to successfully negotiate an appropriate salary"; and 314 (77.1%) agreed or strongly agreed with the statement. When comparing answers by sex, women were less likely to agree or strongly agree with the statement, "I believe that I have the tools to successfully negotiate an appropriate salary". They were also less likely to strongly agree or agree with the statement, "The thought of negotiating for my salary is appealing to me" and less likely to agree or strongly agree with the statement "I envision seeking other job offers to help negotiate a higher salary (Gray et al, 2019, page 1025) ".

When it comes to family and lifestyle, women were more likely to agree or strongly agree with the statement, “I anticipate that I will have a greater responsibility at home than my significant other”. Women were also less likely to be married, less likely to have children, and less likely to desire having children in the future. Women were also less likely to say that they would be the primary income earner for their household (Gray et al, 2019, page 1029)”.

A combined 2010-2011 study from the Pew Research Centre surveyed members of the workforce aged 18 to 34 years and found that 66% of women rated their career high on their list of priorities, compared with 59% of men. In addition, more women than men rated being successful in a high-paying career as being important. This is significant since women who were less likely to be married or to have children in the future are the ones who have higher percentage prioritizing their career. That being said they also have a higher percentage of having greater responsibility at home leading them to not being interested to create family and follow their career (Gray et al, 2019).

Some studies suggest that women are paid less because they do not ask for higher salaries. One study, found that female job applicants are at least as likely as male job-seekers to initiate negotiate when the ad does not include such a statement. The study was conducted in nine U.S. cities by two academic economists, Andreas Leibbrandt of the University of Clayton in Australia and John A. List of the University of Chicago, and was released by the National Bureau of Economic Research (The Bureau of National Affairs, 2013). This study verifies again Marks’s dual-concern model that women use also the avoidance strategy which is considered to be one the worse strategies to apply in negotiations.

Women account for 47% of the current US labour force and earn approximately 20% less than their male counterparts doing the same work. This gender gap is also reflected in the number of women holding leadership positions, with female members of the S&P 500 labour force accounting for only 25% of executive and senior level officials, holding only 20% of board seats, and representing only 6% of chief executive officers (Gray et al, 2019).

Women earn approximately three-quarters of what men earn, and women occupy only 2.5% of the five highest-paid positions in U.S. firms, Leibbrandt et al, (2015) said, based on previous studies.

“Social scientists have theorized for decades why this might be the case, with the primary explanation including gender differences in human capital, discrimination against women, maternity leave, and gender differences in competitiveness (The Bureau of National Affairs, 2013, page 2).

According to Stevens et al., (1993), women might be expected to exert less effort than men during salary negotiation due to different negotiation tactics that both gender use. Evidence suggests that women have less confidence and self-efficacy in their ability to perform unfamiliar or competitive tasks. In comparison with men, women may perceive the negotiation situation as largely uncontrollable and exert less effort towards higher salaries (Stevens et al., 1993).

The literature shows that the majority of women do not negotiate. Every literature displays that men prevail women in the field of negotiation except those women who do. Those who do is at a very low percentage. According to the literature above there are many explanations behind it but no significant issue stands out from the rest. That is what the research is trying to find out. What exactly is the issue that matters to women when it comes to negotiating salaries. Some important key points from the literature will assist also the work during the data collection and provide with more evidence when connecting what has been done and what new will be presented. Evidence from the Cypriot employees and gender differentiation on negotiating salaries will be something new. Since there is not much research, it will worth the effort.

4. Methodology:

RESEARCH QUESTION: Are Cypriot women less willing than Cypriot men to negotiate salary and if so, why?

4.1. Research progress and design

The average salaries in the private sector in Cyprus between men and women is clearly different and with men having higher salaries. But why and how is this related to negotiating (Republic of Cyprus., Ministry of Finance., Statistical Service, 2021)?

This study will draw internal data from a company that salary negotiations are practice. I reached out to the Bank of Cyprus International Business Unit Ltd (IBU) with a sample of 60 people consisting of 29 men and 31 women. According to the assistant manager of the specific department of the company, negotiating salary differentiation between the two genders and willingness to negotiate their salary exists. I personally asked men and women to participate in the research using qualitative and quantitative methods of data collection.

The purpose of the study is to examine the Cypriot employees on salary negotiation and salary negotiation outcomes, and explore whether women are less likely to negotiate (Babcock, Gelfand, Small, & Stayn, 2006; O'Shea & Bush, 2002).

4.2. Survey method

Firstly, I implemented a survey of quantitative data. Reports such as the one of Gray et al. (2019), display that using a questionnaire on this matter is the best way to collect information about salary negotiations. The first step of the questionnaire is to define with close-ended questions the significant differences between gender in bargaining salary. The second step will also process a general idea of women's and men's perception and what are the intentions of each person on salary negotiation inside the company by using open ended questions. In addition, I wanted to examine examining what factors affect their negotiation process.

After collecting information from questionnaires, an interview guide was implemented in order to collect valuable data for use including needs, behaviours patterns and unexpected belief of employees in relation to their negotiation strategy. With using semi structured interviews my aim was to show if there is a difference in the nature of men's and women's salary requests and their beliefs about these requests.

4.3. Quantitative data: Questionnaire Design

Questionnaires were self-administrated. The respondents were 60 people consisting of 31 women and 29 men. Firstly, the questionnaire asks the participants closed-ended demographic questions. This procedure assisted the study in differentiating the answers of males and females, and provide verification to the following tasks. According to the demographic questions the survey displayed the differences of the gender activity and willingness to negotiate. Then the examination of the gender wage gap and the issue of stereotypes provides with arguments the reason of how males and females approach salary negotiations. Finally, I used opened ended questions in order to examine the factors that might affect negotiation practices in the workplace.

As described in the literature there are five negotiation strategies. Collaborating, competing, avoiding, accommodating, and compromising (Dallinger & Hample, 1995; De Dreu, Evers, Beersma, Kluwer, & Nauta, 2001; Rahim, 1983; Michelle et al., 2011). Women's preference strategy of negotiating is accommodating, which is confirmed by Craver's study, where women tend to be more effective negotiators when they negotiate on for other (Johnson et al, 2016), and avoiding (Andreas et al., 2015), because they do not ask for higher salaries. The design of the questionnaire will examine if the Craver's study verifies the choice of strategy women and men use to negotiate their salary.

The questionnaire was designed to compare men's and women's willingness to negotiate their salary. In addition, the survey set out to examine their persistence of each gender on negotiating when they feel they deserve it. The study also looks into the hesitation of each candidate to negotiate and what gender they prefer their boss to be.

The second part of the questionnaire provides more detailed information on gender differences on salary negotiations. More importantly, the factors affect the salary gap such as individual's working hours, years of service, promotions, positions, maternity or paternity leaves.

Significantly, the study will also examine the impact of stereotypes to negotiation and what percentage of men and women believe that stereotypes affect their negotiation process. The final part of the survey informs the candidates about women's unwillingness on salary negotiation and ask their perception of what is happening inside their company.

The final question is about career management and what is the expectation from themselves in the future. This will examine their willingness to achieve anything and reflect to negotiate for higher salaries. The questionnaire is in Appendix "I".

4.4. Qualitative data: Interviews Design

The interviews were structured with face-to-face interaction. More specifically only 6 employees holding higher positions in the company participated in these interviews consisting of 4 males and 2 females. The importance in interviewee's point of view and how the interviewee understands the issues is significant for this study. 'Rambling' or going off topic will encourage new information about what the interviewee sees as important. The research has a list of open-ended questions/specific topics to cover. The purpose of the interviews is that the interviewer leads the discussion; asks a question and the interviewee responds with a follow-up question or another question that may or may not be in their interview guide.

These interviews examine differences in the amounts of men's and women's salary requests and their beliefs about requesting higher salary. Furthermore, using semi structured interviews with a list of open-ended questions on the specific topic will aim to show if there is a difference in the nature of men's and women's salary request and their beliefs about these requests. Are women negotiating? The study by implementing the interviews, aims to figure what both Cypriot men and women perceptions on negotiating salary are. Are they happy and satisfied with their salary? The semi-structure interview with specific questions also aim to draw from both men and women, information as to why women are less willing to negotiate.

Moreover, we are also trying to draw from this if there is a stereotypical threat and in what degree affects their potential growth. The specific questions are developed to examine women's and men's perception on stereotypes and if this affects their negotiation on salaries. The interview Guide is in Appendix "II".

4.5. Results

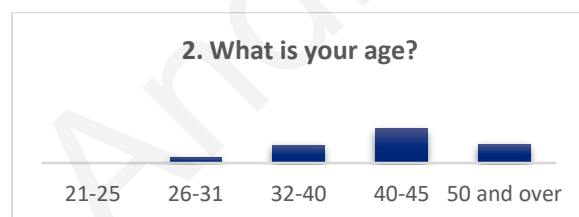
The following chapter will present the results of the questionnaires and interviews from Cypriot employees and employers. First, we start with questionnaires and some of the general information about the responses of the participants. Secondly, and most important, the different responses between the two genders will be provided.

The purpose of this study is to find, if women are less willing to negotiate than men and what is the actual reason behind this. Furthermore, this survey will examine the possibility of unfair salary and if there is a gender wage gap that affects the negotiation regarding the gender.

The implementation of interviews and questionnaires raised different perceptions by individuals working with the company. The interviews were recorded during meetings in Teams application with the respondents' consent. Questionnaires were completed online via email. Of course, the confidentiality and personal data protection were implemented.

4.5.1. Results of Questionnaires: Data Analysis

Figure 4.5.1.1: What is your age?



a	21-25	0
b	26-31	4
c	32-40	14
d	40-45	27
e	50 and over	15
Total		60

As Figure 4.5.1.1 demonstrates, none of the study participants were between 21-25 years of age. However, the majority of people are 40-45 years of age. Furthermore, the IBU Bank of Cyprus personnel is preferred to be more experienced and with more years of service as we can see in Figure 4.5.1.2.

Figure 4.5.1.2: How long have you been working for the company?

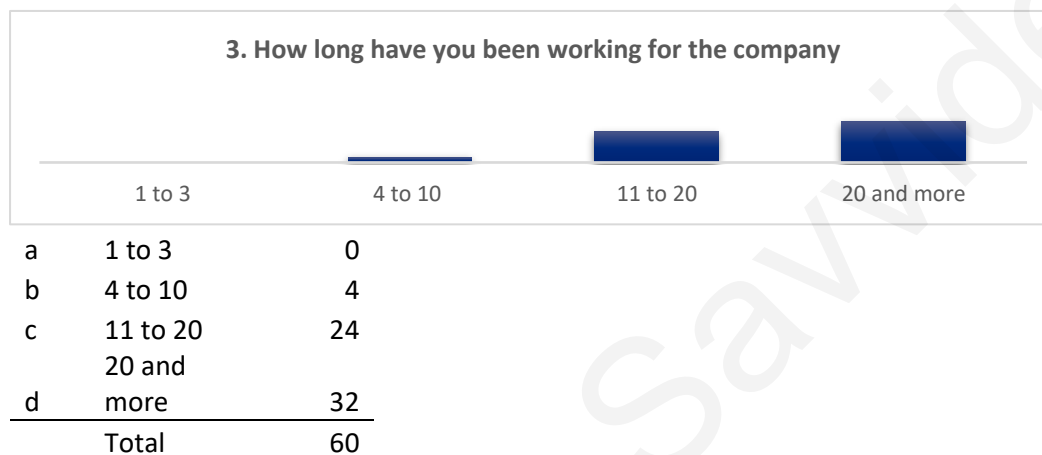
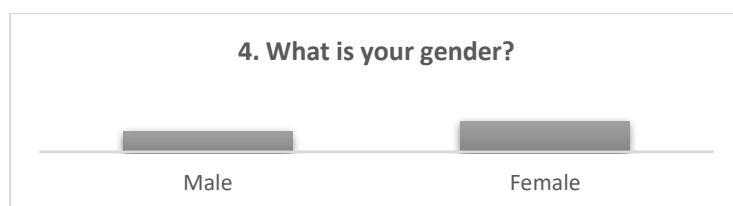


Figure 4.5.1.2 displays years of service. The majority of people are working 20 years and more for the company. Due to different circumstances that existed in the past but also the different mindset, mentality and culture followed by the Cypriot employees, the years of service influence their responses to the questionnaire.

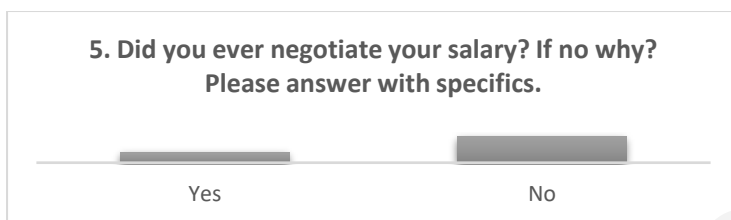
Figure 4.5.1.3: What is your gender?



a	Male	29
b	Female	31
Total		60

Figure 4.5.1.3 shows the number of males and females who participated in the research. The distribution is relatively even.

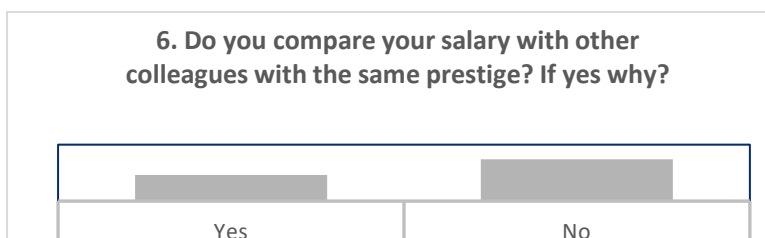
Figure 4.5.1.4: Did you ever negotiate your salary? If no why? Please answer with specifics?



a	Yes	17
b	No	43
Total		60

Figure 4.5.1.4 is very significant for the study, where approximately 28.3% of the employees negotiated for their salary. The rest 71.6% responded that they have never negotiated for their salary. Regarding the reason for not negotiating unfortunately no one has responded.

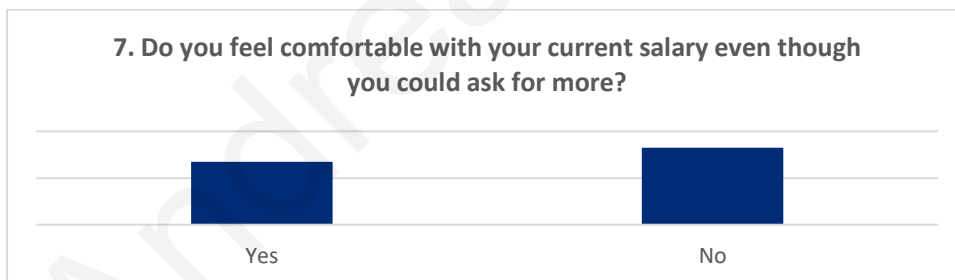
Figure 4.5.1.5: Do you compare your salary with other colleagues with the same prestige? If yes why?



a	Yes	23
b	No	37
<hr/>		
	Total	60

Figure 4.5.1.5 focuses on the competitiveness among employees. There is little competition in the company which affects the motivation and willingness to negotiate. The interesting part of this question is what will emerge from the participants who responded that they are comparing their salary with other colleagues. Those employees show that they have the willingness to ask for higher salaries. The gender of the total of 23 employees responded “yes” will be revealed and discussed later on.

Figure 4.5.1.6: Do you feel comfortable with your current salary even though you could ask for more?



a	Yes	27
b	No	33
<hr/>		
	Total	60

According to Figure 4.5.1.6 a few more than half of the employees feel that they are uncomfortable with their salary even though they could ask for more. This displays that in general people are afraid to proceed to negotiations for their salary.

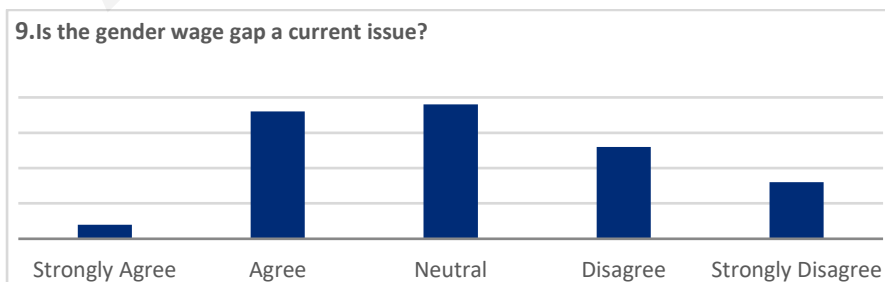
Figure 4.5.1.7: Have you ever insisted on negotiating for higher salary but it got turned down even though you deserve it? If no why? Please answer with specifics



a	Yes	18
b	No	42
Total		60

According to Figure 4.5.1.7, 30% of employees have responded that they insisted to negotiate their salary. The study will examine later the percentage of men and women who replied “Yes”.

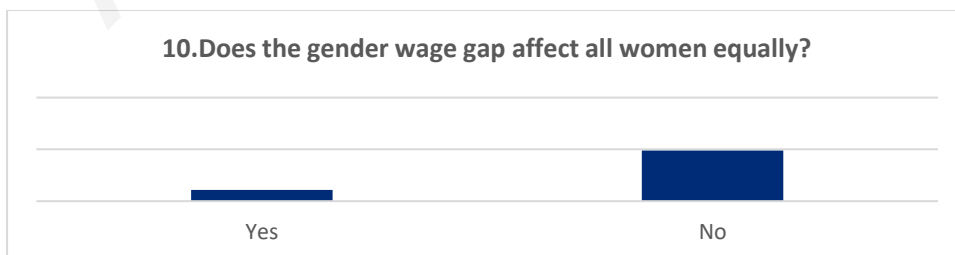
Figure 4.5.1.8: Is the gender wage gap a current issue?



a	Strongly Agree	2
b	Agree	18
c	Neutral	19
d	Disagree	13
e	Strongly Disagree	8
<hr/>		
	Total	60

According to Figure 4.5.1.8, the highest response of participants believe that gender wage gap is not a current issue. There are also many people who express their agreement that gender wage gap is considered as an issue nowadays. It is important also to mention that 21 out of 60 disagree or strongly disagree with the question. The other 20 out of 60 agree or strongly agree. This show that there is a great number of people who are affected by the gender wage gap.

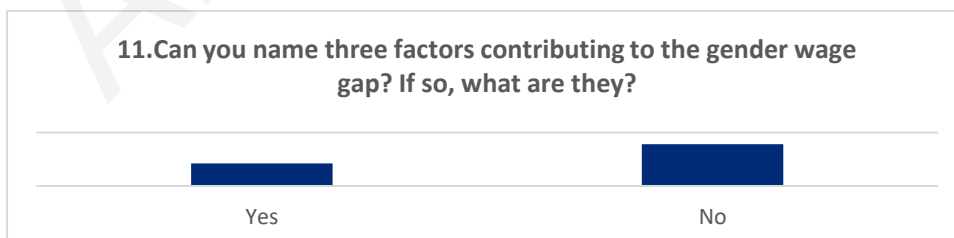
Figure 4.5.1.9: Does the gender wage gap affect all women equally?



a	Yes	11
b	No	49
<hr/>		
	Total	60

Figure 4.5.1.9 occupies all women's affection to the gender wage gap. There is a significant difference in the responses when the influence is on women only. This figure suggests that the gender wage gap does not affect all women equally. As a result, from both figures mentioned above gender wage gap is still a current issue especially for the women.

Figure 4.5.1.10: Can you name three factors contributing to the gender wage gap? If so, what are they?



a	Yes	21
b	No	39
<hr/>		
	Total	60

Figure 4.5.1.10

Table 1: If so, what are they?

Dynamic, Males are Trouble Free, Males are Dedicated at work
Superstition, History
Education, Job Segregation, Chosen occupation
Males put Extra time at work, Women absent more often, Males are Trouble Free
Males got the positions
Males put Extra time at work, carrier oriented
Culture, Mentality
Paternal society, Dynamic Men, Stereotypes
Culture
Male dominate workplace
Economy, Culture, Maternity Gap
Age, Education, Nationality
Stand of living, stereotypes, work life balance(children)
Maternity leaves, discrimination against women, sexism
Men get the position
Management prefers men for positions
Men have more time to spend at work, men are more dedicated
Many hours at work, other priorities
working hours, family responsibilities

Figure 4.5.1.10: The above responses of IBU employees explain what factors believe that implicates the issue of gender wage gap. There is an observation of men prevailing; status of both gender in the society; stereotyping what a man and a woman is seeing in Cyprus and the existing culture that affects women in the workplace which downgrades their ability to negotiate their salary.

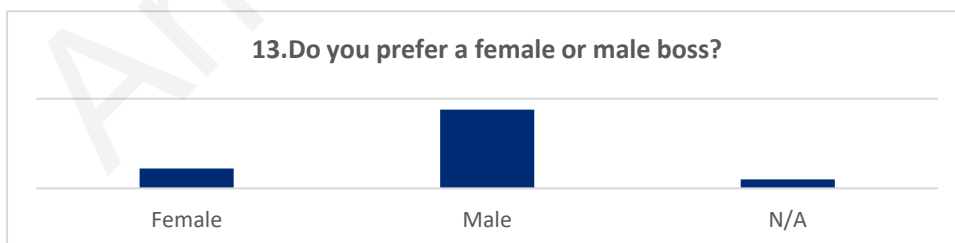
Figure 4.5.1.11: If there is an opportunity to negotiate your salary do you hesitate to take action? If yes why?



a	Yes	19
b	No	41
<hr/>		
	Total	60

Figure 4.5.1.11, displays that if there is a given opportunity the majority of people would have not hesitated to negotiate. Consequently, employees are more active when they have a green light, despite the fact that they can negotiate their salary anytime. This brings up the Hofstede’s cultural dimension where Cyprus ranges in the top countries for high uncertainty.

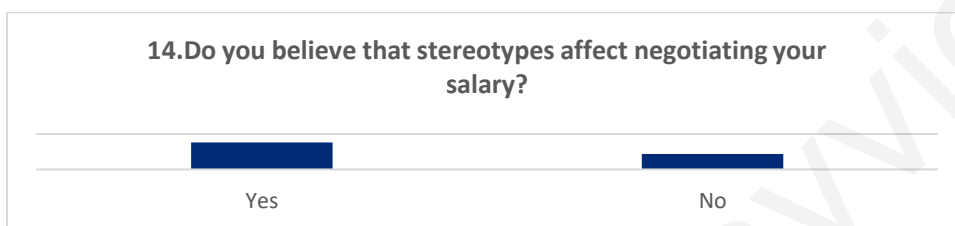
Figure 4.5.1.12: Do you prefer a female or a male boss?



a	Female	11
b	Male	44
c	N/A	5
<hr/>		
	Total	60

According to Figure 4.5.1.12, when it comes to preference on which gender you prefer to have as a boss, male has prevailed from both gender responses. As a result, it verifies the cultural dimension of Cyprus with high masculinity and the lead they have when it comes to salary negotiations.

Figure 4.5.1.13: Do you believe that stereotypes affect negotiating your salary?

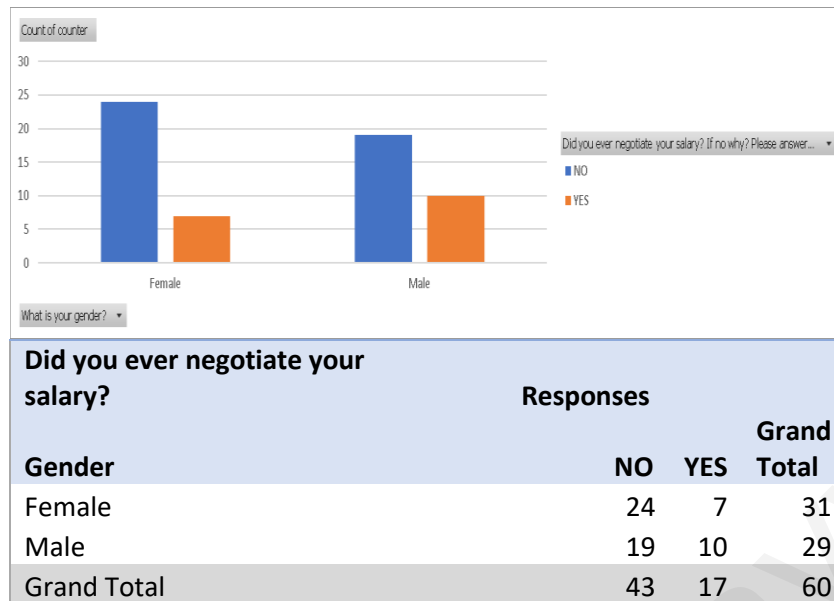


a	Yes	38
b	No	22
Total		60

Figure 4.5.1.13 is about stereotypes affecting employees' salary. It seems that 63.33% of the employees believe that stereotypes are affecting their willingness to negotiate their salary.

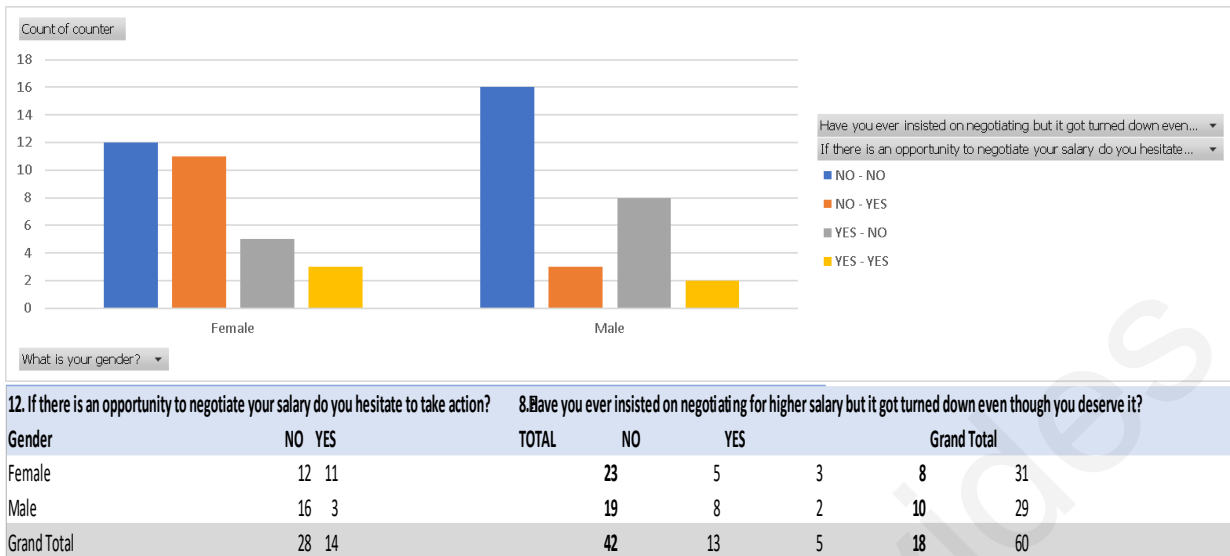
4.5.2 Results: Data Analysis according to gender

Figure 4.5.2.1: Salary negotiation



According to Table Figure 4.5.2.1, the study examined how many men and women have negotiated their salary. The results have shown that 7 out of 31 women and 10 out of 29 men respectively have negotiated their salary. In general, the majority of IBU employees have never negotiated their salary regardless the gender of the individual. Therefore, men and women have the highest percentage of choosing the avoiding strategy of dual-concern model (Blake & Mouton, 1964; Rahim & Bonoma, 1979; Marks et al.,2011). Most significantly, women are less willing to negotiate their salary since approximately 1of 3 women negotiate their salary. On the other hand, 1, of 2 men negotiate their salary which is significantly better than women. Nevertheless, both genders mostly do not negotiate for higher salary ratio which demonstrates the unwillingness to negotiate for salary.

Figure 4.5.2.2: Willingness and persistence to negotiate salary



According to the above figure 4.5.2.2 there was a combination of two questions displayed in the table. The question about hesitance to negotiate found that 14 females have hesitated to take action and the other 17 have no problem negotiating. Males had completely different answers in which 24 out of 29 have no hesitance to take action and negotiate for their salary. There is a huge difference in gender when it comes to hesitance and that verifies the literature that women hesitate to take action when they have an opportunity to negotiate their salary.

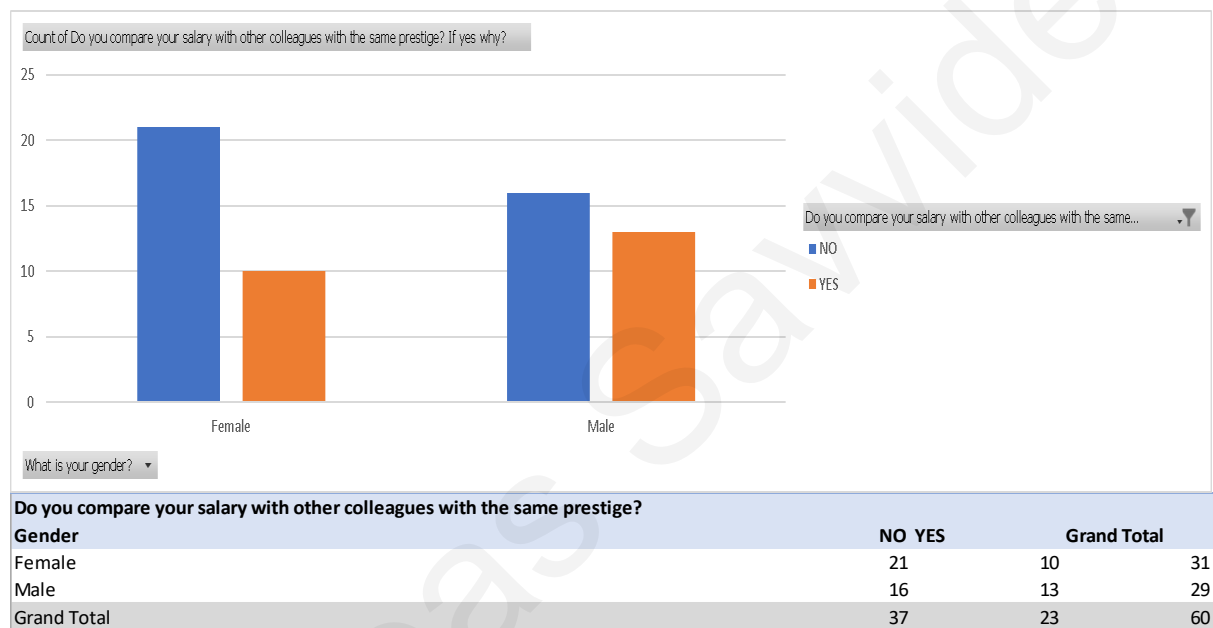
From the question, “Have you ever insisted on negotiating for higher salary but it got turned down even though you deserve it? If no why? Please answer with specifics”, a total of 23 females and 19 males have never negotiated for higher salary. Therefore, employees in IBU do not insist on negotiating for higher salary even though it could be turned down. **However**, the study has found that 8 female and 10 males have insisted on negotiating their salary. In this situation there is a close battle but once again males have a higher possibility of getting a higher salary.

When combining the two questions, the study has found that from the 17 female employees who did not hesitate to negotiate for their salary only 5 have not insisted on negotiating for higher salary.

From the rest 14 females who have hesitated to negotiate only 3 of them have insisted on negotiating for higher salary.

Regarding the same question, men from a total of 24 who have not hesitated to negotiate surprisingly only 8 have insisted on negotiating for higher salary.

Figure 4.5.2.3: Comparing salary with same prestige colleagues



The above figure shows how many men and women do and do not compare their salary with other colleagues with the same prestige. An amount of 23 people compared their salary with other people in which 13 are men and 10 are women.

Some of the respondents who have or did not compare their salary with other colleagues with the same prestige will be reviewed below according to Figure 4.5.1.10.

Figure 4.5.2.3: Male responses from those who compare their salary with other colleagues with the same prestige according to figure 4.5.1.10, **“Can you name three factors contributing to the gender wage gap? If so, what are they?”**

Dynamic, Males are Trouble Free, Males are Dedicated at work
Males put Extra time at work, Women absent more often, Males are Trouble Free
Culture, Mentality

The study examined the responses of men who compare their salaries with colleagues and the above table represents some of the answers they have replied. Men believe that they are superior to women and that gives them the confidence to have better results on salary negotiations. This attitude of men verifies their strategies of the dual-concern model, with competing and collaborating characteristics (Blake & Mouton, 1964; Rahim & Bonoma, 1979; Marks et al.,2011).

Figure 4.5.2.3: Female responses from those who do not compare their salary with other colleagues with the same prestige according to figure 4.5.1.10: **Can you name three factors contributing to the gender wage gap? If so, what are they?**

Education, Job Segregation, Chosen occupation
Paternal society, Dynamic Men, Stereotypes
Male dominate workplace
Age, Education, Nationality
Stand of living, stereotypes, work life balance(children)
Maternity leaves, discrimination against women, sexism
Men get the position
Men have more time to spend at work, men are more dedicated
Many hours at work, other priorities
working hours, family responsibilities

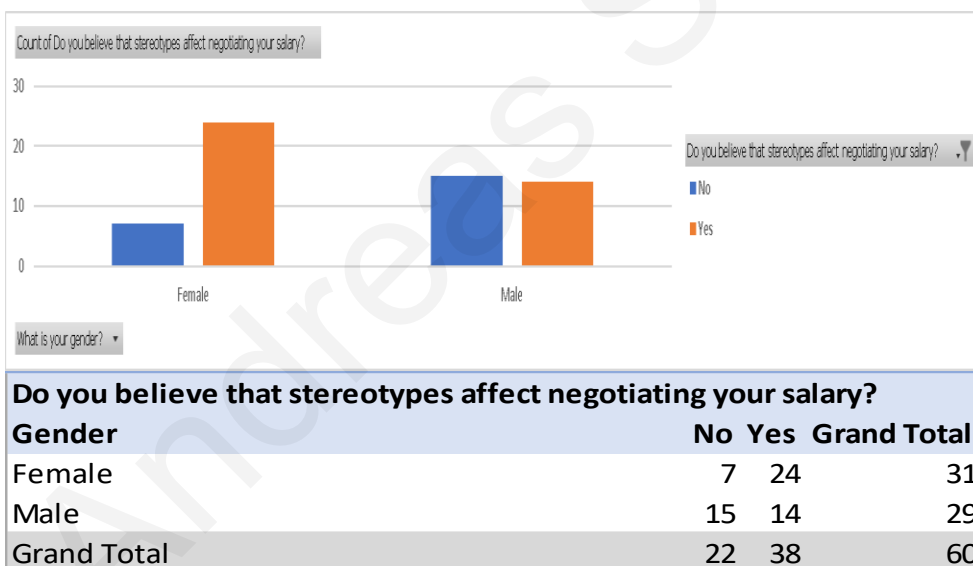
The above table provides some of the answers of women who **do not** compare their salary with other colleagues. There are some negative perceptions which prevent Cypriot women employees of IBU negotiating their salary. Consequently, these responses have a great implication as to why women are affected negatively when they have an opportunity to negotiate for their salary.

Figure 4.5.2.3: Female responses from those who compare their salary with other colleagues with the same prestige according to figure 4.5.1.10: **Can you name three factors contributing to the gender wage gap? If so, what are they?**

Males got the positions
Culture
Management prefers men for positions

Even for the women who **compare** their salary find it difficult to be competitive around men due to the culture of Cyprus and management preference which brings up an unpleasant privilege towards women. It seems that women are using the accommodating and avoiding strategy of the dual-concern model since their responses represents an obliging or yielding attitudes (Blake & Mouton, 1964; Rahim & Bonoma, 1979; Marks et al.,2011).

Figure 4.5.2.4: Stereotypes



The above figure displays if stereotypes affect salary negotiations. The study has found that 24 out of 31 women and 14 out of 29 men said “yes” to the above question.

Figure 4.5.2.4: Women who believe that stereotypes affect salary negotiation according to figure

4.5.1.10: Can you name three factors contributing to the gender wage gap? If so, what are they?

Education, Job Segregation, Chosen occupation
Males got the positions
Paternal society, Dynamic Men, Stereotypes
Culture
Age, Education, Nationality
Maternity leaves, discrimination against women, sexism
Men get the position
Management prefers men for positions
Men have more time to spend at work, men are more dedicated
Many hours at work, other priorities
working hours, family responsibilities

Figure 4.5.2.4: Men who believe that stereotypes affect salary negotiation according to figure 4.5.1.10:

Can you name three factors contributing to the gender wage gap? If so, what are they?

Dynamic, Males are Trouble Free, Males are Dedicated at work
Superstition, History
Males put Extra time at work, Women absent more often, Males are Trouble Free
Males put Extra time at work, carrier oriented
Economy, Culture, Maternity Gap

The two tables above show some answers from Figure 4.5.1.10, from those men and women who believe that stereotypes affect salary negotiations. According to the above findings concludes a similar image from previous Figure 4.5.2.3. An unclear image of the examined question regarding stereotypes is due to different perceptions of women and men.

Finally, a general overview of the Figure 4.5.2.4 seems to affect the majority of women on negotiating their salary. Most of men's perceptions are not influenced by stereotypes when negotiation for their salary. According to literature and the present study women seem to be stereotypically threatened and that minimizes their willingness to negotiate.

Figure 4.5.2.5: Boss preference

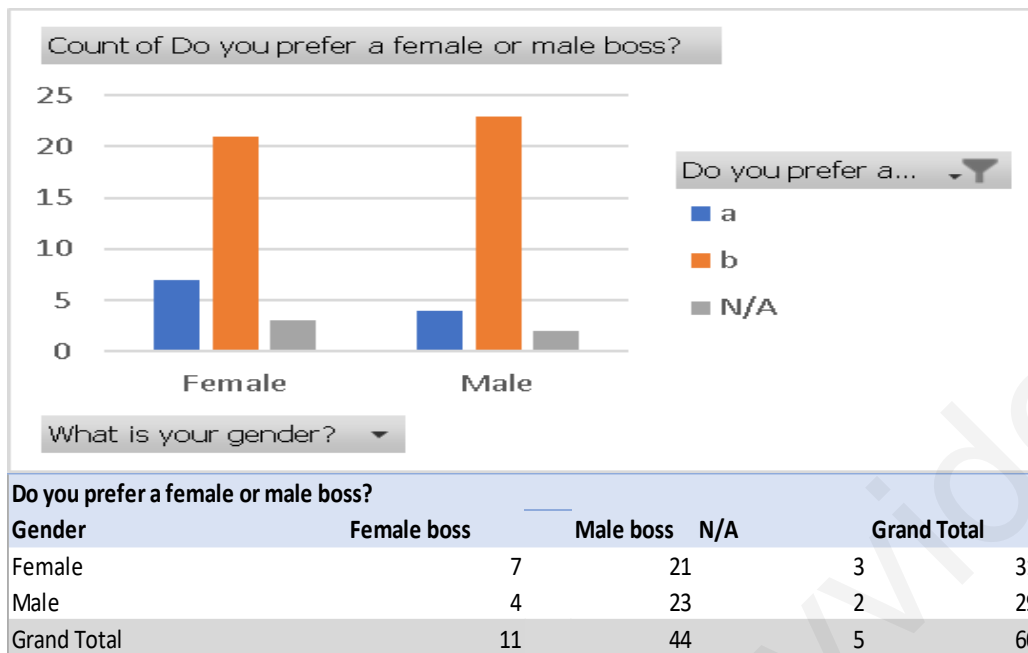


Figure 4.5.2.8: According most of the studies the percentage of men negotiating their salary is significantly higher than women. What is your comment on that and why do you think this is happening? Do you think that something similar is happening in your company?

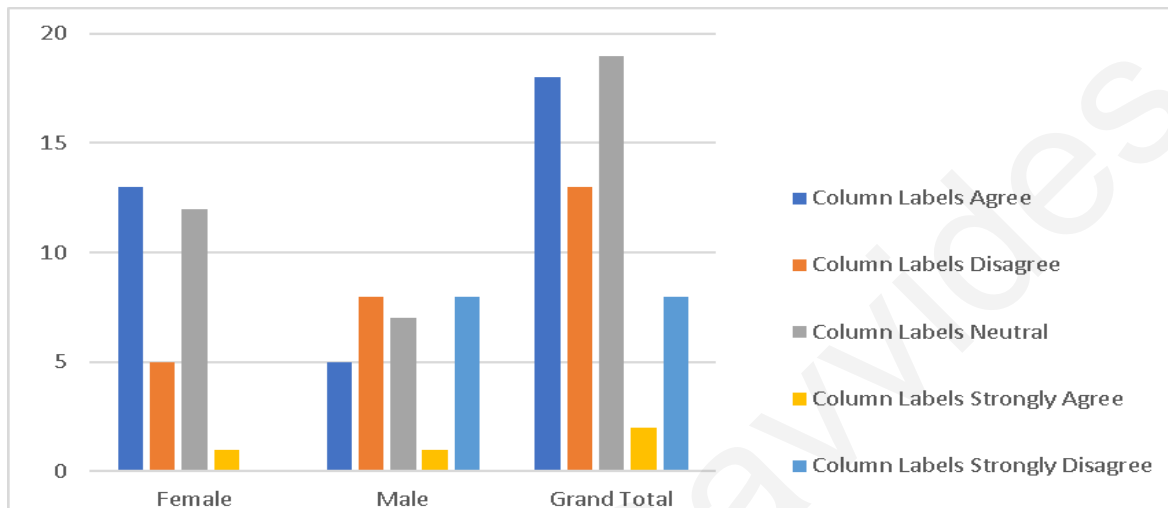
Men are more ambitious
women lack of self-esteem
Culture, Mentality, Societal mindset
Women multitask, women home with children
Men are more addicted and demanding
Family is more important for women
Women have other responsibilities

When it comes to choosing a gender for a boss, male answer is significantly the most common. It seems that male bosses are more trustworthy than women and people preferred to be managed by men.

The above table represents some of the responses of females according to Figure 4.5.2.8. Females' perception seems to undervalue their set of skillsets just like the literature is referring to. However,

the responses suggest that women have more responsibilities at home decreasing the possibility to achieve what they believe they deserve.

Figure 4.5.2.6: I the gender wage gap still a current issue?

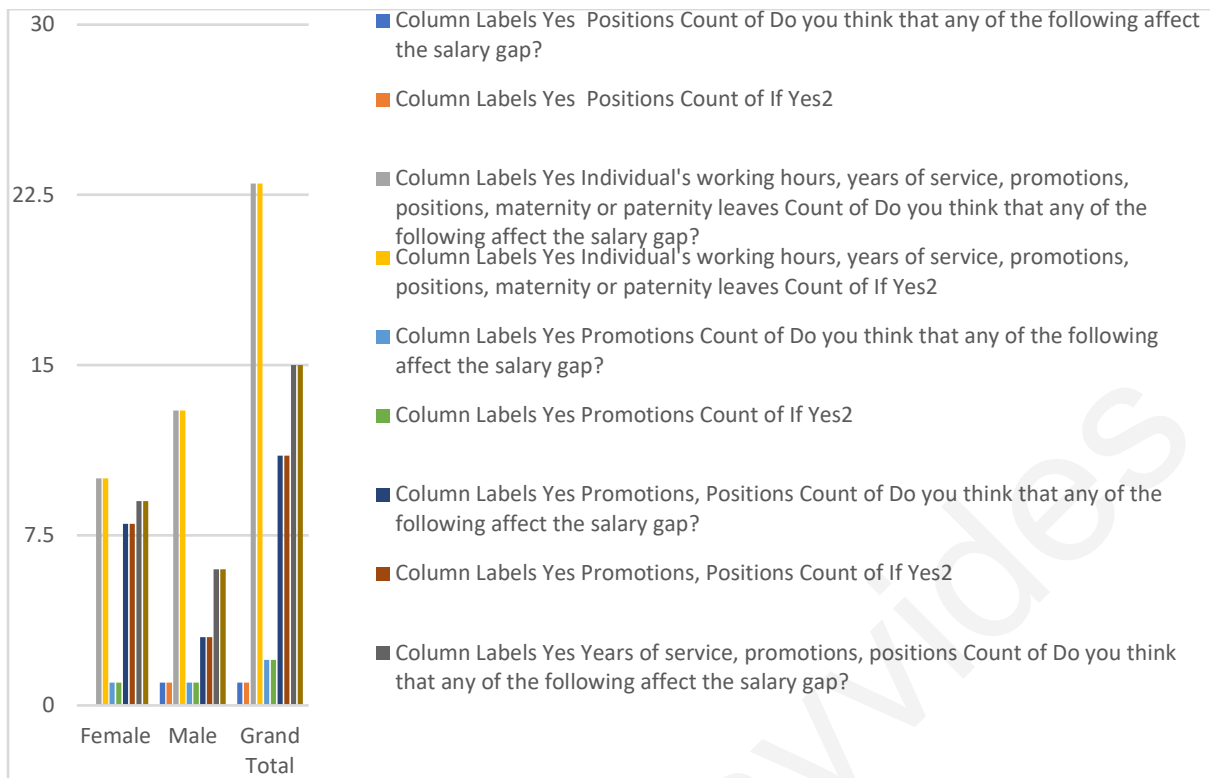


Is the gender wage gap still a current issue?						
Gender	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree	Grand Total
Female	13	5	12	1		31
Male	5	8	7	1	8	29
Grand Total	18	13	19	2	8	60

According to the above it is significant to mentioned that most of female responses agree that the gender wage gap is still a current issue. The majority of men disagree. Due to the perception of both genders, men are more privileged in negotiation processes. It is also important to mention that according to the table above 8 males have strongly disagreed with the statement and none of the females did, which is another issue of women’s unwillingness to negotiate for their salary.

Figure 4.5.2.7: Do you think that any of the following affect the salary gap?

individual’s working hours, years of service, promotions, positions, maternity or paternity leaves

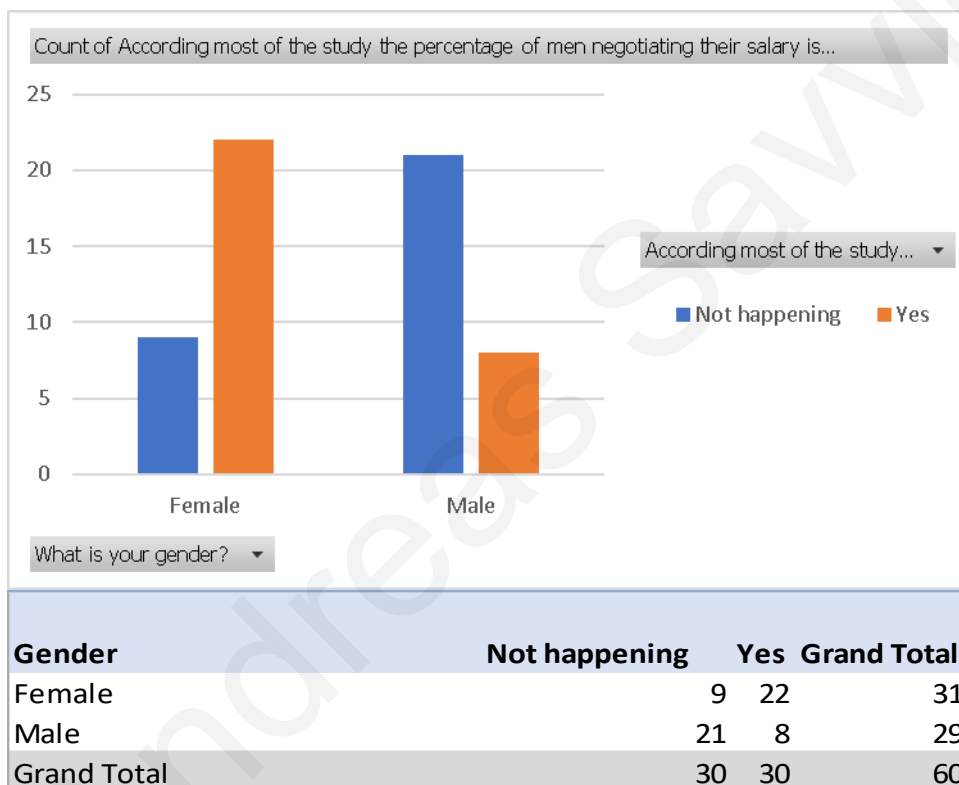


According to the above figure yellow and grey colours represent every factor that was mentioned. For instance, individual's working hours, years of service, promotions, positions, maternity or paternity leaves. It seems promotions, positions and individual working hours are the most common answers and the factors that mostly affect the salary gap in the IBU company. In addition, from those who have negotiated according to men's and women's' perspective the individual working hours has a major impact on negotiating salary since negotiating for higher salary follows with promotions and higher positions.

When looking at the question, "How important is your career?" from the questionnaire, the study has found that 10 women and 4 men have applied that they do not believe that their career is important. Another key indicator that represents male and female attitudes towards self-development and also willingness to negotiate for their salary. Looking at the Figure 4.5.2.8 and the responses that were given, Cyprus society believes that women have responsibilities at home when they have children. This is unfortunate for women's career and the opportunity to negotiate for

higher salaries that many lead to promotions and higher positions. Since the culture of Cyprus has a negative effect on women and the way they are perceived in the society, the individual working hours do not matter at this point.

Figure 4.5.2.8: According most of the studies the percentage of men negotiating their salary is significantly higher than women. What is your comment on that and why do you think this is happening? Do you think that something similar is happening in your company?



The above figure has found a significant difference of men’s and women’s responses. Specifically, 43 out of 60 people believe that men have a significantly higher percentage of negotiating their salary

than women. According to the table below the reason of why this is happening is clearly seen by some of the respondents' perceptions.

Responses of "What is your comment on that and why do you think this is happening? Do you think that something similar is happening in your company?"

confidence, women home with children
Prestige
carrier oriented
Culture, Mentality, Societal mindset
women lack of self-esteem
Men are stronger on negotiation
Men speak and demand more
Culture, Mentality, Societal mindset
Women multitask, women home with children
Stereotypes
Men are more addicted and demanding
Family is more important for women
Stereotypes and women unwillingness because of fear
Men are more flexible to work more
Men less family responsibilities and spend more time at work
Women have other responsibilities

Finally, the unwillingness of women to negotiate has been examined which has a great impact on female IBU employees. The existence of different responses has brought to realisation that is a difficult issue affected by a variety of factors displayed above.

4.5.3 RESULTS OF INTERVIEWS

INTERVIEW

Regarding the personal interview in the Management Team, it should not be ignored that 4 out of the 6 respondents are male, and this is because there was not a choice since more approximately 66.6% of the Management are male, and that might explain a lot.

It should be noted that 6 managers took part on the study, 4 males and 2 females at the ages between 45 to 54, with 20 – 30 years' experience. Most of them are not satisfied with their salary since 4 out of 6 managers expressed the view that based on their position and risk level, they should get paid more. It is very important to mention that one of the two female respondents is not confident or don't feel comfortable to negotiate for more. As in the Cyprus Business sector, a specific culture prevails in this organisation as well. Males are considered to be more career oriented and dedicated to work than women. Females have other priorities than to do their work, and that is being family oriented by spending more time with their children. They still believe that men are considered the breadwinners and bring more money home.

According to this semi-structure interview I was able to create a discussion through some of the questions. One of the questions was the following: "According to most studies the percentage of men negotiating their salary is significantly higher than women. What is your comment on that and why do you think this is happening? Do you think that something similar is happening in your company?" Two of the participants answered very briefly and according to their body language they did not seem to get more in depth during our discussion. It is important to mention that one of them was a female. She mentioned that, 'Men are still considered the breadwinners of the family in Cyprus'. During our discussion I asked her why more men get promoted for managerial positions. She replied by saying that 'men used to have higher positions. I got the managerial position due to the fact that I had more promotions from other people'. Other participants, more specifically men,

replied that generally men are promoted more often and have a better negotiation. When I asked them the reason why this is happening, they replied by saying the following: 'Men are believed to be more dynamic, dedicated to their work, more trouble free and more devoted to their career'. The discussion kept going and they added that 'women are more devoted to and spend more time with her family and kids'. In addition, one of the participants added that, 'There is a lot of competition in the issue of promotions as it directly affects the salaries. Promotions and consequently salary are much lower than the value of the position, which has to do with the difficulty of the job and the risk you take. Most men spend more time working and doing their job successfully. This gives them the right to claim a promotion and consequently an increase on their salary'. Another question worth mentioning is the following: "Why in your opinion men hold higher positions than women in your company? Are there different objectives for both genders?". Men appear to be more workaholic, handling more complicated and difficult tasks and have better decision-making skills taking the risks. As a results, they have more willingness to negotiate for their salary and also achieve promotions. Moreover, one of the females said that, 'the preference of the top management negotiating for the promotion of men is clearly seen. They believe that they are more dynamic and more to the point which is wrong!!'.

4.5.4. DISCUSSION

Salary negotiations have the potential to crucially determine labour market outcomes, and gender differences in negotiations may be an important cause of existing gender differences in labour market outcomes. One major challenge to better understanding the determinants of salary negotiations is that they are difficult to observe in their natural environment. Due to different perceptions of individuals, it is difficult to understand attitudes and behaviours that implicate the willingness to negotiate and the reason of avoiding the procedure.

According to my study and the previous ones not many differences were recorded. In Cyprus the existence of hesitance to negotiate regardless the gender is clearly seen. However, the involvement of women employees practising negotiation has lower percentages than men. The issue of women unwillingness to negotiate is influenced by many factors when looking back the results.

The study has found that women employees often use the accommodating and avoiding strategy of the dual-concern model mentioned in the literature, and men use competing and collaborating strategy. Generally, in Cyprus due to the cultural dimension of Hofstede and the paternal society that one of the participants claims to prevail, women in most cases are seen or see themselves as negotiation avoiders. That been said, the sense of stereotypical threat is creating an image that female employees undervalue themselves when negotiating for their salary. When women make lower salary requests than their male colleagues, it is likely to have significant negative consequences for their life earnings (Gerhart, 1990; Gerhart & Rynes, 1991; Babcock & Laschever, 2003; Bowles et al., 2005; Cuddy et al., 2015). Stereotype threat in negotiations should therefore be taken seriously and measures should be taken to counteract it, when possible.

For instance, according to Cuddy et al. (2015), members of individualistic cultures are more likely to stereotype men as agentic, members of collectivistic cultures are more likely to stereotype men as communal, reflecting contrasts in whether cultures value agentic or communal behaviour. Looking at

Cyprus with a collectivistic culture men appeared to be more agentic and women more communal to the society which is some of the characteristics of individualism. Basically, men are stereotyped as agentic and women are stereotyped as communal is contingent on the cultural values and practices of the society. Societies therefore differ on how they stereotype men and women because they have different expectations about how the most dominant gender in the society should behave (Shan et al., 2019). Consequently, the case of salary negotiations appeared to be less fortunate for female employees.

However, a combined 2010-2011 study from the Pew Research Centre surveyed members of the workforce found that 66% of women rated their career high on their list of priorities, compared with 59% of men. In addition, more women than men rated being successful in a high-paying career as being important. This is significant since women who were less likely to be married or to have children in the future are the ones who have higher percentage prioritizing their career. That being said they also have a higher percentage of having greater responsibility at home leading them to not being interested to create family but to follow their career (Gray et al, 2019). In Cyprus women's attitude does not seem to be the case since their priorities are their family and avoid the chance to negotiate their salary as well as achieving higher positions.

According to Cypriot women, men hold higher position and are better negotiators due to their self-esteem and confidence. Moreover, they have admitted to be threatened stereotypically from men, 'this used to happen' said one female during the interview. Due to cultural diversity women are underestimated, which leads them to underestimating themselves. As a result, they are not willing to negotiate their salaries nor to work harder for promotions since they feel that they have no chance against men.

Unfortunately, even when women overcome stereotype threat and ask for equal amounts to men in negotiations, women are still at risk of reaping a lower negotiation outcome than men. This is because women have been shown to receive lower counter offers than men from their employers

(Gerhart & Rynes, 1991; Sa'Ve-So'derbergh, 2003; Marks et al.,2011). It is important to learn about the psychological processes that mediates stereotype-threat effects in negotiations and how stereotype threat can be counteracted. However, it is also important to recognize that closing the gender salary gap implies more than women just overcoming stereotype threat.

In Cyprus, women need to ask for what they want in negotiations, but when women do ask, they risk facing yet another obstacle: being judged as inappropriately unfeminine. Thus, closing the gender salary gap implies counteracting both stereotype threat and discrimination in negotiations. I have found that women in Cyprus were less likely to negotiate, and those who did were equally effective at raising their salaries as compared to men. And though women were more likely to have integrative attitudes about negotiation, they were no more inclined towards a particular negotiation strategy as compared with men. Thus, it may be that another key factor in selection of negotiation strategy is reaction to a counterpart negotiator's approach to bargaining.

4.6. Limitations and suggestions for future studies

Few field studies of salary negotiations have been undertaken, and I believe that field studies are the critical next step in testing my findings. I relied on respondents' reflection of their job negotiations, which in some cases happened anywhere from a few months to a few years back. The primary weakness of this approach is the potential impact of memory over time. Furthermore, surveying negotiators while they were actively involved with the process may raise serious ethical concerns.

Additionally, the sample of the questionnaire was generally low due to the fact that the particular department of IBU concentrates with a certain amount of people which according to managers it provides higher individual productivity. This would be an important consideration for future studies collecting a bigger sample of employees and a more illuminative image for Cyprus. Moreover, some of the participants weren't expressive enough and their answers on questionnaires did not assist me in the research.

According to the interview sample women had fewer participation due to men's holding the higher percentage of the managerial position. Due to the fact that in IBU companies employees preferred to be managed by male bosses this has an impact on top management's choice of what gender will be leading the personnel.

Future studies need to consider the fact that every country has its own cultural differences and enterprises operate in a different way according to local beliefs and values. If a future study approaches the Cypriot field, it should draw information from a company where negotiations are part of the individual growth.

4.7. Conclusion

In conclusion, the study verifies that women are less willing to negotiate due to various factors that were mentioned above. Unfortunately, for women, negotiation does not seem to be included in their perception. However, they feel that they are stereotypically threatened and are more hesitant to negotiate. Men see themselves as breadwinners of the family and are more dedicated to their career. What is important to mention is that the women who do negotiate have equal benefits to a man. So, the cultural in Cyprus is one of the biggest indicators that women underestimate their selves and have a lower attribution on negotiations.

4.8. APPENDIX I

Appendix

Questionnaire

Please circle your answer.

1. Do you work at IBU Bank of Cyprus?
 - a. Yes
 - b. No
2. What is your age?
 - a. 21-25
 - b. 26-31
 - c. 32-40
 - d. 40-45
 - e. 50 and over
3. How long have you been working for the company?
 - a. 1-3 years
 - b. 4-10 years
 - c. 11-20 years
 - d. 20 and more years
4. What is your gender?
 - a. Male
 - b. Female
5. Did you ever negotiate your salary? If no why? Please answer with specifics.
 - a. Yes
 - b. No
 - i.
6. Do you compare your salary with other colleagues with the same prestige? If yes why?
 - a. No
 - b. Yes
 - i.
7. Do you feel comfortable with your current salary even though you could ask for more?
 - a. Yes
 - b. No
8. Have you ever insisted on negotiating for higher salary but it got turned down even though you deserve it? If no why? Please answer with specifics
 - a. Yes
 - b. No
 - i.
9. Is the gender wage gap a current issue?
 - a. Strongly agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly disagree
10. Does the gender wage gap affect all women equally?
 - a. No
 - b. Yes
11. Can you name three factors contributing to the gender wage gap? If so, what are they?
 - a. No
 - b. Yes
 - i.
 - ii.
 - iii.
12. If there is an opportunity to negotiate your salary, do you hesitate to take action? If yes why?
 - a. No
 - b. Yes
 - i.
13. Do you prefer a female or male boss?
 - a. Female
 - b. Male
14. Please give a brief comment on the questions.

What is your current position at the company?
15. Are you happy so far with your wage?
16. Do you think that any of the following affect the salary gap? (individual's working hours, years of service, promotions, positions, maternity or paternity leaves.)
17. Do you believe that stereotypes affect negotiating your salary?
18. According most of the studies the percentage of men negotiating their salary is significantly higher than women. What is your comment on that and why do you think this is happening? Do you think that something similar is happening in your company?
19. How important is your career? Would you do anything to achieve the highest of your potential?

4.9. APPENDIX II

Qualitative data: Interview

Hello! My name is Andreas Savvides and I am currently an MSc Human resource management student with a bachelor of Business Management and marketing. In this interview you will be asked some questions that relate to salary negotiations. It will be my pleasure to participate and answer with honesty. Of course, anonymity is confidential so you do not have to worry about that.

Male

female

How old are you?

How many years have you been working for the company?

What is your current position in the workplace?

Were you satisfied with your first salary?

Did you have any sort of negotiation before accepting it or is it determined by the company for newcomers?

What are in your opinion the factors that indicate your salary in the company?

Were you ever not willing to negotiate for higher salary? If yes why is that?

How do you think the negotiation went?

What tactics do you use to negotiate? Are they efficient? Did it work out for you?

What are your expectations from your company regarding your salary?

Are you confident to ask for more when you believe that you deserve it?

What do you think you have to do to get more in the negotiation?

Do you think you have to justify your negotiation request?

Do you think that you earn less than you deserve? If yes, do you take actions about it?

Do you feel any unfairness regarding salaries on your company?

According to most of the study the percentage of men negotiating their salary is significantly higher than women. What is your comment on that and why do you think this is happening? Do you think that something similar is happening in your company?

What is your main goal that you need to achieve in this company? How high do you want to go?

Do you feel stereotypically threatened when you have the chance to negotiate higher salary?

Do you think that you're equally treated at work place when compared with the opposite sex?

Do you get equal opportunities for promotions?

Why in your opinion men hold higher positions than women in your company? Are there different objectives for both genders?

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