NEGOTIATING IN PROFESSIONAL RELATIONSHIPS: THE IMPACT OF HIGH-QUALITY RELATIONSHIPS ON NEGOTIATION BEHAVIOURS AND OUTCOMES

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Abstract

This dissertation draws on the concept of High-Quality Relationships (Dutton & Heaphy, 2003) to explore how professional relationships impact negotiations. Most negotiation research on relationships has focused on relationship type (e.g., strangers versus friends) without considering the quality of the relationship. Only two studies have examined relationship quality and its effects on negotiations (Bagarozzi, 1982; Greenhalgh & Chapman, 1998). I aim to explore how relationship quality impacts negotiation behaviours and outcomes. I propose and test a theoretical model in which (1) the effects of High-Quality Relationships on Integrative Bargaining Behaviours are mediated by Psychological Safety and Integrity Trust, and (2) the effects of High-Quality Relationships on negotiation outcomes (economic and subjective value outcomes) are mediated by Psychological Safety, Integrity Trust, and Integrative Bargaining Behaviours. In Study 1, professionals recalled a work situation where they needed to reach an agreement with a colleague. In Study 2, graduate-level students were assigned to High and Low-Quality Relationship dyads based on their existing class relationships. One week later, dyads engaged in a face-to-face negotiation simulation. Results from both studies showed that High-Quality Relationships has implications for negotiation bargaining behaviours and subjective value outcomes. Study 2 found no association between High-Quality Relationships and economic outcomes. This dissertation sheds light on the High-Quality Relationship construct by (1) highlighting its relevance to the negotiations that occur within on-going professional relationships, and (2) identifying two novel mediators, Integrative Bargaining Behaviours and Integrity Trust, and a novel serial mediating path through Psychological Safety and Integrity Trust. The research also contributes to the literature on negotiations and professional

relationships by (1) showing that relationship quality has a direct effect on negotiation bargaining behaviours, (2) identifying the direct and indirect effects of High-Quality Relationships on subjective value outcomes, and finally, (3) identifying relationship quality as a novel relational antecedent of subjective value outcomes. The broader theoretical and managerial implications for a relational-based understanding of negotiations and positive workplace relationships are discussed.

Dedication

Dedicated to my grandmother, baba Nelia Ivanovna Vasilieva, M.Sc., who is a source of inspiration about the importance of education and pursuing your path irrespective of the historical zeitgeist that you find yourself in.

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Chapter One: Introduction

"There is power in developing a good working relationship between the people negotiating. If you understand the other side and they understand you; if emotions are acknowledged and people are treated with respect even when they disagree; if there is clear, two-way communication with good listening; if there is mutual trust and confidence in one another's reliability; and if people problems are dealt with directly on their merits, not by demanding or offering concessions on substance, negotiations are likely to be smoother and more successful for both parties." (Fisher, Ury & Patton, 2011, pg.183).

Professionals engage in negotiations every time they make decisions, seek understanding, and shape agreements within and between internal and external organizational departments (Lax & Sebenius, 1986). Negotiators' professional relationships influence the negotiation process in important systematic ways (Greenhalgh, 1987). Research shows that relationships can impact the degree to which negotiators hold different expectations, concerns, distribution preferences, and use of negotiation tactics. However, negotiation scholars often focus on negotiations as an isolated transaction and overlook the negotiations that occur in professional relationships (Valley, Neale & Mannix, 1995). Consequently, the relational foundation of negotiations is a theoretical and empirical lens often unexplored. As I will demonstrate, we have much to learn about how on-going professional relationships influence the negotiation process, and more specifically, how relationship quality influences negotiation bargaining behaviours and outcomes.

To date, researchers have shown that relationships change negotiation processes and influence outcomes in important systematic ways. However, this descriptive research cannot

speak to *how* and *why* relational processes impact negotiations. Early studies on negotiations and relationships found that having an existing relationship enhanced cooperation but was detrimental to achieving higher negotiation outcomes (Schoeninger & Wood, 1969; Fry, Firestone & Williams, 1983). Subsequent studies found that under some conditions (e.g., setting higher goals), relationships could benefit outcomes (Ben-Yoav & Pruitt, 1984; Thompson & De Harpport, 1990; McGinn & Keros, 2002). More recently, researchers found empirical evidence that behaviours and behavioural intentions mediate the effects of relationships on negotiation processes and outcomes (e.g., Greenhalgh & Chapman, 1998; Halpern, 1997; Ben-Yoav & Pruitt, 1984; Sondak & Moore, 1993; Steil & Makowski, 1989; Austin, 1980). These findings imply that relationships can benefit outcomes *when* negotiators engage in the full spectrum of behaviours required for outcome attainment. In dyadic negotiations, this means that relationships may make professionals more open to engaging in integrative tactics that create the maximum value for both parties; however, there is less clarity about the potential effects of relationships on distributive tactics that maximize individual outcomes (Pruitt & Carnevale, 1993; Lax & Sebenius, 1986; Walton & McKersie, 1965; Weingart, Hyder & Prietula, 1996). These early studies were important to show that relationships impact negotiations and deserve increased research attention. Nevertheless, these studies have not provided a unifying framework or theory because researchers were focused on different research questions.

Studies on negotiations and relationships have at least five limitations that curtail our ability to draw conclusions for on-going professional relationships. First, the majority investigate the effects of relationships by comparing relationship type (e.g., strangers versus friends) and expectations for future relationships (e.g., no expectation versus expecting a future interaction). In doing so, researchers have yet to identify important relational factors pertinent to negotiating

in professional relationships. For example, researchers overlook how relationship quality variations may account for a negotiator's willingness to engage in integrative tactics and its influence on outcome attainment.

Second, relational variables (e.g., relationship type, trustworthiness, power dynamics) are rarely studied together. This has created separate streams of research that do not speak to each other. Consequently, it is hard to understand each relational variable's unique effects and the relationship between relational variables.

Third, most studies measure the effects of relationships in the context of single buyer-seller negotiations. These negotiations do not provide insights into the behaviours and dynamics likely to occur between negotiators in on-going business relationships. For example, professionals commonly engage in collaborative work tasks that are a form of negotiation, as defined by engaging in interactions that further one's tangible and intangible interests (Lax & Sebenius, 1986). Such tasks include preparing business proposals, changing policies and procedures, developing strategic initiatives, revising budgets, and writing contracts.

Fourth, by focusing on buyer-seller negotiations, researchers tend to focus on economic outcomes. However, negotiation outcomes fall under two broad categories, economic and social psychological (Thompson, 1990). Social psychological outcomes include the negotiator's perception of the relationship and the bargaining process. Recent research highlights that social psychological outcomes are pertinent to professional relationships because in repeated exchanges, these evaluations can predict future economic outcomes, satisfaction, and relationship maintenance over and above the economic outcomes achieved (e.g., Curhan, Elfenbein & Kilduff, 2009; Curhan, Elfenbein & Eisenkraft, 2010).

Lastly, Organizational Behaviour research in other areas tends to explore relationship quality within the context of power and team dynamics (e.g., Leadership Member Exchange and Team Member Exchange, Banks et al., 2014; Cropanzano & Mitchell, 2005), and thereby overlook colleague relationships at the interpersonal level. We still know little about the negotiations and relationship dynamics that occur within on-going horizontal professional relationships because of these collective limitations.

This dissertation focuses on professional relationships, specifically the negotiations between professionals of equal power in an on-going relationship. *Relationships* are on-going social ties or interdependencies that can vary in strength (Greenhalgh, 1987; Valley et al., 1995). Interdependence refers to the notion that one's outcomes relate to, or are reliant on, another's outcomes (Valley et al., 1995; Hinde, 1979). Relationship types differ based on the degree of interdependence, such that lovers share more interdependence than friends, who share more interdependence than work colleagues, who share more interdependence than strangers.

Relationships can also be distinguished by the experienced quality of the relationship. *Relationship quality* reflects a perceptual evaluation that a relationship or interdependency is positive or negative (Heider, 1958; Berscheid, Snyder & Omoto, 1989; Reich & Hershcovis, 2011). In reflecting on the distinction between relationship type and relationship quality, Berscheid and colleagues (1989) cautioned that relationship type assumes heterogeneity of relationship quality within a relationship category. This assumption may not be the case for professional relationships. Unlike other types of relationships, professionals rarely choose their colleagues. As a result, professional relationships are likely to have greater levels of variation in perceived relationship quality compared to other relationship categories (Berscheid et al., 1989).

Therefore, I focus on relationship quality as a differentiating variable between professional relationships.[1]

The perceived quality of a professional relationship has implications for the negotiation process and outcome factors. In a seminal theory paper on negotiations and relationships, Greenhalgh (1987) suggested that negotiations happen within the context of relationships; however, there is a bias in negotiation research that systematically neglects the role of relationships as a means to isolate the other factors important to negotiations. However, by focusing on the instrumental exchange of resources independent of relationships, researchers insufficiently capture the complexities of social relationships because professionals consider the quality of their relationships when making negotiation decisions. Subsequent research provided empirical evidence that professionals held concerns beyond the economic exchange and outcomes obtained. For example, Salacuse (1998) found that establishing and maintaining relationships was a desired outcome for some negotiators. Curhan, Elfenbein and Xu (2006), who developed the Subjective Value Inventory (SVI) to measure the degree to which subjective perceptions are influenced during negotiations, also found that negotiators held relational and social concerns which have consequences for future negotiations (Curhan et al., 2009; Curhan et al., 2008; Elfenbein & Curhan, 2012). The importance of relationships in negotiations is best summarized in Getting to Yes, a classic book in the field of negotiations, "How important is it to maintain a good working relationship? If the other side is a valued customer or client, maintaining your ongoing relationship may be more important to you than the outcome of any one deal." (Fisher et al., 2011, pg. 154). Despite early scholars emphasizing the role of

[1] The type and degree of interdependence that exists in professional relationships differ from relationships between less connected individuals. Strangers who engage in negotiations may depend on one another in the context of that single transaction, but past ties and/or future expectations will not influence the transaction. To understand how relationship quality impacts negotiation, I focus on professionals who have existing relationships.

relationships in negotiations and practitioners echoing these sentiments, most research has failed to look at the relationship as a central variable (Valley et al., 1995).

I draw on the concept of high-quality relationships to explore the implications of relationship quality on interdependent negotiations and related work tasks (Dutton, 2003; Dutton & Heaphy, 2003; Ragins & Dutton, 2007). In considering their relationships with other people, professionals evaluate high-quality relationships based on a) the extent to which they can express positive and negative emotions and opinions without it harming the relationship, b) the ability to engage in difficult and productive conversations, c) the degree to which the other will listen to their ideas and be open to influence, d) how appreciated and valued they feel, and e) whether there is a mutual commitment to the relationship (Dutton & Heaphy, 2003). While working with others is necessary for completing interdependent work tasks, variations in relationship quality can add a layer of complexity that impacts one's ability to accomplish work tasks effectively (Berscheid et al., 1989). Navigating a problematic interpersonal situation can have negative consequences for performance when the relationship impedes an employee's ability to gather information, collaborate, and meet their needs.[2]

I aim to shed light on how professionals negotiate by considering the impact of relationship quality on negotiation bargaining behaviours and outcomes (economic and subjective value outcomes). Research suggests that relationship quality, as measured by overall relationship perceptions (Greenhalgh & Chapman, 1998), relationship concerns (Amanatullah, Morris & Curhan, 2008), and reciprocity beliefs (Bagchi, Koukova, Gurnani, Nagarajan & Oza, 2016) influence a negotiator's willingness to engage in certain negotiation behaviours (e.g.,

[2] Research on teams provides ample evidence that relationship conflict can negatively affect task performance and satisfaction (e.g., Simons & Peterson, 2000; De Dreu & Wiengart, 2003). Relationship conflict can also have long-term negative consequences on workers' health and well-being, which have additional negative consequences for task performance, absenteeism, burnout and turnover (e.g., De Dreu, Van Dierendonck, & Dijkstra, 2004).

information sharing, problem solving, concession), outcome attainment (individual and dyadic) and subjective value outcomes. To date, only two studies have explicitly looked at the impact of relationship quality on negotiations. First, Bagarozzi (1982) assessed the influence of relationship quality, as a measure of cohesion, on the allocation of resources in a negotiating pair. Higher levels of relationship quality resulted in dyads distributing resources more equally. Second, Greenhalgh and Chapman (1998) measured relationship quality by creating a composite score of 15 relational dimensions. Relationship quality was positively correlated with greater information sharing (exchanging interests and constraints), joint outcome attainment and the desire for relationship continuity. It was also negatively correlated with coercive tactics and feelings of negative emotions during the negotiation. Based on these initial studies, I hypothesize that variations in relationship quality will have implications for negotiators' use of integrative and distributive tactics during the bargaining phase and have downstream consequences for outcome attainment and subjective value outcomes.

I aim to create a deeper understanding of the dynamics that occur within on-going relationships, as it relates to negotiations, by speaking to how negotiators manage expectations and interpersonal risk salience in their professional relationships. In doing so, I am concerned with the decisions that professionals make in negotiations and how social risk perceptions influence professionals. Two variables identified as important to socially risky situations are psychological safety and integrity trust. Psychological safety is identified as important to socially risky situations and studied in other areas of organization research (Edmondson & Lei, 2014). *Psychological safety* is a measure of felt safety and the level of interpersonal risk salience based on the behavioural expectations and consequences likely to occur with a person (Kahn, 1990; Edmondson & Lei, 2014).

Integrity trust is identified as important to negotiations because it relates to risk perceptions specific to an individual's trait (Lewicki & Polin, 2013; Kong, Dirks & Ferrin, 2014). *Integrity trust* reflects the perception that a colleague adheres to an acceptable set of principles, thereby decreasing interpersonal risk perceptions (Mayer & Davis, 1999). A distinction between the two is that psychological safety reflects the relational climate, while integrity trust is a social judgment about a particular individual (Edmondson, Kramer & Cook, 2004; Mayer & Davis, 1999; Mayer, Davis & Schoorman, 1995; Lu et al., 2017). I suggest that psychological safety and integrity trust result from relationship quality and will differentiate productive from non-productive working relationships. By bringing together three theoretical constructs that have not yet been examined together, I aim to isolate the unique effects of relationship quality on negotiation behaviours and outcomes, while also developing a relational-based understanding of negotiations. The research question guiding this dissertation is how relationship quality, psychological safety, and integrity trust influence the negotiation process and outcomes within on-going relationships.

To answer this research question, I developed two studies. In Study 1, professionals recounted a recent work experience in which they depended on another colleague to complete an interdependent work task (e.g., interdependent tasks fall within the broad definition of work negotiations, Lax & Sebenius, 1986). In Study 2, I used the existing relationships that graduate-level students shared with their classmates to create dyads with high and low relationship quality. I then compared the dyads in a face-to-face negotiation simulation involving colleagues. In this dissertation, I propose a two-step mediation model to assess the direct and indirect effects of relationship quality on negotiation bargaining behaviours and negotiation outcomes. In both studies, I test aspects of this model as appropriate. The first study aims to provide external

validity regarding the importance of relationship quality for professional relationships by showing that variations in relationship quality have implications for negotiations. The second study aims to generate further support for the theoretical model by replicating the main findings in a more controlled setting and testing the theoretical model at the dyadic level.

By focusing on professional relationships, my dissertation contributes to the field of organizational psychology and negotiations in several ways. First, the research sheds light on the high-quality relationship construct by extending high-quality relationships to negotiations and showing its relevance to bargaining behaviours and outcomes (Dutton & Heaphy, 2003; Carmeli et al., 2009). Furthermore, I simultaneously examine the role of psychological safety (Kahn, 1990; Edmondson, 1999), integrity trust (Mayer & Davis, 1999) and integrative bargaining as potential mechanisms of high-quality relationships, and identify integrative bargaining behaviours and integrity trust as two unique mediators of high-quality relationships as well as a novel serial mediating path through psychological safety and integrity trust.

Second, this dissertation contributes to the research on negotiations and professional relationships by showing that relationship quality directly affects on a broad range of bargaining behaviours. I examine the impact of high-quality relationships for economic and subjective value outcomes to highlight the influence of relationship quality on the latter category of outcomes. More specifically, I examine the direct and indirect effects of high-quality relationships on subjective value outcomes to specify *how* professional relationships benefit negotiation outcomes. Furthermore, I identify relationship quality as a novel relational antecedent of subjective value outcomes. Collectively, I develop and provide support for a two-step mediation model that specifies how professional relationships impact negotiations. Past research has suggested that the effects of relationships on negotiations resulted from reciprocity beliefs and

exchange norms (e.g., O'Connell, 1984; Austin, 1980; Sondak & Moore, 1993). My model moves beyond a focus on relationship categories and norms to place relationship quality as an orienting variable that captures the relational history of a specific negotiation pair. This relational-based understanding of negotiations suggests that at the interpersonal level, variations in relationship quality helps explain how and why negotiations differ between professionals.

More generally, professional relationships shape negotiations and, in turn, negotiations shape relationships in a continuously evolving process (Blumer, 1969; Uzzi, 1997; McGinn, 2006; Reich & Hershcovis, 2011). Thus, negotiations are important contexts for which to understand organizational activities and professional relationships. In a recent review of the research on workplace relationships, Reich and Hershcovis (2011) found that there was an emphasis on the predictors and consequences of negative work relationships. Given that most work tasks are forms of negotiations (Lax & Sebenius, 1986), studying the role of relationship quality on negotiation processes and subjective value outcomes can shed light on how professional relationships evolve and generate insights about the benefits of positive work relationships. Furthermore, this research has practical implications that can inform behaviour-based work interventions that optimize the productivity of professionals who share a good work relationship and improve the relationship quality of professionals who share a poor relationship.

This dissertation is organized as follows. To accomplish the goal of developing a theory for negotiations and relationships, the next section provides an overview of key insights from the literature on negotiations and relationships, focusing on negotiators' behaviours and outcomes. I make the case that to understand the influence of relationship quality on negotiations, researchers need to consider how professionals manage interpersonal risk. With this goal, I introduce psychological safety and integrity trust as two potential mechanisms through which relationship

quality can influence negotiations. I provide a tailored review of the research on psychological safety and integrity trust, focusing on the role of relationships as an antecedent to psychological safety and integrity trust, and their subsequent effects on work behaviours and outcomes relevant to negotiations. Bringing all the concepts together, I propose a two-step mediation model that describes how relationship quality is likely to influence negotiation bargaining behaviours and outcomes. I then describe two studies that test the theoretical model and answer the dissertation research question. The first study involves professionals reflecting on a recent work negotiation, and the second study involves graduate-level students engaging in a face-to-face negotiation. Finally, I discuss the theoretical and practical implications of my findings.

Chapter Two: Literature Review and Theory Development

Relationships and Negotiations

The burgeoning research on relationships and negotiations provides empirical evidence that relationships influence exchange beliefs and norms, negotiation price expectations, behavioural expectations, behavioural tendencies, and distribution preferences. While we know that relationships change negotiation processes and influence outcomes, researchers have yet to build a unifying framework to explain how professional relationships influence negotiations. For example, we do not know how or when professional relationships influence the economic or subjective value outcomes of a negotiation, or what relational mechanisms benefit or hinder these outcomes, or beyond the negotiation itself, how a negotiation influences the professional relationship. To extend our understanding and develop a theory on negotiating in on-going professional relationships, this section reviews what we do know about negotiations and relationships. A key gap that emerges is that relationship quality can explain how professional relationships influence negotiations.

Early studies on negotiations and relationships were interested in assessing whether relationships, broadly defined, influenced economic outcome distribution. Initial studies suggested that having an existing relationship or expecting a future interaction made individuals more cooperative (e.g., Marlowe, Greengen & Doob, 1996), but had a detrimental effect on achieving higher outcomes (e.g., Schoeninger & Wood, 1969; Fry et al., 1983; O'Connell, 1984). Exploring the economic consequences of relationships, O'Connell (1984) asked individuals who completed home renovations to report the compensation provided based on relationship type. Participants provided lower compensation for those with whom they shared a personal relationship. Family members and friends were compensated for their work roughly half the

time, while subcontractors always received compensation. These studies suggested, but did not explicitly test, the idea that relationships were detrimental to outcomes because relational norms (e.g., kinship and friendship license, the assumption of eventual balance, equity versus performance-based compensation) justified low compensation during such exchanges (Austin, 1980; O'Connell, 1984). Subsequent studies also found that relationships could be detrimental to individual and joint outcomes (Amanatullah et al., 2008).

Studies on negotiation processes and behaviours in less personal relationships challenged the notion that relationships always lead to lower economic outcomes (e.g., Ben-Yoav & Pruitt, 1984; Thompson & De Harpport, 1990; McGinn & Keros, 2002). Ben-Yoav and Pruitt (1984) were the first to make this challenge in their study examining the effects of relationships on goal setting and behaviours in a buyer-seller negotiation. Comparing negotiation dyads that held expectations for a future interaction with those that had no such expectations, the authors varied whether a goal was assigned to the dyad or not. In the absence of an assigned goal, strangers reached higher individual and joint outcomes. However, when dyads were assigned higher goals, participants who anticipated future interactions achieved higher individual and joint outcomes. Analysis of the negotiation exchanges revealed that in the higher goal condition, participants who expected future interactions engaged in more problem-solving (information exchange) to the benefit of outcomes. In contrast, strangers engaged in more contentious behaviours (heated exchanges, countering their partner's point and asking for concessions) to the detriment of outcomes. This study was critical in showing that relationships could benefit outcomes when negotiators engaged in behavioural strategies that enhanced their ability to achieve higher outcomes.

Subsequent studies also found that relationships enhanced cooperative behaviours (e.g., compromise, willingness to engage in concessions, information sharing), joint outcomes and a willingness to negotiate again (e.g., Greenhalgh & Gilkey, 1993; Mannix, Tinsley & Bazerman, 1995; Bagchi et al., 2016; Greenhalgh & Chapman, 1998; O'Connor, Arnold & Burris, 2005; Patton & Balakrishnan, 2010). Together, these studies suggest that relationships can benefit outcomes when relational norms (e.g., reciprocity expectations) facilitate coordination and cooperation during the negotiation, thereby generating more resources for the negotiators to share (e.g., Bagchi et al., 2016; O'Connor et al., 2005).

Unfortunately, some systematic methodological approaches of these past studies limit our ability to generate insights for the negotiations among professionals in on-going relationships. First, because most studies have focussed on relationship type (e.g., roommates compared to strangers, expectations for future interactions compared to strangers), it means that the influence of relationship quality on negotiations has not been included. Researchers focus on exchange norms and reciprocity as a mechanism to explain why relationship types undermine outcome attainment overlook the mechanisms relevant to professional relationships at the interpersonal level.

Secondly, most of these studies have limited their focus to relationships in a buyer-seller negotiation scenario. While informative, this choice means we have yet to explore the processes and strategies in negotiations between professionals in on-going business relationships, such as their monetary and non-monetary trade-offs in a single negotiation or across multiple exchanges. We know that negotiators often have social concerns in negotiations beyond economic outcomes, and these concerns havae important implications for deal implementation and future deal outcomes (e.g., Curhan et al., 2006; Curhan et al., 2009; Jang, Elfenbein & Bottom, 2018).

Therefore, using buyer-seller scenarios does not adequately allow us to examine how professional relationships impact the economic and subjective value outcomes of negotiations, as well as the long-term relational consequences of a single negotiation.

Lastly, negotiators need to use a full range of integrative and distributive bargaining tactics to create and claim value to maximize outcomes and maintain productive work relationships (Pruitt & Carnevale, 1993; Lax & Sebenius, 1986; Walton & McKersie, 1965; Weingart et al., 1996). Integrative behaviours help create value in a negotiation, and these behaviours have three broad categories: information exchange, creating value, and process maintenance (Weingart, Thompson, Bazerman& Carroll, 1990; Weingart, Olekalns& Smith, 2004). Distributive behaviours help claim value, and these behaviours have three broad categories: strategic information exchange, strategic concessions, and the use of power (Weingart et al., 1990; Weingart et al., 2004). Past studies on negotiations and relationships have focused on a small subset of integrative behaviours (e,g., information exchange, creating value) (e.g., Greenhalgh & Gilkey, 1993; Greenhalgh & Chapman, 1998; Bagchi et al., 2016), and few studies have examined the use of both integrative and distributive bargaining (e.g., Greenhalgh & Chapman, 1998; Patton & Balakrishnan, 2010). Understanding how negotiators use the full spectrum of bargaining behaviours would allow researchers to identify *when* and *how* relationships may benefit and/or hinder individual and joint economic outcomes in addition to subjective value outcomes.

By integrating theory about the importance of high-quality relationships at work, I suggest that variations in relationship quality may explain why some professional relationships benefit outcomes while others do not (Greenhalgh, 1987; Berscheid et al., 1989). Research suggests that relationship quality, as measured by overall relationship perceptions (Greenhalgh &

Chapman, 1998), relationship concerns (Amanatullah et al., 2008), and reciprocity beliefs (Bagchi et al., 2016) influence negotiators' willingness to engage in the negotiation behaviours (e.g., information sharing, problem solving, and concessions), outcome attainment (individual and dyadic) and satisfaction with the outcome. The two studies that explicitly looked at the influence of relationship quality found that higher levels of relationship quality increased information sharing (exchanging interests and constraints), resulted in more equal distribution of resources, and led to higher joint outcome attainment (Bagarozzi, 1982; Greenhalgh & Chapman, 1998). Based on these preliminary studies, variations in relationship quality appear to be influential on both negotiation behaviours and outcomes.

In the following section, I highlight the importance of relationship quality for professional relationships. I suggest that professional relationships are unique in that professionals must manage interpersonal expectations and interpersonal risk salience during their interactions. Furthermore, variations in relationship quality are a proxy for varying levels of interpersonal risk salience, and so, it is important for understanding how professionals negotiate in on-going relationships. Based on these insights, I define relationship quality and then develop hypotheses regarding how relationship quality will influence negotiation behaviours and outcomes.

Professional Relationships

There are many interesting nuances of professional relationships that go beyond categories of relationship type (e.g., friends versus strangers, am expectation for a future interaction versus no expectation). Firstly, negotiators in on-going relationships bring more information to the table about their counterparts than negotiations between strangers. For example, professionals may know their co-worker’s personalities, preferences, competencies,

professional alliances, and ability to access resources. Co-workers also know how their counterpart navigates different situations which can inform how a given negotiation situation may constrain their behaviour. Such knowledge allows negotiators to make strategic decisions by relying on experience.

In work relationships, relationship quality can be one way to operationalize how past experiences influence current interactions. Consider the decision about whether to share information. Sharing information about issue priorities can be advantageous if you know your counterpart is willing to engage in problem-solving and trade-off on issues. However, you would avoid sharing such information if you knew your counterpart would use this information to take advantage of you to further their career. In contrast, when interacting with a new colleague, it is analogous to a stranger. In such cases, professionals will not know what to expect from their counterparts and must rely on the situation to dictate their negotiation tactics. Therefore, relationship quality is likely to influence the behaviours that occur in professional interactions with on-going relationships.

Secondly, because co-workers can influence our ability to accomplish work tasks and influence our social standing and career prospects within an organization, an element of interpersonal risk should be incorporated into any model on the influence of professional relationships in negotiation. This interpersonal risk distinguishes negotiation interactions with co-workers from negotiation interactions with strangers, where consequences to self-image, status, and/or career are likely to be lower, and from interactions in personal relationships, where the negotiators can decide to stop interacting with each other. Supporting this idea, we know there is a greater variation in felt interpersonal risk and relationship quality in professional relationships than in personal relationships (Berscheid et al., 1989).

It is proposed that relationship quality can be viewed as an index of interpersonal risk salience between professionals based on their historical exchanges. Professionals with a strong relationship are less likely to feel interpersonal risk in an interaction. Therefore, would be less concerned about being exploited when deciding which negotiation strategies and tactics to use. In contrast, professionals in a weak relationship are more likely to be aware of the present levels of interpersonal risk. Therefore, they would be more concerned about mitigating potential risks when deciding which negotiation strategies and tactics to implement. Similarly, expectations about a counterpart's behaviours and interpersonal risk are less concerning to the negotiations between strangers because such transactions provide fewer opportunities for adverse long-term consequences (e.g., reciprocation and retaliation behaviour). Together, the characteristics of professional relationship highlight that relationship quality, rather than relationship type, is an essential central variable for understanding professional relationships.

Relationship Quality at Work

Relationship quality is a positive or negative perceptual evaluation of a relationship or interdependency (Heider, 1958; Berscheid et al., 1989; Reich & Hershcovis, 2011). To date, relationship quality has been conceptualized and measured in two ways: a perceptual evaluation of relationship valence as a product of various relational variables[3] and as a product of

[3] Relationship quality can be measured as a collection of various relationship dimensions to create a composite score that describes the overall bond (Cartwright, 1968; Shaw, 1981). The research on relational exchanges shows that quality relationships contain the dimensions of support (e.g., Graen & Uhl-Bien, 1995), trust (e.g., McAllister, 1995), perspective taking (e.g., Davis, 1994), and empathic concern (e.g., Sheppard & Sherman, 1998). Greenhalgh and Chapman (1998) took this approach and measured relationship quality as a composite score of 15 relational dimensions, including cognitive processes (e.g., empathy), relational perceptions (e.g., trust), social motivation (e.g., relationship continuity focus), and evaluations about the other (e.g., other's openness). The authors found that the composite score correlated with negotiation behaviours and subject experiences during the negotiation process and outcomes. However, this approach limited the researchers' ability to identify the direct and indirect effects of specific relationship dimensions on dependent measures. Greenhalgh and Chapman (1998) justified their approach by noting that a composite score was preferable to the alternative research approaches used at the time, including using relationship type and anticipation for future interactions to study relationships in the negotiation context.

relationship function.[4] I use the latter approach as pioneered by Dutton and Heaphy's (2003) concept of high-quality relationships, which was developed to capture relationship quality in professional relationships. Here I review the high-quality relationship construct and make explicit my assumptions regarding the measurement level, dyadic asymmetries, and stability of relationship quality in on-going relationships.

Taking a functional approach to professional relationships, Dutton and Heaphy (2003)[5] proposed that two types of functions can capture the differences in relationship quality: relationship capacity and subjective experiences. *Relationship capacity* attributes include emotional carrying capacity (capacity for both positive and negative emotions), tensility (capacity for withstanding strain, accommodating changes, and bouncing back from difficulties), and connectivity (capacity for openness to new ideas and influences, and deflecting non-generative processes). High-quality relationships have high quantities of each of these capacities, allowing professionals to handle significant levels of varied emotional information, withstand relational tensions, and coordinate effectively (Carmeli et al., 2009). *Subjective experience* attributes include positive regard (feeling known or respected) and mutuality (all people equally

[4] In the broader research on organizational behaviour, relationship quality has also been conceptualized as a measure of relationship support. This construct arises from research on stress and coping (Cobb, 1976; Cohen & Wills, 1985; Lakey, 2013). In the organizational context, social support is considered to buffer against workplace stress (House, 1983). Co-worker support has been shown to uniquely enhance job engagement behaviours (e.g., job involvement and job satisfaction, organization commitment) and reduce withdrawal-related behaviours (e.g., effort reduction, absenteeism, intention and actual quitting) (Chiaburu & Harrison, 2008; Basford & Offermann, 2012). However, understanding how relationships buffer stress limits my ability to draw conclusions regarding the performance benefits of strong work relationships (Reich & Hershcovis, 2011). Therefore, relationship support is not considered a good measure when exploring the effects of relationship quality on job performance, especially regarding negotiation outcomes.

[5] Dutton and Heaphy (2003) provided the conceptual framework of capturing variations in relationship quality. Carmeli, Brueller and Dutton (2009) developed a measure and provided the first empirical evidence that tied high-quality relationship attributes to learning organizational behaviours and psychological safety. This scale was developed to measure the various attributes of high-quality relationships, and the authors used a confirmatory factor analysis to confirm a second order model containing two latent variables (relationship capacities and subjective experience) using an undergraduate and graduate sample. Recent investigations into positive work relationships have found that work relationships can serve additional functions (e.g., personal growth) and consequently expanded on Dutton and Heaphy's (2003) distinction (e.g., Colbert, Bono & Purvanova, 2016).

participating). In high-quality relationships, individuals feel appreciated and valued, which translates to a greater willingness to share information (Carmeli et al., 2009). High-quality work relationships are differentiated from low-quality relationships by higher scores in both relationship capacity and subjective experience.

By choosing to use high-quality relationships to measure relationship quality at work, I make several assumptions about relationship quality's measurement level and stability. First, I assume relationship quality is an individual's social perception regarding the level of relationship function present with a colleague, and it is also an emergent dyadic phenomenon. Relationship quality is an individual level social perception that is the result of a social interaction. Although colleagues share the same experiences, "people's subjective experience of their connections with others has immediate, enduring, and consequential effects on their bodies" (Heaphy & Dutton, 2008; pg. 138).

Related to this idea, I assume the effects of relationship quality on negotiations can be conceptualized as an emergent dyadic phenomenon because these effects result from a dyadic combination rather than an individual. Specifically, one person's behaviours are likely to be reinforced by another person's behaviours in a cyclical dynamic process. Therefore, while relationship quality can be captured by a measure of perception at the individual level, it can also be captured by assessing the average level of relationship quality within a dyad (e.g., Greenhalgh & Chapman, 1998).

Secondly, the level of shared relationship quality can vary between dyads so that there are dyads that share high and low relationship quality and dyads that contain perceptual asymmetries along a continuum. Therefore, it is necessary to focus on and compare dyads that share equal levels of high and low to establish the influence of relationship quality on

negotiations. When negotiators have symmetrical perceptions of relationship quality, then a substantial amount of the variance is shared, and this should help explain how relationship quality impacts psychological safety, integrity trust, negotiation behaviours and outcomes at the dyadic level. When dyads share high and low perceptions of relationship quality, these more extreme values are likely to reflect solidified opinions rooted in specific and repeated relationship dynamics. Therefore, relationship quality is likely to be stable in such dyads in the medium-term, especially in the absence of a disruptive and/or irregular interpersonal event or the explicit effort of one individual to improve or hinder the relationship dynamics.

Professional Relationships and Psychological Safety

I introduce psychological safety as one mechanism through which relationship quality can impact negotiations by creating positive expectations and decreasing interpersonal risk salience. First, a review of the origins of psychological safety suggests that relationship quality creates conditions for psychological safety. Then, drawing on the research of negotiation behaviours and subjective value outcomes, I incorporate what we know from the research on psychological safety and relevant work behaviours to propose that psychological safety will mediate the influence of relationship quality on negotiation behaviours and subjective value outcomes.

The psychological safety construct originated from the need to explain how employees deal with and adapt to organizational uncertainty and change (Schein & Bennis, 1965; Schein, 1993). There are multiple definitions of psychological safety, mostly varying in the measurement level of analysis. Kahn (1990) conceptualized psychological safety at multiple levels (interpersonal, team and organizational) and formally defined it as an employee's "sense of being able to show and employ (one's) self without fear of negative consequences to self-

image, status, or career" (pg. 705). Edmondson's (1999) seminal work viewed psychological safety at the team level and defined it "as a shared belief that the team is safe for interpersonal risk-taking". More recently, the definition again includes multiple levels and is defined as "people's perceptions of the consequences of taking interpersonal risks in a particular context such as a workplace" (Edmondson & Lei, 2014, pg. 24). A unifying idea across these definitions center on "the importance of creating a workplace in which perceptions of interpersonal risk are minimized" (Frazier, Fainshmidt, Klinger, Pezeshkan & Vracheva, 2017, pg. 116). Across all levels of organizational interactions, psychological safety is a unique construct that facilitates cooperation and task engagement in challenging work interactions by decreasing the perceived risks associated with cooperation and enhancing people's willingness to contribute ideas, act, and solve problems with colleagues (Edmondson & Lei, 2014).

Employees experience higher levels of psychological safety when they are in quality work relationships and can effectively interact with one another without concern for potential consequences to self-esteem, status, or career (Kahn, 1990). Relationships enhance psychological safety to the degree that they create work situations that are predictable, consistent, and non-threatening (Kahn, 1990). In a meta-analysis, Frazier and his colleagues (2017) confirmed that there is a significant positive relationship between psychological safety and a supportive work environment, as a measure of team member support (Schepers, De Jong, Wetzels & De Ruyter, 2008), team caring (Bstieler & Hemmert, 2010), rewarding co-worker relationships (May, Gilson & Harter, 2004), and supportive supervisors (May, Gilson & Harter, 2004). When there is higher psychological safety, on-going work relationships offer support, lack threat, contain trust, have higher quantities of high-quality relationships capacities (contain emotional carrying capacity, tensility, connectivity) and subjective

experiences (positive regard, and mutuality), and exhibit relational coordination (coordination, shared goals, shared knowledge, and mutual respect) (Kahn, 1990; Carmeli et al., 2009; Carmeli & Gittell, 2009).

Drawing on Carmeli, Brueller and Dutton's (2009) reasoning that high-quality relationships create the conditions for psychological safety to develop between individuals, which in turn influences work behaviours and task outcomes, I expect that relationship quality will create the conditions for psychological safety in the negotiation context. This idea follows Edmondson's theory that psychological safety is a prerequisite for work tasks that contain interpersonal uncertainty. Carmeli and Gittell (2009) extended Edmondson's theory by proposing that high-quality relationships enhance psychological safety. Carmeli, Brueller and Dutton (2009) found that relationship capacity and subjective experiences are equally correlated to psychological safety (r=.46, r=.48, respectively).[6] Empirical evidence also found that psychological safety mediates the effects between relationship quality and behavioural outcome measures in learning and reporting failure at work (Carmeli et al., 2009; Carmeli & Gittell, 2009; Detert & Burris, 2007). Together I expect that relationship quality will be a relational antecedent to psychological safety. Formally stated:

> Hypothesis 1: Relationship Quality will be positively associated with Psychological Safety.

[6] As part of the scale development procedures, Carmeli and colleagues (2009) confirmed that high-quality relationships (relationship capacity, subjective experiences) and psychological safety are independent constructs (e.g., Confirmatory Factor Analysis, nested structural model analysis, tests of convergent and divergent validity). It should be noted I do not overlook the possibility that there may be a reinforcing relationship between experiences related to psychological safety and subsequent relationship quality scores at early and later stages in a relationship. However, questions related to relationship development are not my primary research focus, given the lack of foundational theory on professional relationships. I note this in the limitations and future research.

Professional Relationships and Integrity Trust

I propose that trust is another mechanism through which relationship quality can impact negotiations and minimize interpersonal risk salience. Negotiation scholars research the topic of trust due to its beneficial impact on the negotiation process and outcomes (Lewicki & Polin, 2013; Kong et al., 2014). Scholars recognize that trust "enhances and facilitates the negotiation process, and [is] the binding element that often holds deals together" (Lewicki & Polin, 2013, pg. 29). In this section, I review the definition of interpersonal and integrity trust, and propose that relationship quality creates the conditions for integrity trust to develop. Following this, I draw on the research on trust and negotiation bargaining behaviours to propose that integrity trust will mediate the influence of relationship quality on negotiation behaviours.

Interpersonal trust is "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (Rousseau, et al, 1998, pg. 395). Psychological theories on trust in relationships are grounded in attribution theory (e.g., causal attribution theory, dispositional attribution) (Weiner, 1986; Reeder & Brewer, 1979), which in turn inform theories on trustworthiness, trust development and trust repair (for a more in-depth discussion see Rousseau et al., 1998 and Tomlinson & Mryer, 2009). In professional relationships, trust is enhanced to the extent that another's trustworthiness is attributed to the trustee rather than the situation (e.g., Kruglanski, 1970; Malhotra & Murnighan, 2002; Strickland, 1958; Gill et al., 2005). Trust theories propose three factors to trustworthiness: perceived integrity, ability, and benevolence (Mayer & Davis, 1999; Mayer et al., 1995). Integrity trust refers to the perception that a colleague will behave consistently with a set of values (e.g., honesty and fairness) approved by the trustor. Ability trust refers to the perception

that a colleague has the skill set and knowledge to complete a relevant task. Benevolence refers to the perception that a colleague will act in a manner that benefits the trustor.

While all three factors are essential to perceptions of trustworthiness, each is theoretically distinct and can have a more significant effect depending on the social context and behaviour being examined (e.g., Campagna, Mislin, Kong & Bottom, 2016; Olekalns & Smith, 2007; Kim, Ferrin, Cooper & Dirks, 2004; Ferrin, Kim, Cooper & Dirks, 2007). Integrity trust is particularly important to professional relationships (Lewicki & Polin, 2013), the formation of relationships (Mayer et al., 1995), in politically sensitive situations (Mayer & Davis, 1999) and during negotiations (Kong et al., 2014). Lewicki and Polin (2013) propose that integrity trust may be the most crucial element of trustworthiness for negotiators because it is a core aspect of one's professional reputation. When a negotiating partner holds values that create a history of honest and fair exchanges, negotiations are perceived as less risky. This research focuses on examining the role of integrity trust as it pertains to the impact of relationship quality on negotiations.

Trust is formed in repeated interactions, and in turn, it influences future interactions (Lewicki & Polin, 2013; Ferrin et al., 2007). Kramer (1999) argued that "interaction histories give decision makers information that is useful in assessing others' dispositions, intentions, and motives. This information, in turn, provides a basis for drawing inferences regarding their trustworthiness and for making predictions about their future behavior" (pg. 575). When trust is present between professionals, their negotiations will benefit from more integrative behaviours (e.g., information exchange), fewer distributive behaviours (e.g., non-reciprocity in concessions), lower transaction costs, higher process efficiencies (e.g., time and effort related to information verification), as well as higher outcome attainment and outcome satisfaction (Kong et al., 2014; Lewicki & Polin, 2013).

Although researchers have gained a better understanding of the benefit of trust in negotiations, researchers know less about the antecedents to negotiator trust (Lu et al., 2017). A recent meta-analysis of 35 studies highlighted that having a relationship before starting a negotiation was an important antecedent to negotiator trust (Lu et al., 2017; the correlation between having an existing relationship and trust was r=.35).

Studies of trust development add further nuance to the association between existing relationships and trust by suggesting that relationship quality, rather than relationship length, is an essential antecedent to trustworthiness. A review of 39 studies on the development of trust found that although trust increases as individuals engage in repeated interactions, the correlation between trust and relationship length is generally small and positive (r=.11, Vanneste, Puranam & Kretschmer, 2014). Additionally, Levin, Whitener and Cross (2006) found that the shared variance between perceived trustworthiness and trustworthy behaviours was stronger (r=.53) than between relationship length and trustworthy behaviours (r=.38). In reflecting on the evidence that trust does not always develop in established relationships, Levin and colleagues (2006) proposed that trust can only develop when there have been sufficient interactions that can create the basis for trustworthiness judgments. This notion is supported by Gill and colleagues (2005), who found that the propensity to trust (trustor attributes) is correlated with the intention to trust when information about the trustee's attributes (e.g., trustworthiness) is ambiguous. However, the relationship between the propensity and the intention to trust is not significant when information about the trustee's attributes is clear.

Therefore, it is not the interactions themselves that are important for the development of trust, but rather, the interactions are informative of a colleague's trustworthiness. For integrity trust to develop, these interactions must be characterized by honesty and fairness. Integrity trust

can benefit negotiations when professionals are confident that they have accurately assessed their colleagues as trustworthy independent of the relationship length. Trustworthy judgments are more likely to occur in high quality relationships because these relationships have productive and difficult discussions (relationship capacity factor) as well as a history of reciprocal exchanges (subjective experience factor). Formally stated:

Hypothesis 2: Relationship Quality will be positively associated with Integrity Trust.

Psychological Safety and Integrity Trust

While relationships are an antecedent that helps both psychological safety and integrity trust develop, these factors have yet to be studied together (e.g., Carmeli et al., 2009; Carmeli & Gittell, 2009; Lewicki & Polin, 2013; Lu et al., 2017). By examining the limited research on psychological safety and integrity trust, I propose that the effects of relationship quality on negotiations may be sequentially mediated through psychological safety and integrity trust. I will explore this possibility, given the limited research on relationship quality, psychological safety, and integrity trust. I explain how psychological safety and integrity trust individually relate to negotiation behaviours and subjective value outcomes in the following sections.

General theorizing on relationships typically suggests that psychological safety and trust are positively associated. However, the direction of impact or how each factor develops in a relationship has yet to receive attention. When conceptualizing psychological safety, Kahn (1990) stressed that it would develop in trusting and supportive interpersonal relationships. The positive associations between psychological safety, relationship quality and trust were concluded from a qualitative study that was not designed to test how each construct developed and impacted one another across time. Therefore, I cannot draw specific conclusions about the directionality between each construct. Nevertheless, Kahn's insights are important because he

stresses the importance of relational dynamics on work performance. A subsequent meta-review of research on psychological safety provided empirical support that psychological safety and trust are positively correlated (r=.32; Frazier et al., 2017). However, most research on psychological safety focuses on teams and leader-employee relationships. Therefore, we do not yet know how psychological safety is related to trustworthy perceptions at the interpersonal level.

Roussin and Webber (2012) provide some insight to suggest that psychological safety precedes initial perceptions of co-worker trustworthiness. They view team-level psychological safety as a work socialization mechanism that can enhance social risk taking and initial formations of trust with new co-workers. Specifically, Roussin and Webber (2012) found that trust dispositions and manager-focused psychological safety enhanced initial perceptions that a new co-worker was trustworthy. Although it is not appropriate to transfer group-level findings to the interpersonal level, their findings point to psychological safety being an antecedent to trustworthiness.

In the negotiation context, I expect that psychological safety will precede integrity trust. Research on trust development further supported this idea. Attribution theory suggests that the perception that a colleague is trustworthy develops when a professional can assign a trusting behaviour to a colleague's attributes rather than the situation (e.g., Kruglanski, 1970; Malhotra & Murnighan, 2002; Strickland, 1958; Gill et al., 2005). Linking behaviours to a colleague's attributes require repeated interactions and are more likely to occur in quality relationships (Levin et al., 2006; Gill et al., 2005). Therefore, integrity trust is likely to develop when there is a history of interactions with higher levels of psychological safety.

Given the limited research on how psychological safety and integrity trust interact, I will test the proposed psychological safety and integrity trust mediation path, and the alternative path to rule out its possibility (e.g., integrity trust and psychological safety). The results of the alternative path analysis will be noted following all main analyses. Formally stated:

Hypothesis 3a: Psychological Safety will be positively associated with Integrity Trust.

Hypothesis 3b: Psychological Safety and Integrity Trust will be a serial mediating path.

Negotiation Behaviours

This dissertation seeks to establish the effects of relationship quality on negotiation outcomes through its effect on negotiation bargaining behaviours. Negotiators use dispositional information about their counterparts and the relationship history to inform their behavioural intentions and negotiation behaviours, which in turn influence outcome attainment (Marlowe et al., 1966; Bagarozzi, 1982; Greenhalgh & Chapman, 1998; McGinn & Keros, 2002; O'Connor et al., 2005; Patton & Balakrishnan, 2010; Bagchi et al., 2016). What separates productive from unproductive relationships is the negotiator's willingness to engage in both value creation and value claiming behaviours (Ben-Yoav & Pruitt, 1984; Patton & Balakrishnan, 2010; Amanatullah et al., 2008). This section highlights the main category of negotiation behaviours to propose how relationship quality will influence negotiators' behavioural choices in on-going relationships. Specifically, I posit that high-quality relationships will enhance a negotiator's willingness to engage in integrative bargaining behaviours and decrease their willingness to use distributive bargaining behaviours.

There are two main categories of negotiation bargaining behaviours, integrative and distributive behaviours (Lax & Sebenius, 1986; Walton & McKersie, 1965; Weingart et al., 2004). Integrative bargaining behaviours create value (“enlarging the pie”) in a negotiation and

are cooperative behaviours that seek to understand the counterpart and to generate solutions that create value for both parties. Integrative behaviours include exchanging information about preferences and priorities, creating value by exploring options for mutual gain, and managing the process to strengthen the relationship.

Distributive bargaining behaviours refer to value claiming tactics ("slicing the pie") and are behaviours that aim to maximize an individual's outcome. Distributive behaviours include being more strategic with information exchanges, making deliberate and non-reciprocal concessions, and using power (Weingart et al., 1990; Weingart et al., 2004). In mixed-motive negotiations, negotiators need to create and then claim value to maximize their individual and joint outcomes ("enlarge the pie and then slice it") (Lax & Sebenius, 1986).

The distinction between integrative and distributive behaviours is not absolute as negotiators can, and often do, engage in both tactics simultaneously (Weingart et al., 1990; Weingart et al., 2004). However, there is a dearth of studies that have explored how negotiators use both integrative and distributive behaviours when they are in professional relationships. Patton and Balakrishnan (2010) showed that in a face-to-face buyer-seller negotiation, dyads were more likely to use a problem-solving approach (e.g., related to integrative behaviours) when they held expectations for repeated exchanges compared to dyads who held no such expectations. Expectations of future interactions did not impact competitive bargaining style (e.g., related to distributive behaviours). In contrast, Greenhalgh and Chapman (1998) found that relationship quality increased information sharing and decreased the use of distributive tactics (e.g., coercive tactics) in a dyad. Given the limited research ion how negotiators in professional relationships navigate each set of tactics, I have chosen to focus on the effects of relationship quality on each set of behaviours separately. I am particularly interested in the effects that

relationship quality has on integrative bargaining behaviours because this set of bargaining tactics helps dyads maximize joint outcomes (e.g., Weingart et al., 1990; Weingart et al., 1996).

Relationships enhance cooperative behaviours when professionals share collegial relationships (Sondak & Moore, 1993), hold expectations for repeated interactions (Bagchi et al., 2016; Patton & Balakrishnan, 2010), have higher relationship quality (Greenhalgh & Chapman, 1998), hold relational personality dispositions (Sondak & Moore, 1993; Greenhalgh & Gilkey, 1993) and have relational concerns (Amanatullah et al., 2008). More specifically, past research on negotiations and relationships has shown that relationships enhance the use of cooperation (Sondak & Moore, 1993; Ravenscrof, Haka & Chalos, 1993; O'Connor et al., 2005; McGinn & Keros, 2002), compromise (Greenhalgh & Gilkey, 1993), willingness to engage in concessions (Mannix et al., 1995; Bagchi et al., 2016), and problem solving (Patton & Balakrishnan, 2010). In particular, relationship quality has been shown to increase information sharing during negotiations (Greenhalgh & Chapman, 1998).

I am interested in the effects of relationship quality on all critical dimensions of integrative behaviours, including information exchanging, creating value, and process maintenance. Higher levels of relationship quality should create the ideal conditions for integrative bargaining behaviours, and both dimensions of high-quality relationships should strengthen this association. Specifically, higher levels of relationship capacity should increase a relationship's ability to withstand relationship strain and interpersonal challenges by enabling effective information exchange and problem-solving. This process would allow negotiators to create value, even when having difficult discussions. Additionally, higher levels of positive subjective experience would allow positive emotions and motives of mutuality to encourage negotiators to be more cooperative, seek mutual gains, and strengthen the relationship.

Therefore, relationship quality is predicted to have a positive association with integrative bargaining behaviours.

Although distributive behaviours are essential to attaining higher individual outcomes, these behaviours can be detrimental to joint outcomes, which in turn can hinder individual outcomes (Pruitt & Carnevale, 1993; Lax & Sebenius, 1986; Walton & McKersie, 1965; Weingart et al., 1996; Weingart et al., 2004). Past research on negotiations and relationships provide mixed findings regarding the impact of relationships on distributive behaviours. Greenhalgh and Chapman (1998) found that relationship quality could lower the use of distributive tactics (e.g., coercive tactics), while Patton and Balakrishnan (2010) found that holding expectations about future interactions had no effects on the use of distributive tactics (e.g., competitive bargaining behaviours).

This study focuses on traditional distributive behaviours which include the use of power and threats (Weingart et al., 1990; Weingart et al., 2004). I expect that higher levels of relationship quality will decrease such behaviours because negotiators would be interested in preserving the positive professional relationship (Greenhalgh & Chapman, 1998). Further, I expect that both dimensions of high-quality relationships will dissuade professionals from using such contentious distributive tactics. Relationship capacity may create the capability for the negotiators to withstand distributive behaviours (e.g., asking a partner to substantiate their position) and to turn contentious moments into opportunities for problem-solving situations. Subjective experience should dissuade negotiators from engaging in contentious tactics that undermine the relationship. At higher levels of relationship quality, negotiators prioritize maintaining a relationship based on mutuality and commitment. Together, this logic suggests that

relationship quality will have a negative association with the distributive behaviours. Formally stated:

> Hypothesis 4a: Relationship Quality will be positively associated with a participant's use of Integrative Bargaining Behaviours (integrative information sharing, creating value, process management).
>
> Hypothesis 4b: Relationship Quality will be negatively associated with a participant's use of Distributive Bargaining Behaviours (use of threats, references to power).

Integrative Bargaining Behaviours and Psychological Safety

I am interested in assessing the mediating role of psychological safety between the relationship quality and negotiation behaviours. I draw on three general insights from the research on psychological safety to suggest that psychological safety is relevant to the negotiation context and generate hypotheses regarding the positive associations between relationship quality, psychological safety, and integrative bargaining behaviours. Based on the research, I expect that psychological safety will have a direct positive effect on integrative negotiation behaviours and mediate the positive association between relationship quality and integrative negotiation behaviours.

The first insight comes from Edmondson and Lei (2014), who reviewed the literature on psychological safety over the past decades and suggested that psychological safety is particularly relevant to organizational tasks and contexts that are interdependent and have an element of uncertainty. Negotiations are decision-making situations that contain elements of interdependence and uncertainty, thereby making negotiations a useful context to further explore the effects of psychological safety on performance (Lax & Sebenius, 1986; Lewicki, Saunders, Barry & Tasa, 2017; Thompson, Wang & Gunia, 2010).

Secondly, in interdependent and uncertain work situations, psychological safety increases behaviours that are relevant to negotiations. In particular, psychological safety has been shown to improve work performance by increasing information sharing (e.g., frequency, knowledge sharing) (e.g., Bunderson & Boumgard, 2010; Siemsen, Balasubramanian & Anand, 2009), speaking-up (e.g., prosocial voice, promotive voice, prohibitive voice) and active problem solving (e.g., Edmondson, 1999; Bradley, Postlethwaite, Klotz, Hamdani & Brown, 2012; Detert & Burris, 2007; Liang, Farh & Farh, 2012). Psychological safety increases information sharing behaviours when interpersonal risk is salient in work interactions, such as in the presence of group conflict (Bunderson & Boumgarden, 2010) and reporting negative information (e.g., errors) to leaders (Detert & Burris, 2007). Information and knowledge sharing are similar to the cooperative negotiation behaviours that fall under the category of integrative information sharing (e.g., asking and sharing information about preferences and priorities). Voicing behaviours and potential conflict are parallel to the negotiation behaviours that fall under the category of value creation behaviours (e.g., noting general differences and similarities, suggesting compromises and trade-offs on different issues). Therefore, I expect that psychological safety will facilitate integrative tactics in work negotiations by enhancing the positive expectations that professionals hold regarding their colleagues' reactions to specific behaviours and minimizing the salience of interpersonal risk related to engaging in specific behaviours.

Finally, initial studies exploring the relationship between relationship quality, psychological safety and behaviours suggest that psychological safety fully and/or partially mediates the effects of relationship quality on behaviours related to learning from failure (Carmeli & Gittell, 2009; Carmeli et al., 2009). For example, Carmeli, Brueller and Dutton

(2009) surveyed part-time students who held full-time jobs in a variety of industries (e.g., electronics, energy) and found that psychological safety fully mediated the effects of relationship capacity, and partially mediated the effects of relationship subjective experience, on subsequent learning behaviours. Carmeli and Gittell (2009) measured high-quality relationships by capturing relational coordination, a behavioural manifestation comprising of shared goals, shared knowledge, and mutual respect. Psychological safety, directly and indirectly, mediated the effects of relational coordination on learning from failures across two working Israeli populations (employees in three industries and graduate students who held jobs in diverse industries). Research looking at the relationship between leaders and their employees also provides empirical support for the idea that psychological safety mediates the effects between interpersonal relationships and work behaviour (prosocial voice, reporting errors) (Detert & Burris, 2007). Drawing on these findings, psychological safety should mediate the positive association between relationship quality and behaviours in the negotiation context. Formally stated:

> Hypothesis 5a: Psychological Safety will be positively associated with Integrative Bargaining Behaviours.
>
> Hypothesis 5b: Psychological Safety will mediate the positive association between Relationship Quality and Integrative Bargaining Behaviours.

Integrative Bargaining Behaviours and Integrity Trust

I am also interested in assessing the mediating role of integrity trust between relationship quality and negotiation behaviours. Trust has been more extensively studies in negotiation research and found to have a direct effect on negotiation behaviours (Lewicki & Polin, 2013; Kong et al., 2014). I draw on the existing research to suggest that integrity trust

will have a positive direct effect on integrative negotiation behaviours and mediate the positive association between relationship quality and integrative bargaining behaviours.

Integrity trust is particularly relevant to negotiations because a history of honest and fair exchanges allows negotiators to perceive an interaction as less risky. Thus, the negotiating pair can engage in the necessary and inherently risky behaviours (e.g., information sharing) that benefit outcomes. Trust has been shown to increase integrative bargaining behaviours and decrease distributive bargaining behaviours (Butler, 1999; Gunia et al., 2011; Kimmel et al., 1980). In a meta-review of 32 studies, integrity trust is positively related to integrative negotiation behaviours (r=.17) and joint outcomes (r=.24), and negatively related to distributive behaviours (r=−.41) (Kong et al., 2014). Ironically, believing that a counterpart is trustworthy can also lead to benevolent tactics that hinder higher outcome attainment. For example, believing that a negotiating partner is trustworthy can increase the chances of lying to them by omitting information when the possibility of detecting the lie is low (Olekalns & Smith, 2007). While researchers claim that the effects of integrity trust on integrative bargaining behaviours should be positive (Lewicki & Polin, 2013), this association is less than certain given the small, shared variance found in the meta-review and the possibility that trustworthiness can also lead to non-productive negotiation tactics.

It is worth noting that studies on the role of trust in negotiations rarely consider the added complexity of existing relationships. Although studies have traditionally assessed the direct effects of trust on negotiation behaviours, likely, it may also mediate the positive association between relationship quality and integrative bargaining behaviours. Specifically, I expect that high-quality relationships will allow integrity trust to form (Lu et al., 2017; Lewicki & Polin, 2013), and in turn, higher levels of integrity trust will benefit the negotiation process by

increasing instances of integrative bargaining behaviours during negotiations (Lewicki & Polin, 2013; Kong et al., 2014). Therefore, I will examine whether integrity trust mediates the effects of relationship quality on integrative bargaining behaviours. Finally, I will also explore the serial mediating path between psychological safety and integrity trust. Figure 1 represents of the proposed direct and indirect effects of relationship quality on integrative bargaining behaviours. Formally stated:

Hypothesis 6a: Integrity Trust will be positively associated with Integrative Bargaining Behaviours.

Hypothesis 6b: Integrity Trust will mediate the positive association between Relationship Quality and Integrative Bargaining Behaviours.

Hypothesis 6c: Psychological Safety and Integrity Trust will serially mediate the positive association between Relationship Quality and Integrative Bargaining Behaviours.

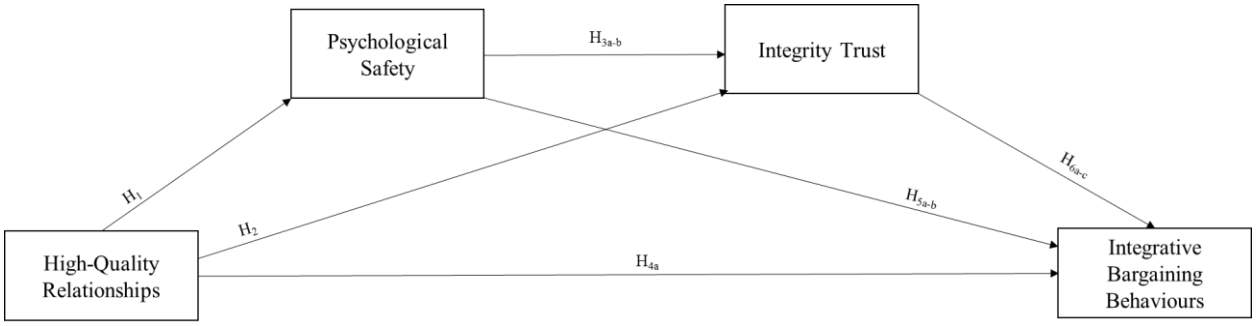

Figure 1. Proposed Effects of High-Quality Relationships on Integrative Negotiation Behaviours

Negotiation Outcomes

Economic Outcomes

I am interested in the effects of relationship quality on joint outcome attainment to identify when relationships benefit versus hinder outcomes as a measure of dyadic negotiation success. Initial studies on relationship quality suggest that higher levels of relationship quality

increase joint outcome attainment and the equal distribution of resources (Greenhalgh & Chapman, 1998; Bagarozzi, 1982). Having hypothesized how high-quality relationships impact integrative bargaining behaviours, this section also considers the impact of those behaviours on the negotiation outcome. Research on relationships and negotiation find that behaviours and behavioural intentions mediate the effects that relationships can have on outcomes (e.g., Ben-Yoav & Pruitt,1984; Bagchi et al., 2016; Patton & Balakrishnan, 2010; Amanatullah et al., 2008).

Joint outcomes are enhanced when negotiators engage in integrative behaviours (e.g., Bagchi et al., 2016; O'Connor et al., 2005; Weingart et al., 1990; Weingart et al., 1996; Weingart et al., 2004) and, as previously noted, relationship quality should be positively associated with negotiator's use of integrative negotiation tactics (e.g., O'Connor et al., 2005; McGinn & Keros, 2002, Patton & Balakrishnan, 2010). When both negotiators engaged in cooperative behaviours, this increases the chance that a negotiator will reach an agreement (McGinn & Keros, 2002), in a short amount of time (Bagchi et al., 2016), and achieve higher joint outcomes (Ben-Yoav & Pruitt, 1984; Mannix et al., 995; O'Connor et al., 2005; Patton & Balakrishnan, 2010). Therefore, relationship quality should be positively associated with joint economic outcomes, and integrative behaviours should mediate these effects.

After the value has been created and enhanced within a dyad, negotiators may claim more individual outcomes if they engage in behaviours that do not undermine the created joint gains (Pruitt & Carnevale, 1993; Lax & Sebenius, 1986; Walton & McKersie, 1965; Weingart et al., 1996). Studies have yet to address the effects of relationship quality on individual outcomes, but there is a reason to suspect that relationship quality can increase individual outcomes. As I have already discussed, expectations for repeated interactions increase instances of integrative

bargaining (e.g., problem-solving) and can result in higher individual outcome attainment (Ben-Yoav & Pruitt, 1984; Patton & Balakrishnan, 2010). However, the effect of relationship quality on individual outcome attainment is less certain because negotiators tend to engage in concessions in favour of future trade-offs (Mannix et al., 1995; Baghchi et al., 2016; O'Connell, 1984; Bagchi et al., 2016). This tendency can result in lower outcomes in a negotiation and higher outcomes across repeated exchanges. Therefore, I expect that the effects of relationship quality on individual economic outcomes will be stronger as professionals engage in repeated negotiations throughout their relationships.[7] Figures 2 and 3 represent the proposed direct and indirect effects of relationship quality on joint and individual outcomes, respectively. Formally stated:

Hypothesis 7a: Relationship Quality will be positively associated with Joint Outcomes.

Hypothesis 7b: Relationship Quality will be positively associated with Individual Outcomes.

Hypothesis 7c: Integrative Negotiation Behaviours will mediate the positive association between Relationship Quality and Joint Outcomes.

Hypothesis 7d: Integrative Negotiation Behaviours will mediate the positive association between Relationship Quality and Individual Outcomes.

[7] I expect that the immediate effects of relationship quality on negotiation outcomes will be strong enough to capture in Study 2, and that this effect will become stronger as dyads engage in repeated negotiations.

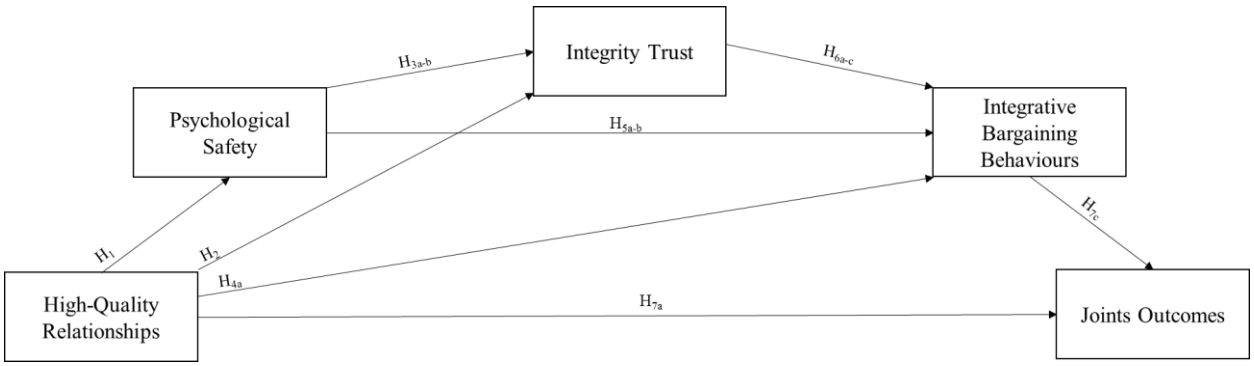

Figure 2. Proposed Effects of High-Quality Relationships on Joint Outcomes

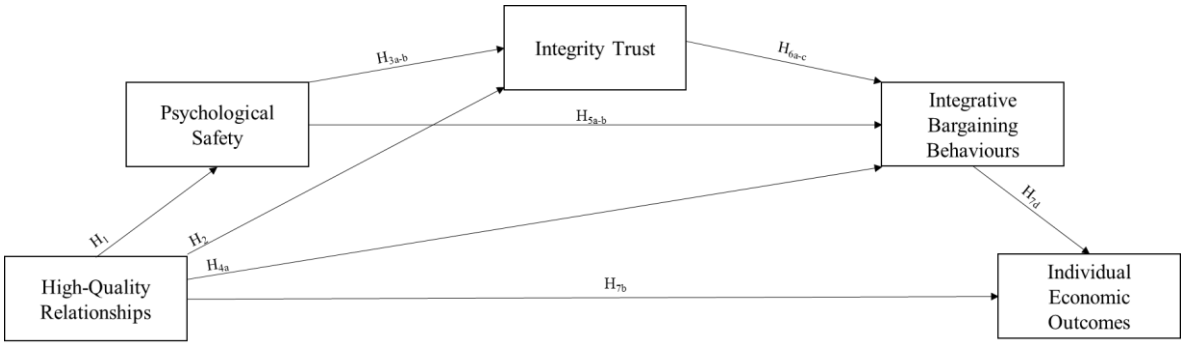

Figure 3. Proposed Effects of High-Quality Relationships on Individual Outcomes

Subjective Value Outcomes

When negotiating in on-going relationships, professionals have economic and social concerns during the negotiation (Greenhalgh, 1987; Fisher et al., 1999). As a result, both economic and social psychological outcomes are important consequences of negotiations, which have implications for future negotiations (Thompson, 1990). A professional's social perception of the negotiation can influence subsequent negotiation behaviours and the desire for a continued relationship. While scholars have begun to generate evidence regarding the importance of social psychological outcomes, there is still much research that needs to be done to identify the antecedents that enhance subjective value outcomes and the mechanisms through which relationships impact such outcomes (e.g., Curhan & Brown, 2010). I propose and test a model to

examine the direct and indirect effects of relationship quality on subjective value outcomes as mediated by psychological safety, integrity test, and integrity bargaining behaviours.

A critical development in the recent negotiation and relationship literature made it possible to examine the effects of relationship quality on social psychological outcomes. Curhan, Elfenbein and Xu (2006) provided strong evidence that negotiators hold both economic and social psychological concerns that help them navigate social interactions and make decisions across multiple negotiations. More importantly, the authors developed the Subjective Value Inventory (SVI), a measure tool to capture the four factors of subjective value in negotiations: feelings about instrumental outcomes (instrumental factor), feelings about the self (self factor), feelings about the process (process factor) and feelings about the relationship (relationship factor). Furthermore, feelings about the process and the relationship combined to create a measure of Rapport between negotiators. Studies on economic and social psychological outcomes show that SVI scores uniquely influence future negotiations by enhancing cooperative intentions in future negotiations (e.g., willingness to be cooperative, willingness to negotiate again, Curhan et al., 2006; Curhan et al., 2009), and these behavioural intentions can lead to higher economic outcomes in future negotiations (Curhan et al., 2010).

Although researchers are increasingly interested in negotiations' social psychological outcomes, little is known about the antecedents or the social mechanisms that enhance subjective outcomes in negotiations. For example, the 2010 theoretical paper on potential predictors of objective and subjective value in negotiation did not include the relationship between the negotiators, despite including other relationally relevant mechanisms such as social motivation (an individual difference measure of cooperative versus individualistic goals), rapport building tactics (e.g., using humour, sharing personal information) and asking questions (Curhan &

Brown, 2010). Thus, the question of whether relationship factors are important antecedents to the relational mechanisms that enhance subjective outcomes remains unanswered.

I expect that relationship quality is a relational antecedent that can enhance subjective outcomes in negotiations. The collective impact of relationship quality on negotiation outcomes, bargaining behaviours and relational evaluations (psychological safety and trust) should positively impact negotiators' subjective value outcomes by enhancing the subjective evaluations related to the outcomes, process, and relationship respectively (Curhan et al., 2006, Weingart et al., 2004). As previously noted, relationship quality should enhance feelings about the outcome because relationship quality is correlated with the equal distribution of resources (Bagarozzi, 1982), joint outcome attainment and the desire for relationship continuity (Greenhalgh & Chapman, 1998). Higher levels of relationship quality should also enhance the feelings about the negotiation process because higher levels of relationship quality increase cooperation and decrease the use of coercive tactics during negotiations (Greenhalugh & Chapman, 1998). Finally, relationship quality should enhance feelings about the relationship because relationship quality is positively associated with psychological safety (Carmeli et al., 2009; Carmeli & Gittell, 2009) and trust (Lewicki & Polin, 2013, Kong et al., 2014). Supporting one path of the proposed mediation model, Acar-Burkay, Schei and Warlop's (2020) study found that integrative bargaining behaviours (including rapport building factors and asking questions) mediated the effects between social motivation and outcome satisfaction. I further propose that the effects of relationship quality on subjective value outcomes will be mediated by psychological safety, integrity trust, and integrative bargaining behaviours. Figure 4 provides a visual representation of the proposed collective direct and indirect effects of relationship quality on subjective value outcomes. Formally stated:

Hypothesis 8a: Relationship Quality will be positively associated with Subjective Value Outcomes.

Hypothesis 8b: Integrative Bargaining Behaviours will mediate the positive association between Relationship Quality and Subjective Value Outcomes.

Hypothesis 8c: Psychological Safety will mediate the positive association between Relationship Quality and Subjective Value Outcomes.

Hypothesis 8d: Integrity Trust will mediate the positive association between Relationship Quality and Subjective Value Outcomes.

Hypothesis 8e: Psychological Safety and Integrity Trust will serially mediate the positive association between Relationship Quality and Subjective Value Outcomes.

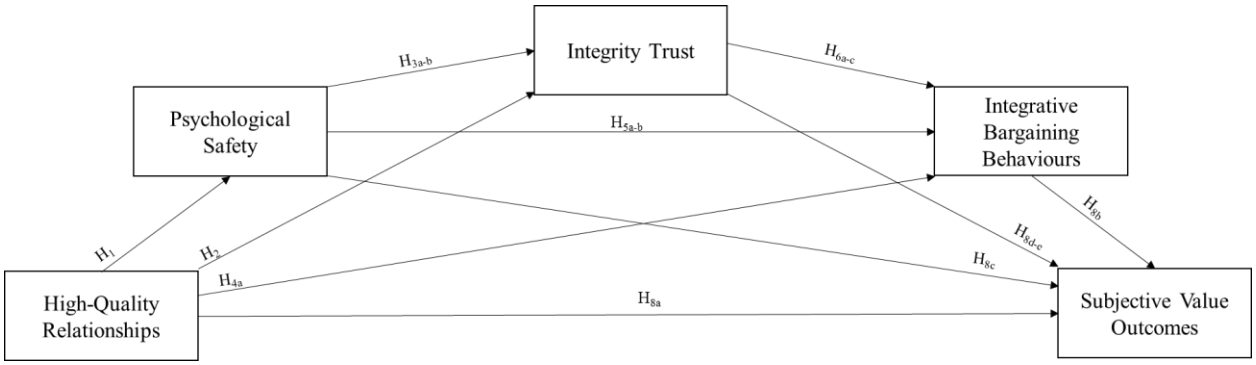

Figure 4. Proposed Effects of High-Quality Relationships on Subjective Value Outcomes

Chapter Three: Study 1

Study Overview

The main objective of Study 1 is to test whether professional relationships vary in High-Quality Relationship scores, and to examine the implications of relationship quality for felt Psychological Safety (H1), Integrity Trust (H2), work behaviours (H4a,) and subjective value outcomes (H8a) in negotiation situations at work. Participants were asked to identify a recent positive or negative work situation where they depended on a colleague of equal rank to complete an interdependent work task. They then briefly elaborated on the work situation and reported on the behaviours that took place before, during, and after the interaction, and rated the subjective value of the outcome. Finally, participants rated the relationship along the dimensions of High-Quality Relationships, Psychological Safety, and Integrity Trust. Study 1 examined whether (1) the effects of High-Quality Relationships on Integrative Bargaining Behaviours are mediated by Psychological Safety and Integrity Trust (H3a-b, H4a, H5a-b, H6a-c), and whether (2) the effects of High-Quality Relationships on subjective value outcomes are mediated by Psychological Safety, Integrity Trust, and Integrative Bargaining Behaviours (H3a-b, H8b-e).

Participants and Design

Eighty employed participants from Toronto completed the survey. I asked professional acquaintances (80+) from my LinkedIn network to share an invitation to complete the survey and circulate it to their professional networks (300+). Of the 80 participants who completed the survey, 85% (68) were unknown to me and 15% (12) were professional acquaintances. A requirement for participation was professional work experience because participants needed to recall and elaborate on a work situation involving a colleague. The sample profile was: 49.4% female, an average age of 30-39, most held bachelor and master's degrees (82.6%) and 14.86

years of work experience. The ethnic composition of the sample includes White/European (47.5%), Asian/ Pacific Islander (20%), Middle Eastern/Arab (7.5%), Hispanic/Latin American (5%), South Asian/Indian American (5%), and additional ethnic groups.

Participants worked in a range of industries, including government (26.3%), technology (e.g., computers, software, internet, telecommunication, 14.8%), health, pharmaceuticals and biotech (10%), non-profit (8%), financial services (7.5%), education (6.3%), business services (e.g., HR, accounting, legal, marketing, 6.3%), and manufacturing (5%). Firms of all sizes were represented in the sample, including small (1 to 99 employees, 30%), medium (100 to 499 employees, 15%) and large-sized businesses (500 employees or more, 55%). Finally, participants held a wide range of positions, including entry-level employee (e.g., business assistant, 17.5%), mid-level employee (e.g., intermediate level project manager, 31.3%), senior-level employee (e.g., senior business analyst, 17.5%), low-level management (e.g., supervisor, 3.8%), medium-level management (e.g., general manager, 12.8%), and top-level management (e.g., C-level, 16.3%).

The research design was a 2 condition (Recall: Positive versus Negative) between subject design with random assignment. In anticipation that participants would be less comfortable disclosing information about lower quality relationships, this design was used to create variance in the High-Quality Relationship scores. A review of the completed surveys finds that participants were slightly less inclined to disclose information about lower quality relationships. 42 participants completed the survey when asked to recall a recent positive work situation, compared to 38 participants in the negative recall condition.

Validity checks confirmed that while participants in the positive condition recalled situations that were more positive than participants in the negative condition ($M_{\text{Positive Condition}}$

$_{(PC)}$=5.74, SD_{PC}=1.363, $M_{Negative\ Conditon\ (NC)}$=3.2, SD_{NC}=2.098, $t(78)=6.047$, $p<.001$), there were no significant differences between the conditions in respect to the amount of time that participants had known their colleague ($t(78)=-.018$, $p>.05$), the level of relationship familiarity ($t(78)=1.26$, $p>.05$), nor differences in power between the colleagues during the work negotiation ($t(77)=1.036$, $p>.05$). Participants in the positive condition recalled situations that occurred more recently (M_{PC}=2.786, SD_{PC}=2.239, M_{NC}=4.122, SD_{NC}=2.799, $t(77)=-2.354$ $p<.05$) and that resulted in an agreement rather than a disagreement or no agreement ($Agreement_{PC}$ =40, $Disgreement_{PC}$=1, No $Agreement_{PC}$=1 compared to $Agreement_{NC}$=18, $Disgreement_{NC}$=4, No $Agreement_{NC}$=14, χ^2 (2, N = 78) = 21.075, $p<.001$). There was no difference between the conditions in the amount of time spent on the questionnaire ($t(78)=.538$, $p>.05$) nor the social desirability scale ($t(75)=-.705$, $p>.05$).

Procedure

The data was collected using the online platform Qualtrics. Interested participants contacted me, and I emailed me them a link to the survey. Participants first completed the consent form, which outlined the study's research objectives, procedure (time commitment), risks and benefits, voluntary participation and withdrawal, confidentiality, and data retainer. They completed the consent form by clicking 'Yes, I consent.', and then the 'next' button at the bottom of the webpage.

The questionnaire started by asking participants to recall a recent positive or negative work situation. The instructions included:

> "I am interested in learning about a recent interaction (within the last 45 days) where you had to negotiate something with a colleague. For the purpose of this study, choose a colleague with whom at the time of this interaction: 1) you were familiar with, 2) had experience working together, 3) expected to have future interactions, and 4) were of equal rank in the work situation (e.g., not necessarily in the job title, but in representing positions in the negotiation).

> Most work tasks that require coordination with others are a form of negotiation. Negotiations are decision-making situations where two parties work to generate an agreement. There are many negotiation interactions you might think of. Examples provided by prior participants include: preparing business proposals, developing work plans, changing policies and procedures, developing strategic initiatives, revising budgets, and writing contracts.
>
> Now, please identify a recent one-on-one work situation where you needed to negotiate with a colleague and this turned out to be a **positive experience** [negative experience] irrespective of the outcome (e.g., you'd categorize the experience as good, favourable, and/or satisfactory) [(e.g., you'd categorize the experience as bad, unfavourable and/or unsatisfactory)]. This negotiation should have had future implications for both your colleague and yourself, and/or your respective department(s). The negotiation could have led to an agreement, disagreement, or no agreement."

Immediately following the instructions, participants were asked to briefly describe the work situation.

Participants then completed a set of measures on planning behaviours, bargaining behaviours (Weingart et al., 2004), post-negotiation monitoring behaviours, and subjective value outcomes (Curhan et al., 2006). Next, they assessed their professional relationship on the measures of High-Quality Relationships (Carmeli et al., 2009), Psychological Safety (Edmondson, 1999), and Integrity Trust (Mayer & Davis, 1999). The final section of the survey included a social desirability scale (Reynolds, 1982), the validity measures, and the demographic questions (see Appendix A for the questionnaire). Incentives for participation included: (a) a draw for an Amazon gift certificate valued at $100CAN, (b) the possibility to attend an interactive lecture, and (c) receiving a summary of the dissertation results. In total, participants took an average of 1 hour to complete the questionnaire.

Measures

See Appendix A for a complete list of all measures. The main measures of the questionnaire used a 7-point Likert scale, while the measures in the demographic section used a

5-point Likert scale. In the section below I describe the reliability and validity assessments that preceded the analyses of hypotheses.

Independent Measures

High-Quality Relationship. Carmeli, Brueller and Dutton's High-Quality Relationship scale from 2009 consists of two dimensions: (1) Relationship Capacity and (2) Subjective Experience. Relationship Capacity is comprised of three sub-factors: (1) Emotional Carrying Capacity (e.g., 'My colleague and I do not have any difficulty expressing our feelings to each other.'), (2) Tensility (e.g., 'We cope well with the conflicts we experience at work.'), and (3) Connectivity (e.g., 'We are attentive to new opportunities that can make our system more efficient and effective.'). Subjective Experience is comprised of two sub-factors: (1) Positive Regard (e.g., 'I feel that my colleague likes me.') and (2) Mutuality (e.g., 'I feel that colleague and I do things for one another.'). I adapted the scale to fit the domain of interpersonal interactions by replacing the words 'my co-workers' with 'my colleague'. In total, the scale consists of 20 items, α_{Total}=.964, $\alpha_{RelationshipCapacity}$=.943, $\alpha_{SubjectiveExperience}$=.955, $\alpha_{EmotionalCarryingCapacity}$=.842, $\alpha_{Tensility}$=.948, $\alpha_{Connectivity}$=.910, $\alpha_{PositiveRegard}$=.937, $\alpha_{Mutuality}$=.917.

This scale has been used with several populations, including Israeli general work relationships, team member relationships, team member and leader relationships, and team member and customer relationships (Carmeli et al., 2009; Brueller & Carmeli, 2011). I am the first to use this scale to directly evaluate a relationship with a colleague and to do so with a North American sample. To assess the scale's structure, I ran multiple individual and second order confirmatory factor analysis (CFA) to identify the best model fit using the statistical program AMOS. These models included: first order 1 factor (High-Quality Relationship), first order 2 factors (Relationship Capacity, Subjective Experience), first order 5 factors (Emotional Carrying

Capacity, Tensility, Connectivity, Positive Regard, Mutuality), second order 1 factor (first order: Emotional Carrying Capacity, Tensility, Connectivity, Positive Regard, Mutuality, second order: High-Quality Relationship), and second order 2 factors (first order: Emotional Carrying Capacity, Tensility, Connectivity, Positive Regard, Mutuality, second order: Relationship Capacity, Subjective Experience). Consistent with previous research (e.g., Carmeli et al., 2009), the results of the CFA confirm that a second-order model consisting of two latent variables best captures the dimensions of High-Quality Relationships. The second order model of the two latent variables CFA had a χ^2 of 258.658 on 164 degrees of freedom (χ^2 /df=1.577) and the goodness-of-fit statistics (RMSEA=.085; TLI=.920, CFI=.938) suggests relatively good model fit (see Table 1 for results and Table 8 for CFA fit indices cut-offs). The comparative fit indices for non-nested models suggest that the second order model of the two latent variables exhibited the best relative fit for the data (AIC=390.658, ECVI=4.945).

Table 1

Study 1: CFA Measurement Model Summary for High-Quality Relationship

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1.First order 1 factor	539.542	179	3.014	.166	.150	.182	.000	.699	.757	659.542	8.39
2. First order 2 factor	394.789	169	2.336	.130	.113	.147	.000	.815	.851	516.789	6.542
3. First order 5 factor	257.874	160	1.611	.088	.068	.107	.002	.915	.936	397.874	5.036
4. Second order 1 factor	283.920	165	1.720	.096	.076	.114	.000	.900	.922	413.920	5.239
5. Second order 2 factor	258.658	164	1.577	.085	.065	.105	.004	.920	.938	390.658	4.945

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI a.k.a. NNIF), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Main Dependent Measures

Psychological Safety. I adapted Edmondson's (1999) items to interpersonal interactions by replacing the words 'my co-workers' to 'my colleague' and 'members of this team' to 'we', as well as rephrased the reverse coded items into the affirmative (e.g., 'It is difficult to ask other members of this team for help' to 'It is easy to ask for help'). Psychological Safety items include 'We are able to bring up problems and tough issues.' and 'If I make a mistake, I am not concerned that it will be held against me later.' The scale consists of 6 items, α=.904.

Integrity Trustworthiness. I adapted Mayer and Davis's (1999) Integrity Trust items that measure perceptions about management teams to interpersonal interactions by replacing the words 'top management' to 'my colleague'. Integrity scale items include 'My partner has a strong sense of justice.' and ' I like my partner's values.' The Integrity Trustworthiness scale consists of 6 items. A CFA model found that the one reversed item was below the .5 threshold for factor loading (Hair, Black, Babin, Anderson & Tatham, 2014). However, given that the scale has been validated with larger samples and the measurement model met the acceptable criteria (e.g., Average Variance Extracted and Composite reliability coefficient, see Table 3), all 6 items were included in the composite measure, α=.887.

Integrative Bargaining Behaviours. Based on prior research that coded negotiation behaviors (e.g., Weingart et al., 2004), I created a 12-item measure to capture negotiation bargaining behaviours (see Appendix A for the full list). All behavioural items were loaded onto an EFA which revealed a 3-factor structure. The items that loaded most strongly onto the first factor had the best alpha and became a composite measure for Integrative Bargaining Behaviours. These items include asked issue preference, was accepting of other's solutions, proposed solutions to meet other's needs/concerns, suggested compromises, and expressed

gratitude. These 5 items capture the theoretical essence of integrative negotiation behaviours, which include exchanging information, exploring options for mutual gain, and relationship management (Lax & Sebenius, 1986, Walton & McKersie, 1965, Weingart et al., 2004). A subsequent EFA that included the noted items confirmed a 1 factor structure and a CFA confirmed that the factor loadings for each item were above the .5 threshold (Hair et al., 2014), α=.808.

Subjective Value Outcomes. The Subjective Value Inventory (Curhan et al., 2006) measures four factors of subjective value in negotiations: feelings about instrumental outcomes (instrumental factor, item example 'I am satisfied with my own outcome – i.e., the extent to which the outcome benefits you.'), feelings about the self (self factor, item example 'Did this negotiation make you feel more or less competent as a negotiator?'), feelings about the process (process factor, item example ' I feel like my counterpart listened to my concerns.') and feelings about the relationship (relationship factor, item example 'The negotiation made me trust my counterpart.'). To reduce survey fatigue, which was a significant concern during a pre-test, I used a shortened scale which includes 3 items per factor (Curhan et al., 2009) and omitted the "feelings about self" sub-factor because this factor does not deal with relationships nor economic outcomes (e.g., Becker & Curhan, 2018). I also adapted the items to reflect colleague relationships by replacing the words 'counterpart' to 'colleague'. The shortened SVI scale consists of 9 items. A CFA model found that the one reversed item fell below the .5 threshold for factor loading cut-offs (Hair et al., 2014). However, given that the scale has been validated with larger samples, all 9 items were included in the composite measure, α=.933. Following the precedence

set by prior researchers (e.g., Curhan et al., 2009, Brown & Curhan, 2013; Acar-Burkay et al., 2020), the averaged items created a composite measure of global subjective value outcome.[8]

Exploratory Dependent Measures[9]

Negotiations are a multiphase process that comprise of planning, bargaining, and implementation (Jang et al., 2018). When interpersonal risk is present at work, professionals are concerned about the impact that their colleague can have on their self-image, status, and career (Kahn, 1990). Therefore, while negotiation research has traditionally focused on bargaining behaviours, I was interested in exploring the additional impact of relationship quality on planning and implementation behaviours. In particular, I was interested in pre-negotiation planning and post-negotiation monitor behaviours because professions are likely to engage in these behaviours as a strategy to managing potential interpersonal risk.

Pre-negotiation Planning Behaviours. I created a 4-item measure to capture preparation behaviours. Participants rated the extent to which they prepared for the interaction, clarified their priorities of the issues, anticipated their counterpart's needs, and prepared counter arguments to their colleague's potential objections. An EFA confirmed a 1 factor structure, and a CFA confirmed that the factor loadings were above .5 threshold, α=.660.

Post-negotiation Monitoring Behaviours. I created a 2-item measure to capture post-negotiation monitoring behaviours. Items included 'I kept an eye on my colleague's behaviours and work in case this might negatively impact my reputation at work.' and 'I monitored my colleague's behaviours and work in the event that they might take advantage of me.' An EFA

[8] To date there are 13 published articles that have used the SVI scale to measure subjective value outcomes and relational capital. Currently, there is no consistency with regards to whether report the SVI as a composite score (e.g., Curhan et al., 2009; Elfenbein, Eisenkraft, Curhan & DiLalla, 2018; Becker & Curhan, 2018; Acar-Burkay, Schei & Warlop, 2020) or as a composite score in addition to its sub-factors (e.g., Curhan et al., 2010; Lewis et al., 2018; Amit, 2019; Lu, Zhang & Fu, 2016). This dissertation generated hypotheses for subjective value outcomes, and therefore will only report the composite score.

[9] Exploratory behavioural variables were included in the questionnaire. Results are reported and discussed in Appendix C.

confirmed a 1 factor structure, and a CFA confirmed that the factor loadings were above .5 threshold, α=.840.

Validity Check Variables

To confirm the validity of the data, validity checks included the valence of the situation recalled, when the situation occurred, power difference between the colleagues and situation outcome.

Recall Valence. Participants reported how positive or negative the recalled situation was on a 1 item bi-polar scale (7-likert scale).

Incident Time Period. Participants reported when the negotiation incident occurred.

Colleague Power Difference. Participants reported the role that they and their colleague held in the company during the time of the recalled situation (e.g., junior-level employee, mid-level employee, senior-level employee, low-level management, mid-level management, top-level management). All levels were converted to a numerical value based on the outlined hierarchy, and the absolute difference between the participant and their colleague created a score to reflect the power difference.

Situation Outcome. Participants reported the outcome of the situation by indicating whether the situation led to an agreement, no agreement or disagreement.

Control Variables

The control variables for this analysis included relationship length, relationship familiarity, organization experience, level within the organization, work experience, organizational trust, and social desirability.

Relationship Length. To control for relationship length, participants reported how long they had known their colleague.

Relationship Familiarity. To control for relationship familiarity, participants reported how familiarity they were with their colleague on a 1 item scale (5-point Likert scale).

Organizational Experience. To control for the effects of time at the organization, participants reported how long they had been working at their current organization.

Organization Rank. To control for the effects of rank on behaviours and outcomes, participants identified the role (junior-level employee, mid-level employee, senior-level employee, low-level management, medium-level management, top-level management) that they held during the time of the recalled interaction.

Work Experience. To control for the effects of work experience, participants reported the number of years they have worked full-time.

Organizational Trust. To control for the effects of organizational level trust, participants reported the extent to which they trust their colleagues at this organization to live up to their commitments on a 1 item scale (5-point Likert scale).

Social Desirability Scale. To control for the potential effects of social desirability on participant responses based on the recall condition, participants completed the social desirability scale, Marlow-Crowne Form A (Reynolds, 1982). The scale consists of 11 true and false items (e.g., 'I have never deliberately said something that hurt someone's feelings.' 'I sometimes try to get even rather than forgive and forget.'). Admission to each statement is tallied to create a composite score.

Demographics

Gender. Participants were invited to share the gender that they identify with (e.g., Female, Male, Non-binary/third gender).

Age. Participants were invited to share their age. Age was reported in intervals of decades (e.g., 20-29, 30-39).

Education. Participants were invited to share the highest level of education that they had completed (e.g., Bachelor, Masters, PhD).

Employment Status. Participants were invited to share their current employment status (e.g., Full-time, Part-time, Self-Employed).

Firm Size. Participants identified the size of the firm (small business, medium-sized business, large business) that they worked for during the time of the recalled indecent.

Industry. Participants identified the industry (e.g., agriculture and mining, business services, computer services) that they worked for during the time of the recalled indecent.

Ethnicity. Participants were invited to share their ethnicity.

Fluency in English. Participants were invited to rate their fluency in English on a 10-point bipolar scale (1-not fluent to 10-fully fluent).

Analysis and Results

The preliminary analyses include descriptive statistics and correlation analyses among the key variables. Due to the high correlations between the key variables, I also review construct discrimination and common method variance in the preliminary analyses. I then test the statistical assumptions as relevant to ordinary least square regressions (OLG), the underlying framework for the main analysis (Hayes, 2013). The proposed theoretical model is tested using a multiple and sequential mediation model using the SPSS macro PROCESS (Model 6, Hayes, 2012). PROCESS was chosen to test the proposed mediations because (1) it tests both the direct and indirect effects using an ordinary least-squares path analytical framework, (2) allows multiple mediators to be included in the model, in addition to sequential paths between

mediators, and (3) requires a smaller sample size compared to structural equation modeling (Hayes, 2013; Wolf, Harrington, Clark & Miller, 2013). The main analyses assessed the effects of High-Quality Relationships on the dependent variables Integrative Bargaining Behaviours and Subjective Value Outcomes.[10]

Preliminary Analyses

Table 2 summarizes the means, standard deviations, and correlations for each key variable. As expected, High-Quality Relationships, Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours and Subjective Value Outcomes are all positively correlated (r=.459-.879, p<.01). Given the high correlation among some of the key variables, I dedicate a section to construct discrimination and common method variance to provide empirical support that the variables are best characterized as separate factors.

In reviewing the control variables captured, Relationship Familiarity and Overall Organizational Trust are positively correlated with a number of the independent and mediator variables in the model ($r_{\text{Relationship Familiarity}}$=.353-575, p<.01, $r_{\text{Organizational Trust}}$=.276-.466, p<.05-p<.01), while Organization Rank, Work Experience and the Social Desirability scale share some positive correlations with the key variables ($r_{\text{OrganizationalRank}}$ =.241-.255, p<.05, $r_{\text{Work Experience}}$=.254, p<.05, $r_{\text{Organizational Level}}$ =-.315, p<.05). Therefore, I will include Relationship Familiarity, Overall Organizational Trust, Organization Rank, Work Experience, and the Social Desirability as control variables in the main analyses. I will use Relationship Length as a formal control due to its relational nature.

[10] Supplementary analyses examined the effects High-Quality Relationships on the exploratory dependent variables (Pre-negotiation Planning Behaviours, Post-negotiation Monitoring behaviours, see Appendix B).

Table 2

Study 1: Means, Standard Deviations and Correlations

Variables	*M*	*SD*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*
Independent Variable										
1. High-Quality Relationship	4.946	1.329	-							
2. Relationship Capacity	5.023	1.229	.932**	-						
3. Subjective Experience	4.869	1.578	.959**	.791**	-					
Dependent Variables										
4. Psychological Safety	4.918	1.536	.879**	.831**	.833**	-				
5. Integrity Trust	4.666	1.501	.807**	.678**	.832**	.767**	-			
6. Integrative Bargaining Behaviours	5.268	1.160	.500**	.489**	.461**	.459**	.488**	-		
7. Subjective Value Outcomes	4.703	1.527	.617**	.596**	.575**	.620**	.723**	.670**	-	
Exploratory Dependent Variables							.			
8. Pre-negotiation Planning Behaviours	5.174	1.065	.264*	.250**	.248*	.332**	.186	.368**	.259*	-
9. Post-negotiation Monitoring	3.543	2.062	-.310**	-.341**	-.256*	-.309**	-.308**	-.200	-.467**	.058
Controls										
10. Relationship Length	4.188	4.753	.089	.081	.086	.052	.028	-.009	.079	.010
11. Relationship Familiarity	3.50	1.067	.538**	.425**	.575**	.446**	.386**	.083	.336**	.143
12. Organizational Experience	6.181	6.317	.137	.144	.118	.095	.063	.141	.187	.122
13. Organization Rank	3.14	1.756	.241*	.255*	.207	.100	.090	-.137	.073	.010
14. Work Experience	14.86	8.308	.186	.215	.146	.166	.087	.166	.256*	.225*
15. Organizational Trust	3.72	1.085	.461**	.466**	.411**	.338**	.349**	.135	.260*	.178
16. Social Desirability Scale	3.831	2.336	-.093	-.103	-.076	-.101	-.068	-.315**	-.237	-.011
Demographics										
17. Age	3.51	.981	.174	.178	.155	.172	.148	.233*	.311**	.301**
18. Education	5.58	1.145	-.118	-.038	-.169	-.208	-.126	.016	.001	.054
19. Fluency in English	9.59	1.064	-.099	-.124	-.071	-.072	.013	-.155	.124	-.132

Note: *p<.05, **p<.01

Table 2

Study 1: Means, Standard Deviations and Correlations (continued)

Variables	*9*	*10*	*11*	*12*	*13*	*14*	*15*	*16*	*17*	*18*	*19*
Independent Variable											
1. High-Quality Relationship											
2. Relationship Capacity											
3. Subjective Experience											
Dependent Variables											
4. Psychological Safety											
5. Integrity Trust											
6. Integrative Bargaining Behaviours											
7. Subjective Value Outcomes											
Exploratory Dependent Variables											
8. Pre-negotiation Planning Behaviours											
9. Post-Negotiation Monitoring	-										
Controls											
10. Relationship Length	-.075	-									
11. Relationship Familiarity	-.206	.354**	-								
12. Organizational Experience	-.145	.637**	.211	-							
13. Organization Rank	-.239*	.197	.335**	-.021	-						
14. Work Experience	-.070	.290**	.116	.550**	.171	-					
15. Organizational Trust	-.183	.134	.383**	.215	.193	.205	-				
16. Social Desirability Scale	-.105	-.211	.039	-.273*	.113	-.251*	-.111	-			
Demographics											
17. Age	-.052	.270*	.103	.522**	.039	.865**	.197	-.374**	-		
18. Education	-.019	-.381**	-.197	-.338**	-.078	-.197	-.138	.060	-.085	-	
19. Fluency in English	-.248*	-.050	.251*	-.025	.200	-.119	.042	.143	-.098	.041	-

Note: *p<.05, **p<.01

Missing Data. The dataset for this study is complete as it contains less than 10% of missing data, the threshold required for additional examination (Hair et al., 2014). A few participants did not answer all the measures comprehensively (summary of missing values: Integrative behaviours=3, Outcome satisfaction=3, Emotional carrying capacity=1, Connectivity=1). In these cases, the averages for the total score were created by dividing the sum of the answered items by the total number of items answered. This allows me to have no missing score totals for the main variables.

Outliers. To identify outliers in the data, I followed Hair and colleagues (2014) recommendation for a smaller sample (80 observations). A standardized data (SD) cut-off of 2.5 SD or greater was used to identify outliners. Results showed that outliers were not an issue in the data. Therefore, all data points were retained as is in the analysis (summary of outliers: High-Quality Relationship=2 (2.5%), Psychological Safety=1 (1.3%), Integrative Bargaining Behaviours=3 (3.9%)).

Construct Discrimination. Three studies have examined the effects of High-Quality Relationships on learning behaviours and team performance, and have identified Psychological Safety to be a mediator for the proposed effects (Carmeli & Gittell, 2009; Carmeli et al., 2009; Brueller & Carmeli, 2011). These studies assessed the measures at the organization and team level, and two of these studies used the High-Quality Relationships scale to measure relationship quality (Carmeli et al., 2009; Brueller & Carmeli, 2011). Together, these studies set the precedence that High-Quality Relationships and Psychological Safety are distinct constructs even though they share a high positive correlation (Carmeli & Gittell, 2009: $r_{\text{Study 1 High Quality Relationship (HQR)*Psychological Safety (PS)}}$=.59 ($p$ <.001), $r_{\text{Study 2 HQR*PS}}$=.72 ($p$ <.001), Carmeli et al., 2009: $r_{\text{HQR Relationship Capacity*PS}}$=.59 ($p$ <.001), $r_{\text{HQR Subjective Experience*PS}}$=.61 (p <.001), Brueller & Carmeli,

2011: r_{HQR*PS}=.55 ($p < .01$)). I depart from previous studies by modifying the scales to assess relationships with a specific co-worker and include Integrity Trust in the theoretical model. Therefore, I use CFAs to confirm the measurement model of the data.

A CFA assessed the second-order measurement model to confirm whether each of the measurement items would load significantly onto the scales with which they were associated (see Table 3 for the results). Convergent validity was met as: (1) most factor loadings were above the .5 standardized regression weight and the more stringent criteria of being over .7, except for one Integrity Trust item which fell before the cut-off, (2) all Average Variance Extracted (AVE) coefficient values were above .5, and (3) all Composite reliability coefficient values were greater than .7 (Hair et al., 2014). Discriminate validity between the constructs was met as CFAs were run to assess the underlying measurement model of High-Quality Relationships, Psychological Safety, and Integrity Trust. CFAs included unique combinations of the variables to examine whether the items were best characterized as a single factor or separate factors (Hair et al., 2014; see Tables 4-7 for a summary of the results). Consistent with prior research, the CFA comparative fit indices for non-nested models suggest that High-Quality Relationships, Psychological Safety, and Integrity Trust are best treated as separate constructs in the main analyses (Carmeli et al., 2009).

Table 3

Study 1: Reliability and Validity Analysis for High-Quality Relationships, Psychological Safety, and Integrity Trust

Construct	Indicators	Factor Loadings	Cronbach's Alpha	Average Variance Extracted (AVE)	Composite Reliability (CR)
High-Quality Relationships	ECC1-M4		.962	.716	.980
Relationship Capacity	ECC Total	.956	.940	.792	.747
	T Total	.900			
	C Total	.809			
Subjective Experience	PR Total	.978	.950	.951	.703
	M Total	.973			
Emotional Carrying Capacity (ECC)	ECC1	.544	.841	.536	.850
	ECC2	.660			
	ECC3	.804			
	ECC4	.784			
	ECC5	.831			
Tensility (T)	T1	.902	.946	.825	.948
	T2	.932			
	T3	.928			
	T4	.871			
Connectivity (C)	C1	.893	.909	.715	.909
	C2	.889			
	C3	.835			
	C4	.760			
Positive Regard (PR)	PR1	.886	.933	.833	.937
	PR2	.924			
	PR3	.928			
Mutuality (M)	M1	.810	.905	.743	.930
	M2	.911			
	M3	.872			
	M4	.853			
Psychological Safety	PS1	.822	.894	.627	.909
	PS2	.782			
	PS3	.734			
	PS4	.822			
	PS5	.826			
	PS6	.762			
Integrity Trust	IT1	.846	.887	.647	.910
	IT2	.870			
	IT3	.807			
	IT4	.276			
	IT5	.931			

	IT6	.905

Table 4

Study 1: CFA Measurement Model Summary for High-Quality Relationships, Psychological Safety and Integrity Trust

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	1238.741	464	2.669	.145	.136	.155	.000	.669	.709	1430.741	18.111
2. 3 factors	854.531	455	1.878	.105	.095	.116	.000	.826	.850	1064.531	13.475

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Table 5

Study 1: CFA Measurement Model Summary for High-Quality Relationships and Psychological Safety

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	799.850	300	2.666	.145	.133	.157	.000	.711	.753	953.850	12.074
2. 2 factors	501.935	292	1.718	.095	.081	.109	.000	.875	.896	671.935	8.506

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Table 6

Study 1: CFA Measurement Model Summary for High-Quality Relationships and Integrity Trust

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	858.662	299	2.871	.154	.142	.166	.000	.682	.729	1014.662	12.844
2. 2 factors	475.747	291	1.634	.090	.075	.104	.000	.893	.912	647.747	8.199

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Table 7

Study 1: CFA Measurement Model Summary for Psychological Safety and Integrity Trust

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	178.074	55	3.237	.168	.141	.196	.000	.814	.845	248.074	3.140
2. 2 factors	137.808	54	2.55	.140	.111	.169	.000	.871	.895	209.808	2.646

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Table 8

Summary of Model Fit Indices for CFA Models

Fit Index	Recommended Value	Reference	Notes
Absolute Fit Measures			
χ^2	Smaller the better	Barrett, 2007; Garson 2009; Wan, 2002	Sensitive to sample size.
χ^2 /df	1.00-5.00	Kline, 2011;	Less sensitive to
	≤ 4	Wan, 2002; Kline 2011	sample size.
	≤3	Kline, 1998	
	≤2	Ullman, 2001	
RMSEA	≤0.05- Close fit, ≤0.80- adequate fit, ≥0.1 -poor fit	Steiger, 1990; Browne & Cudeck, 1993; MacCallum, Browne & Sugawara, 1996	
*p*Close	≥.05	Garson, 2009	
Comparative (a.k.a Incremental) Fit Indices			
TLI	> 0.90	Tucker & Lewis, 1973; Hoe, 2008	Less sensitive to
		Hu & Bentler, 1999	sample size.
	≥ .95		
CFI	> 0.90	Bentler, 1990	Less sensitive to
	≥ .95 - close fit	Hu & Bentler, 1999	sample size.
Fit indices for Comparisons Across Non-Nested Models			
AIC	Smaller the better	Akaike, 1992;1974	
ECVI	Smaller the better	Browne & Cudeck, 1989	

Note: χ2 = Chi-Square, df= Degree of freedom, Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Non Normed Fit Index (TLI, a.k.a. NNIF), Comparative Fit Index (CFI), Akaike Information Criterion (AIC), Expected Cross Validation Index (ECVI).

Common Method Variance. Study 1 used one survey to collect information about several relational variables. Therefore, I assessed the presence of common method variance using two statistical methods, Harman's single-factor test (Chang, Van Witteloostuijn, & Eden, 2010; Podsakoff, MacKenzie & Podsakoff, 2003) and Confirmatory Factor Analysis (Podsakoff et al., 2003). First, an unrotated principal component analysis combined the scale items for all variables, including the independent variable (High-Quality Relationship), mediators (Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours), and outcome variable (Subjective Value Outcome). Results from Harman's single-factor test showed that a single

factor accounted for just over half of the variance (50.324%). Second, I assessed whether the data was best characterized by a single factor or separate factors by comparing two CFA models which included the independent variable (High-Quality Relationship), mediators (Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours), and outcome variable (Subjective Value Outcome; Podsakoff et al., 2003). The best model fit reflects the CFA with the lowest AIC and ECVI fit indices for making comparisons across non-nested models. CFA results confirm that the data is best characterized by separate factors rather than a single factor ($AIC_{5\ Factor\ Model}$=2250.685, $ECVI_{5\ Factor\ Model}$=28.490 versus $AIC_{1\ Factor\ Model}$=2963.299, $ECVI_{1\ Factor\ Model}$ =37.510; see Table 9 for the CFA results).

While the variables in this study are highly correlated, I am not concerned about explicitly controlling for common method bias because steps were taken in the design of the study to minimize social desirability. The survey also measured social desirability so that it could be included as a control in the analyses, and Study 2 will seek to replicate the theoretical model. Furthermore, Chang, Van Witteloostuijn and Eden (2010) note that common method variance is more of a problem when testing simple rather than complex models (e.g., the inclusion of mediators) because complex relationships are less likely to be influenced by respondent's lay theories. The current theoretically model falls under the latter characterization.

Table 9

Study 1: CFA Measurement Model Summary for High-Quality Relationships, Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours and Subjective Value Outcomes

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	2687.299	989	2.171	.147	.141	.154	.000	.530	.570	2963.299	37.510
2. 5 factors	1942.685	973	1.996	.112	.105	.120	.000	.727	.755	2250.685	28.490

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Tests for Statistical Assumptions. Regression-based models contain four underlying assumptions which can influence interpretation and statistical inferences, these include linearity, normality, homoscedasticity of the errors and statistical independence of the errors (p.52-58, Hayes, 2013). The present theoretical model assumes that all the key variables share a positive linear relationship. In the present data, the key variables did not meet the test of normality as per the skewness and kurtosis values and the Kolmogorov-Smirnov and Shapiro-Wilks results, suggesting that the data deviates from a normal distribution (see Table 10, Hair et al., 2014). Hayes (2013) notes that of the four regression assumptions, normality is the least important, as only the most severe violations affect the validity of the statistical interpretation. This is because OLG regressions use t-distribution to derive the p-values for the regression coefficients. In comparison, Structural Equation Models derive p-values from the normal distribution which can result in errors with a smaller sample (p.159, Hayes, 2013). A graph of the standardized residuals and standardized predicted values suggests that homoscedasticity has been mildly violated. Homoscedasticity can impact the validity of interpretation, reduce statistical power, and influence the confidence intervals; however, mild violations are not of concern (Hayes, 1996). Finally, violations of independence are not of concern in this model due to the study design. This is more of a concern in time-series data and dyadic level data that does not take the unit into account (e.g., wife and husband).

Table 10

Study 1: Distribution Characteristics and Testing for Normality

	Shape Descriptors							
	Skewness		Kurtosis		Test of Normality			
Variable	Statistic	Z value	Statistic	Z value	Kolmongrov-Smirnov	*p*	Shapiro-Wilk	*p*
HQR	-.993	-3.691	.564	1.060	0.124	0.004	0.924	0.000
HQR-RC	-1.145	-4.256	1.35	2.537	0.131	0.002	0.912	0.000
HQR-SE	-.801	-2.977	.026	.048	0.114	0.013	0.930	0.000
PS	-.875	-3.252	.099	.186	0.128	0.002	0.919	0.000
IT	-.511	-1.899	-.660	-1.240	0.088	0.198	0.949	0.003
IB	-.939	-3.490	.721	1.355	0.139	0.001	0.933	0.000
SVI	-.520	-1.933	-.677	-1.272	0.111	0.017	0.950	0.003

Note: HQR= High-Quality Relationships, HQR-RC= High-Quality Relationships-Relationship Capacity, HQR-SE= High-Quality Relationships-Subjective Experience, PS=Psychological Safety, IT= Integrity Trust, IB= Integrative Bargaining Behaviours, SVI=Subjective Value Outcomes. The z values are derived by dividing the statistic by the appropriate standard errors of .269 (skewness) and .532 (kurtosis), N=80.

Multicollinearity. When the correlation between the mediators is too high, multicollinearity can influence the interpretation of the results. This can be an issue when running multiple mediation models as mediators can have complementary and competitive effects. Hayes notes that even when multicollinearity is present between mediators, a multi-mediation model is preferable over a single mediation model as it allows the researcher to identify nuanced indirect effects (Hayes, 2013, pg.156). To assess whether multicollinearity was present in the data, I examined the variance inflation factors (VIFs). Multicollinearity exists when the VIF value exceeds 10 or the more conservative cut-off of 5 and 2.5 (Belsley, Kuh & Welsch, 1980; O'Brien, 2007). Three regressions were run using the variables High-Quality Relationships, Psychological Safety, and Integrity Trust. Each measure was included as the dependent variable, while the remaining two measures were included as independent variables. All VIF values were within the acceptable range to suggest that multicollinearity was not an issue in the data and a multiple mediation model was an appropriate choice of analysis

(Dependent variable: $VIF_{HighQualtiyRelationship}$=2.431, $VIF_{PsychologicalSafety}$=2.873, $VIF_{IntegrityTrust}$=4.398).

Main Analyses

I hypothesized an overall model regarding the direct and indirect effects of High-Quality Relationships on Integrative Bargaining Behaviours and Subjective Value Outcomes. Initial correlation results suggest that there is a strong positive relationship between the relational variables (High-Quality Relationship, Psychological Safety, Integrity Trust), Integrative Bargaining Behaviours and Subjective Value Outcomes. Due to the high correlation between the key variables, the hypotheses were tested within full serial multiple mediation models in which (1) the effects of High-Quality Relationships on Integrative Bargaining Behaviours were considered alongside the mediators Psychological Safety and Integrity Trust, and (2) the effects of High-Quality Relationships on Subjective Value Outcomes were considered alongside the mediators Psychological Safety, Integrity Trust, and Integrative Bargaining Behaviours (Hayes, 2013).

To test for the direct and indirect relationships amongst variables, I used the SPSS macro PROCESS with a bootstrapping method (Hayes, 2012) rather than the causal steps approach first outlined by Baron and Kenny (1986). The latter approach is insensitive to identifying mediating effects when the indirect effects are present in the absence of a significant total effect or significant direct effect (Rucker et al., 2011). PROCESS examines the relationship between pairs of variables using ordinary least square regressions (OLG). The bootstrapping method provides a test of statistical significance by generating the indirect effect and biased-corrected estimate from the sample. All analyses included the bootstrapping method sampled at 10,000 times. The 95%

confidence intervals are significant so long as the lower level and higher confidence intervals do not cross over 0.

I tested the mediation effects with a serial multiple mediation model (Model 6) rather than a parallel multiple meditation model (Model 4) given the underlying assumptions of each model and the limited research suggesting that Psychological safety and Integrity Trust have a shared and potentially causal relationship (e.g., Roussin & Webber, 2012). A parallel multiple mediation model examines each mediator in parallel and considers the correlation between the mediator as relevant to the independent variable. This model assumes that the mediators may be correlated but do not causally influence one another. If the mediators are correlated with the independent variable, then when this association is considered, the correlation between the mediators should no longer remain significant. However, if the mediators remain correlated, then the remaining association between the mediators may be epiphenomenal or one mediator affects the other. A serial mediation model relaxes the assumption that the mediators not correlated. This model examines the direct and indirect of the independent variable on the dependent variable while also modelling the process between the mediators. A serial multiple mediation model is more appropriate for the proposed theoretical model because I propose a two-step meditation model which follows the impact of relationship quality on integrative behaviours to negotiation outcomes, and there is a possible relationship between Psychological Safety and Integrity Trust.

To interpret the model results, I report the standardized beta coefficients (Hayes, 2013). Beta coefficients are a measure of association (Hayes, 2013, pg. 40 and 45) that reflects the relative importance of each variable within the model (Hair et al., 2014, pg. 152).

Predicting Integrative Bargaining Behaviours. A serial mediation model assessed whether Psychological Safety and Integrity Trust mediated the effects of High-Quality

Relationship on Integrative Bargaining Behaviours, while controlling for Relationship Length, Relationship Familiarity, Organization Rank, Work Experience, Organizational Level Trust and Social Desirability. The overall model was significant ($F(7,67)=6.761$, $p<.001$, $R^2=.414$) and the total effect of High-Quality Relationship on Integrative Bargaining Behaviours was positive ($\beta_{\text{Total Effect}}=.633$, $t(75)=5.327$, $p<.001$, see Table 11 for the model details and Figure 5 for a visual representation). Results show that High-Quality Relationships has a marginal direct positive effect on Integrative Bargaining Behaviours ($\beta_{\text{Direct Effect}}=.460$, $t(75)=1.845$, $p=.069$, H_{4a} partially supported). While High-Quality Relationships had a direct effect on Psychology Safety and Integrity Trust (H_1 and H_2 supported), neither had a subsequent effect on Integrative Bargaining Behaviours (H_{5a} and H_{6a} not supported). Therefore, no subsequent mediations effects were found (H_{5b} and $H_{6b\text{-}c}$ not supported).[11]

While Integrity Trust and Psychological Safety were positively correlated with Integrative Bargaining Behaviours (r= .488, r=.459 respectively), only relationship quality had a positive effect on the integrative behaviours. Interestingly, the currently findings suggests that the previous findings regarding the positive association between Integrity Trust on Integrative Bargaining Behaviours (r=.488, for a summary see Kong et al., 2014) should be further considered alongside the shared relationship between the negotiators.

[11] A serial mediation model which included Integrity Trust prior to Psychological Safety found no additional indirect effects. The overall model was significant ($F(7,67)=6.761$, $p<.001$; $R^2=.414$). The total effect and the direct effect of High-Quality Relationship in Integrative Bargaining Behaviours was marginally positive ($\beta_{\text{Total Effect}}=.633$, $t(75)=5.327$, $p<.05$; $\beta_{\text{Direct Effect}}=.460$, $t(75)=1.845$, $p=.069$). No mediation effects were found.

Table 11

Study 1: Regression Coefficients, Standard Errors and Model Summary for the High-Quality Relationship Influence on Integrative Bargaining Behaviour Serial Multiple Mediator Model

		M1 (PS)				M2 (IT)				Y (IB)		
Antecedent		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*
X (HQR)	a_1	.934	.082	.000	a_2	.670	.192	.000	c'	.460	.206	.069
M1 (PS)		-	-	-	d_{21}	.201	.151	.194	b_1	-.043	.147	.835
M2 (IT)		-	-	-		-	-	-	b_2	.248	.118	.132
Constant	i_{M1}	-.076	.436	.862	i_{M2}	.435	.540	.424	i_Y	4.483	.524	.000
COV (RL)		.020	.020	.752		.012	.025	.879		-.003	.024	.977
COV (RF)		.005	.106	.940		-.027	.132	.775		-.195	.127	.125
COV (OR)		-.145	.053	.020		-.091	.068	.259		-.221	.067	.053
COV (WE)		.052	.011	.397		-.044	.014	.572		.028	.013	.781
COV (OT)		-.078	.091	.234		-.005	.114	.945		-.055	.110	.616
COV (SD)		.100	.039	.097		-.009.	.050	.903		-.245	.048	.018
		R^2=.790				R^2=.672				R^2=.434		
		F(7,67)=36.182, *p*<.001				*F*(8,66)=16.930, *p*<.001				*F*(9,65)=5.542, *p*<.001		

Note: HQR=High-Quality Relationships, PS=Psychological Safety, IT=Integrity Trust, IB=Integrative Bargaining Behaviours. Model Covariates: RL=Relationship Length, RF=Relationship Familiarity, OR=Organization Rank, WE=Work Experience, OT=Organizational Level Trust, SD=Social Desirability. a, b, c and covariates=Standardized Coefficients.

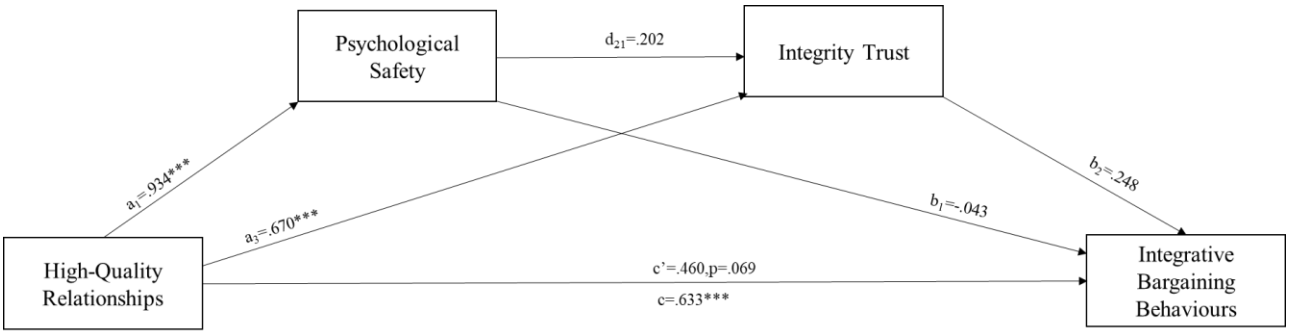

Figure 5. Study 1. Serial Multiple Mediator Model for the Relationship between High-Quality Relationship and Integrative Bargaining Behaviours Mediated by Psychological Safety and Integrity Trust. a, b, c are standardized coefficients. *p<.05, **p<.01, ***p<.001.

Predicting Subjective Value Outcomes. A serial mediation model assessed whether Psychological Safety, Integrity Trust and Integrative Bargaining Behaviours mediated the effects of High-Quality Relationship on Subjective Value Outcomes, while controlling for Relationship Length, Relationship Familiarity, Organization Rank, Work Experience, Organizational Level Trust and Social Desirability. The overall model was significant (F(7,67)=6.846, p<.001, R^2=.417, see Table 12 for the model details and Figure 7 for a visual representation). The total effect of High-Quality Relationship on Subjective Value Outcomes was positive ($\beta_{\text{Total Effect}}$=.579, t(75)=4.884, p<.001), and the direct effect was negative ($\beta_{\text{Direct Effect}}$=-.455, t(75)=-2.484, p<.05). The effects of High-Quality Relationships on Subjective Value Outcomes were further mediated by Integrity Trust (Effect=. 383, see Table 13 for the indirect path summary, H_{8a} overall supported, H_{8d} supported, $H_{8b\text{-}c,e}$ not supported).[12]

Interestingly, while relationship quality has an overall significant positive effect on Subjective Value Outcomes, the direct and indirect paths were competing. Unexpectedly, the

[12] A serial mediation model which included Integrity Trust prior to Psychological Safety found no additional indirect effects. The overall model was significant (F(7,67)=7.590, p<.001, R^2=.442). The total effect size of High-Quality Relationship was positive ($\beta_{\text{Total Effect}}$=.579, t(75)=4.884, p<.001) and the direct effect was negative ($\beta_{\text{Direct Effect}}$=-.455, t(75)=-2.484, p<.05). Additionally, the model confirmed two mediation effects through Integrity Trust (β=.491, SE=.112, LLCI=.272, ULCI=.716). No additional mediation effects were significant.

direct path had a negative effect on Subjective Value Outcomes which then became positive when the additional positive meditation path through Integrity Trust was included. Results suggest that having a relationship does not always guarantee a positive negotiation experience. This is consistent with prior research which shows that relational anxiety among professionals can hamper negotiation outcomes and post-negotiation relationship satisfaction (e.g., Amanatullah et al., 2008). Negotiators must be able to trust and rely on their counterparts during the negotiation to be able to benefit from the positive relationship that they share. Implications are discussed in the following section.

Table 12

Study 1: Regression Coefficients, Standard Errors and Model Summary for the High-Quality Relationship Influence on Subjective Value Outcomes Serial Multiple Mediator Model

		M1 (PS)				M2 (IT)				M3 (IB)				Y (SVI)		
Antecedent		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*
X (HQR)	a_1	.934	.082	.000	a_2	.670	.192	.000	a_3	.460	.206	.069	c'	-.455	.213	.015
M1 (PS)		-	-	-	d_{21}	.201	.151	.194	d_{31}	-.043	.147	.835	b_1	.280	.148	.062
M2 (IT)		-	-	-		-	-	-	d_{32}	.248	.118	.132	b_2	.571	.121	.000
M3 (IB)		-	-	-		-	-	-		-	-	-	b_3	.445	.124	.000
Constant	i_{M1}	-.076	.436	.862	i_{M2}	.435	.540	.424	i_{M3}	4.483	.524	.000	i_Y	-1.385	.769	.076
COV (RL)		.020	.020	.752		.012	.025	.879		-.003	.024	.977		-.055	.024	.475
COV (RF)		.005	.106	.940		-.027	.132	.775		-.195	.127	.125		.171	.130	.066
COV (OR)		-.145	.053	.020		-.091	.068	.259		-.221	.067	.053		.131	.069	.102
COV (WE)		.052	.011	.397		-.044	.014	.572		.028	.013	.781		.127	.013	.089
COV(OT)		-.078	.091	.234		-.005	.114	.945		-.055	.110	.616		.004	.111	.953
COV (SD)		.100	.039	.097		-.009	.050	.903		-.245	.048	.018		-.093	.051	.224
		R^2=.790				R^2=.672				R^2=.434				R^2=.714		
		F(7,67)=36.182, *p<.001*				*F*(8,66)=16.930, *p<.001*				*F*(9,65)=5.542, *p<.001*				*F*(10,64)=16.035, *p<.001*		

Note: HQR=High-Quality Relationships, PS=Psychological Safety, IT=Integrity Trust, IB=Integrative Bargaining Behaviours, SVI=Subjective Value Outcomes. Model Covariates: RL=Relationship Length, RF=Relationship Familiarity, OR=Organization Rank, WE=Work Experience, OT=Organization Level Trust, SD=Social Desirability. Trust. a, b, c and covariates=Standardized Coefficients.

Table 13

Study 1: Standardized Path Model Summary for the High-Quality Relationship Influence on Subjective Value Outcomes Serial Multiple Mediator Model

Path	Effect	SE[b]	95% LLCI[b]	95%ULCI[b]
Total				
HQR→ SVI	1.034	.204	.629	1.430
Indirect				
HQR→PS→ SVI	.261	.167	-.091	.565
HQR→ IT→ SVI	.383	.126	.157	.659
HQR→ IB→ SVI	.205	.119	-.006	.470
HQR→PS→ IT→ SVI	.107	.092	-.055	.313
HQR→PS→ IB→ SVI	-.018	.092	-.195	.177
HQR→IT→ IB→ SVI	.074	.055	-.025	.193
HQR→PS→ IT→ IB→ SVI	.020	.023	-.017	.076

Note: HQR=High-Quality Relationships, PS=Psychological Safety, IT=Integrity Trust, IB=Integrative Bargaining Behaviours, SVI=Subjective Value Outcomes. b=Indirect effects Bootstrapped.

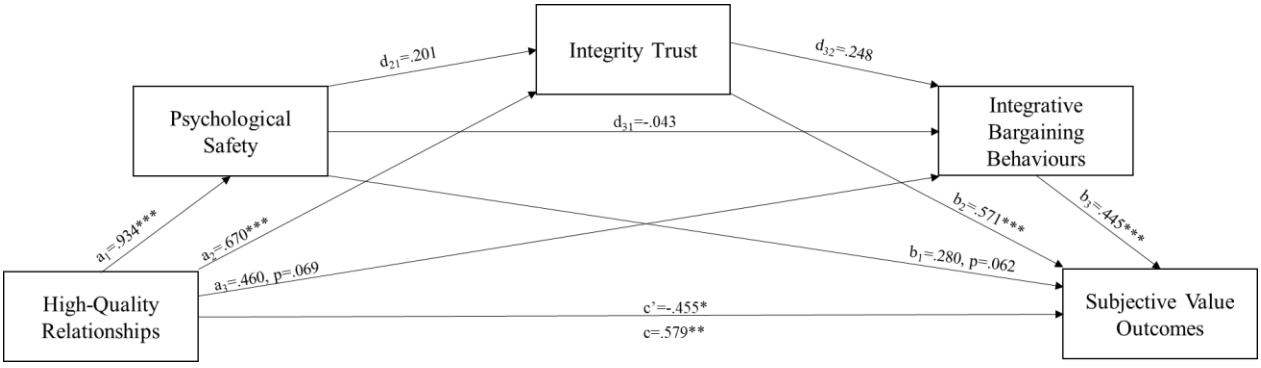

Figure 6. Study 1: Serial Multiple Mediator Model for the Relationship between High-Quality Relationship and Subjective Value Outcomes Mediated by Psychological Safety, Integrity Trust and Integrative Bargaining Behaviours. a, b, c are standardized coefficients. *p<.05, **p<.01, ***p<.001

Supplementary Analyses

Exploratory Variables. While High-Quality Relationship was positively correlated with Pre-negotiation Planning and negatively correlated with Post-negotiation monitoring, it did not

have a unique effect on either set of negotiation behaviours (See Appendix B for a summary of the analyses).

Discussion

Study 1 extends previous findings that relationship quality has implications for the negotiations that occur between professionals. I hypothesized that Psychological Safety and Integrity Trust would mediate the positive relationship between High-Quality Relationship and Integrative Bargaining Behaviours. Results from a serial multiple mediation model found that High-Quality Relationship had a marginal direct positive effect on Integrative Bargaining Behaviours (H_{4a}). While Psychological Safety and Integrity Trust were positively correlated to Integrative Bargaining Behaviours (H_{5a}, H_{6a}), neither directly affected nor mediated the effects between High-Quality Relationship and Integrative Bargaining Behaviours (H_{5b}, H_{6b}). Relationship quality appears to act as a reservoir for the types of available actions to a professional dyad based on their previous interactions. In this way, relational quality enhances the instances of cooperative behaviours during the bargaining phase. The social perceptions that negotiators hold regarding their counterpart (Integrity Trust) and the relational social climate (Psychological Safety) do not have an additional impact on bargaining behaviours when considering the relationship history as a measure of relationship quality.

I also hypothesized that the positive relationship between High-Quality Relationship and Subjective Value Outcomes would be mediated by Psychological Safety, Integrity Trust, and Integrative Bargaining Behaviours. Results found that High-Quality Relationship had an overall positive effect on Subjective Value Outcomes (H_{8a}). More specially, relationship quality had a small direct negative effect, which became positive when considering the greater positive indirect effect through Integrity Trust (H_{8d}). While this finding was unexpected, there is research

to suggest that relationships can have a negative impact on the subjective experience of negotiations when negotiators have relational anxiety (e.g., Amanatullah et al., 2008). Having a High-Quality Relationship is not sufficient to guarantee high Subjective Value Outcomes. Relationship quality creates the possibility for higher Subjective Value Outcomes to be obtained when the established trust can be relied upon.

Integrity Trust was a significant mediation path between High-Quality Relationship and Subjective Value Outcomes, even after controlling for mediation effects through Integrative Bargaining Behaviours. This finding extends prior work that identified Integrative Bargaining Behaviours as a potential mediator for Subjective Value Outcomes using participants who may have shared some relationship (business students were recruited but relationship measures were not captured, Acar-Burkay et al., 2020). The participants in this study had known their counterparts for an average of 4 years, which suggests that participants had confidence in their trustworthiness judgements related to their counterparts. This confidence would have allowed participants to rely on trustworthiness judgements when evaluating the Subjective Value Outcomes.

Together, the impact of relationship quality on Subject Value Outcomes shows that when professionals consider how satisfied they are following a negotiation, they reflect on their evaluations about their colleague. This finding extends prior research by identifying relationship quality as an important and novel relational antecedent that explains how social perceptions vary between professional relationships (Curhan et al., 2006; Curhan & Brown, 2010). Furthermore, these findings extend prior work by identifying Integrity Trust is a novel relational mechanism that enhances Subjective Value Outcomes.

Importantly, Study 1 makes a few conceptual distinctions about what High-Quality Relationship is and what it is not. First, Study 1 highlights that High-Quality Relationship is unrelated to the amount of time professionals know each other. High-Quality Relationship is more related to familiarity, a sense of knowing a colleague. Secondly, while past research highlights the importance of reciprocity norms to the negotiations that occur within relationships (e.g., Bagchi et al., 2016), High-Quality Relationship emphasizes that reciprocity contributes to the relationship function Subjective Experience. Reciprocity norms are relevant to a relationship in so far as it helps professionals answer the question of whether reciprocity is met and experienced as a positive element in the relationship. Finally, Study 1 provides initial evidence that High-Quality Relationship is related to Integrative Bargaining Behaviours (including information about preferences and priorities, creating value, and strengthening the relationship), thereby extending prior work linking relationship quality to learning behaviours (e.g., Carmeli et al., 2009; Carmeli & Gittell, 2009). Together, the present findings show that relationship quality has important implications for the negotiation process and subjective value outcomes.

A limitation of Study 1 is that the findings rely on a single respondent and self-reported data. While the overall findings are consistent with the theoretical model, it is important to rule out the possibility that the effects were caused by an unknown variable that I did not account for. Furthermore, the findings cannot confirm that the model would apply to a negotiating dyad. Due to the data's self-reported nature, it is also possible that participants did not accurately report the behaviours that they exhibited during the interaction. This possibility is noted, even though I included social desirability as a control variable to account for participants not accurately disclosing certain aspects of their interactions (e.g., how cooperative they were). To overcome these limitations, I conducted Study 2 where I compare the negotiation behaviours and outcomes

of dyads that shared high and low relationship quality perceptions. To capture a more objective measure of bargaining behaviours, participants report their counterpart's behaviours immediately following the negotiation. Finally, the theoretical model is tested at the dyadic level.

Chapter Four: Study 2

Study Overview

The primary objective of Study 2 is to explore the direct and indirect effects of High-Quality Relationship on negotiation behaviours and outcomes at a dyadic level. Specifically, Study 2 assessed the influence of variations in High-Quality Relationship on Integrative Bargaining Behaviours (H4a), Contentious Distributive Bargaining Behaviour (H4b), economic outcomes (H7a-b) and Subjective Value Outcomes (H8a). A between-subject design compared the negotiation behaviours and outcomes of dyads that shared high and low relationship quality in a Graduate-level student population.

Dyads were created based on the participants' existing relationships with classmates. Two weeks after being assigned a counterpart, participants engaged in a 20-minute negotiation. To ensure that any behavioural and outcome variations between the dyads are the result of relationship quality, the negotiation situation was chosen so that participants had equal negotiating power, all participants were given access to negotiation behaviour knowledge (e.g., knowledge about integrative and distributive negotiation behaviours, Weingart et al., 1996), and the role instructions had an equally high goal for each negotiator to achieve (Ben-Yoav & Pruitt, 1984). Study 2 examined whether (1) the effects of High-Quality Relationship on Integrative Bargaining Behaviours were mediated by Psychological Safety and Integrity Trust (H3a-b, H4a, H5a-b, H6a-c), (2) the effects of High-Quality Relationship on economic outcomes (individual and joint) were mediated by Integrative Bargaining Behaviours (H7a-d), and (3) the effects of High-Quality Relationship on Subjective Value Outcomes were mediated by Psychological Safety, Integrity Trust and Integrative Bargaining Behaviours (H3a-b, H8b-e).

Finally, to assess these relational dimension's stability, participants rated the relationship along the dimensions of High-Quality Relationship, Psychological Safety, and Integrity Trust at three different times (1 week prior to the negotiation, immediately after the negotiation and one week following the negotiation).

Participants and Design

One hundred and sixteen participants from the Master of Management (3 class sections) and International Master of Business Administration (1 class section) program at the Schulich School of Business, York University completed the study. Graduate-level students are ideal participants because they can draw from professional experiences to inform their behavioural strategies in the negotiation simulation. The sample included 39.7% female, the average age of 28.09, and average work experience of 5.11 years. The ethnic composition of the sample included South Asian/Indian American (33.6%), Asian/ Pacific Islander (30.2%), White/European (16.4%), Hispanic/Latin American (5.2%), Black/African American (4.2%) and additional ethnicities. Self-reported fluency in English was sufficiently high (9.03/10).

The research design was a 2 condition (Relationship Dyad: High versus Low-quality) between-subject design. This study used the existing relationships that students shared with their peers to create naturalistic dyads that reflect higher and lower relationship quality compositions. In the first questionnaire, participants rated the relationships that they shared with all classmates along the dimensions of Relationship Capacity and Relationship Subjective Experience (two sub-factors of the High-Quality Relationship construct). The combined scores of Relationship Capacity and Relationship Subjective Experience became a measure of High-Quality Relationship. A median split on the individual level High-Quality Relationship scores were used to match and create the higher and lower quality dyads (High-Quality Relationship Scores: Low-

quality Dyads=0 to 4.3372, High-quality Dyads=4.3373 to 10). Participants with similar scores were matched within a dyad so to minimize asymmetries in perceptions of relationship quality. In total, 116 participants completed a sufficient portion of the questionnaires and were included in the final data analysis: 28 Low-quality Dyads (56 individuals) and 30 High-quality Dyads (60 individuals).

Validity checks completed 1 week after being assigned to a negotiation dyad confirmed that the relationship quality perceptions held by participants reflected their assigned Relationship Dyad condition. At the individual level, participants in High-quality Dyads rated their relationships as being more positive overall than participants in Low-quality Dyads ($M_{\text{Low-quality Dyad (LD)}}$=2.92, SD_{LD}=1.010, $M_{\text{High-quality Dyad (HD)}}$=3.95, SD_{HD}=.803, $t(92)=-5.460$, $p<.001$). There was no significant difference between the dyads in their perceptions of the relationship being negative overall (M_{LD}=1.64, SD_{LD}=.961, M_{HD}=1.47, SD_{HD}=.799, $t(87)=.892$, $p>.05$).

At the dyadic level, High-quality Dyads also held more overall positive relationship perceptions than Low-quality Dyads (M_{LD}=2.917, SD_{LD}=.790, M_{HD}=3.896, SD_{HD}=.659, $t(40)=-4.374$, $p<.001$). No differences between the dyads were found in perceptions of the relationship being negative overall (M_{LD}=1.441, SD_{LD}=.496, M_{HD}=1.438, SD_{HD}=.495, $t(39)=.0235$, $p>.05$). Additionally, asymmetries between dyadic members on overall positive and negative relationship perceptions did not differ between the relationship dyad condition (Overall positive perceptions: M_{LRD}=.94, SD_{LRD}=1.056, M_{HD}=.63, SD_{HD}=.711, $t(40)=1.172$, $p>.05$; Overall negative perceptions: M_{LD}=1.00, SD_{LD}=1.225, M_{HD}=.960, $_{HD}$=.908, $t(39)=.125$, $p>.05$).

One week following the negotiation, the High-quality Dyads reported higher High-Quality Relationship scores than the Low-quality Dyads, thus providing empirical evidence that

relationship quality is consistent in the short-term (M_{LD}=4.900, SD_{LD}=.810, M_{HD}=5.862, SD_{HD}=.645, t(54)=4.296, p<.001).

Validity checks also confirmed that there were no significant individual level differences in perceptions that the negotiation roles had unequal power between the High and Low-quality Dyads (M_{LD}=5.07, SD_{LD}=1.582, M_{HD}=5.431, SD_{HD}=1.415, t(110)=-1.257, p>.05) nor between the assigned role ($M_{Busienss\ Role}$=5.157, $SD_{Business\ Role}$=1.509, $M_{Government\ Role}$=5.363, $SD_{Government\ Role}$=1.507, t(110)=-.722, p>.05). Overall, participants viewed the negotiation roles as being equal. As expected, there were no differences between the dyads prior to the start of the negotiation on the reported negotiation target goal (M_{LD}=5761.54, SD_{LD}=1214.192, M_{HD}=5757.14, SD_{HD}=969.58, t(52)=.015, p>.05) nor the reservation price (the lowest amount that the negotiator can accept) (M_{LD}=4570.79, SD_{LD}=1038.05, M_{HD}=4483.33, SD_{HD}=801.312, t(46)=.327, p>.05). Beyond perceptions in relationship quality, there were no significant differences between the High and Low-quality Dyads.

Procedure

The data was collected in four sections of an Organizational Behaviour class, which included a 3-hour lecture devoted to the topic of Negotiation. Several weeks before the negotiation lecture, and with the permission of the course's instructor, I visited the classroom to explain the purpose of the research and invite students to participate. Students who chose to participate in the study were paired for the negotiation exercise. As a benefit to the students, the results from the study were incorporated into the negotiation lecture to ensure that students gained a richer understanding of negotiations and improved their negotiation skills. Incentives for participation included (a) a movie pass, (b) a chance to win an Amazon gift certificate valued at $100CAN, and (c) a summary of the dissertation results.

Two weeks before the negotiation exercise, participants received the pre-test questionnaire used to pair the negotiation dyads. This initial online Qualtrics survey included the consent form which provided information about the study research objectives, procedure (time commitment), risks and benefits, voluntary participation and withdrawal, confidentiality, data retainer, and consent to have the negotiation be videotaped and/or audio recorded. Participants completed the consent form by clicking 'Yes, I consent.', and then the 'next' button at the bottom of the webpage. The first questionnaire asked students to assess the relationship quality shared with each classmate and answer the demographic questions (see Appendix C for the first survey).

To assess the existing relationship quality score shared among the students, participants first learned about the High-Quality Relationship construct and the definition of its sub-factors, Relationship Capacity and Subjective Experience. Participants then sat in a circle with their nametags out and rated their relationships with each classmate. Participants were instructed to leave a score blank if they did not know a classmate and use 0 to reflect the lowest value. This questionnaire took an average of 7 minutes to complete.

One week prior to the negotiation, participants were assigned their negotiation partners and given the role materials which included a quantitative scoring system. During this time, they completed the pre-negotiation questionnaire and reported on the measures of High-Quality Relationship (Carmeli et al., 2009), Psychological Safety (Edmondson, 1999), Integrity Trust (Mayer & Davis, 1999), and the relationship controls (relationship length and familiarity; see Appendix D for the second survey). This questionnaire took an average of 10 minutes to complete.

Using negotiation simulations (including providing participants with a quantitative scoring system) is common practice in negotiation research (e.g., Fry et al., 1983; Amanatullah

et al., 2008; Curhan et al., 2010). For the negotiation exercise I choose a mixed-motive negotiation exercise that involves colleagues of equal rank and set a time limit of 20 minutes. The Web Services Negotiation (Eisenkraft, 2016) involves two managers working for a technology consulting firm who represent the Business and Government Services unit, respectively (see Appendix E for the Government services manager role instructions). The negotiation involves a merger between the two departments in which two managers must discuss 5 issues (compensation scheme, engineer redundancy plans, overall leadership plan, team leadership plan, and transition time). The negotiation role materials included a quantitative scoring system that allocated points to each sub-option, such that a higher number of points reflected a higher value deal component. One component of the deal was zero-sum, or distributive, while the remaining four components had integrative potential as each side valued these components differently. Thus, negotiators could "create value" if they traded the issues of lower importance to them in exchange for issues of higher importance to their counterpart. Each role could obtain the same range of points (3,500-7,350) and was assigned a goal total of 5,000 points.

Research on relationships and negotiations finds that negotiation goals and negotiation knowledge influence bargaining phase behaviours and outcomes attainment. In negotiations, performance goals (e.g., "pay less than $445,000" or "your goal is to obtain at least 7200 points") rather than learning goals (e.g., "do you best") minimize the impact of implicit negotiation beliefs (e.g., "negotiators are born") on negotiation outcomes (Tasa, Celani & Bell, 2007). Specifically, when negotiators in relationships set a performance goal, they engage in more frequent value-claiming behaviour and achieve higher outcomes compared to negotiators who do not set a goal (Ben-Yoav & Pruitt, 1984). At the dyadic level, goal symmetry between

the negotiator partners is important to make sure that each negotiator is equally motived to achieve their outcomes and minimize downstream discrepancies between the outcomes (Tasa, Whyte & Leonardelli, 2013). Finally, knowledge about integrative and distributive negotiation behaviours can also influence outcomes. Weingart, Hyder and Prietula (1996) showed that when dyads have access to negotiation knowledge, they are more likely to engage in integrative behaviours and achieve higher outcomes. Therefore, to control for the effects of goals and knowledge about negotiation behaviours, participants (1) were instructed to obtain more than 5,000 points as part of the role materials, which they had to explicitly write out in a planning document before the negotiation (see Appendix F for the planning document), and (2) were provided with a sheet outlining integrative and distributive negotiation behaviours with the role materials (including the behaviours of interest, see Appendix G).

On the negotiating date, participants had up to 20 minutes to negotiate. Before starting the negotiation, participants completed an online questionnaire and reported their negotiation intentions and expectations about their counterpart's intentions (exploratory dependent variables included being forthcoming with information and willingness to give concessions; see Appendix H for the third survey). This questionnaire took an average of 5 minutes to complete.

The negotiations took place in breakout rooms where possible to ensure that participants had sufficient privacy. It was my intention to record the negotiations to be able to create an independent measure of negotiation behaviours. However, I did not have enough participants willing to record the negotiation. Additionally, on one of the scheduled negotiation dates, there was a severe snowstorm that dropped participation numbers to be a minimal amount for one of the classes.

After the negotiation, participants reported their outcome score, deal details, subjective value outcomes (Curhan et al., 2006), willingness to negotiate again, counterpart's negotiation behaviours (adapted Weingart et al., 2004), High-Quality Relationship (Carmeli et al., 2009), Psychological Safety (Edmondson, 1999), Integrity Trust (Mayer & Davis, 1999), and a validity measure to confirm that there was perceived equal power between the negotiation roles (see Appendix I for the fourth survey). For the main analyses, these post-negotiation relational scores were used. Originally, I had hoped to use the relational scores captured during one week prior to the negotiation, however, the completion rates for that week were low (e.g., students missed class to work on another class assignment important to their graduation and at attend job interviews). This questionnaire took an average of 10 minutes to complete.

To confirm the stability of the relational variables, one week after the negotiation, participants again assessed the relationship that they shared with their negotiation partner on the measures of High-Quality Relationship (Carmeli et al., 2009), Psychological Safety (Edmondson, 1999), Integrity Trust (Mayer & Davis, 1999; see Appendix J for the fifth survey). This questionnaire took an average of 7 minutes to complete. In total, all surveys are estimated to have taken 35-45 minutes to complete.

Measures

A complete list of all measures can be found in the Appendices C, D, H, I and J. All main measured were completed on a 7-point Likert scale, while the measures in the demographic section used a 7 and 5-point Likert scale, as specified below. While study 2 replicates several analytical procedures used in the first study, a main difference between the studies is that Study 2 analyzes the data at the dyadic level rather than at the individual level. For the main analysis, dyadic level scores were created by averaging the individual level scores. As noted in the

Literature Review, the effects of relationship quality on negotiations is an emergent dyadic phenomenon that is the result of a dyadic combination rather than an individual. Therefore, analysing the dyad as a unit is an appropriate level of measurement to test the proposed model (e.g., Greenhalgh & Chapman, 1998).

Independent Measures

High-Quality Relationship. I used Carmeli, Brueller and Dutton's (2009) High-Quality Relationship scale with minor adaptations (e.g., 'co-workers' to 'my partner'). For this sample, I omitted the Relationship Capacity sub-dimension of connectivity because it was not relevant to the negotiation simulation nor to the relationship that the students shared. In total, the scale consists of 16 items, α_{Total}=.952, $\alpha_{RelationshipCapacity}$=.924, $\alpha_{SubjectiveExperience}$=.962, $\alpha_{EmotionalCarryingCapacity}$=.899, $\alpha_{Tensility}$=.945, $\alpha_{PositiveRegard}$=.919, $\alpha_{Mutuality}$=.955.

I ran multiple individual and second order confirmatory factor analysis (CFA) to confirm the factor structure of High-Quality Relationships when assessing interpersonal relationships with a graduate business student population. For these analyses, I used the individual level scores. The analyses included the following CFA models: first order 1 factor (High-Quality Relationship), first order 2 factors (Relationship Capacity, Subjective Experience), first order 4 factors (Emotional Carrying Capacity, Tensility, Positive Regard, Mutuality), second order 1 factor (First order: Emotional Carrying Capacity, Tensility, Positive Regard, Mutuality; Second order: High-Quality Relationship), and second order 2 factors (First order: Emotional Carrying Capacity, Tensility, Positive Regard, Mutuality; Second order: Relationship Capacity, Subjective Experience). Consistent with previous research and Study 1, results confirmed that the second order model consisting of two latent variables best captures the dimensions of High-Quality Relationship (Carmeli et al., 2009). This CFA had a χ^2 of 187.031 on 99 degrees of freedom

(χ^2/df=1.889) and goodness-of-fit statistics (RMSEA=.088; TLI=.936, CFI=.953) which suggests a relatively close model fit (see Table 14 results). The comparative fit indices for the non-nested models suggest that the second order model of the two latent variables exhibited the best relative fit for the data (AIC=293.031, ECVI=2.548). Both Study 1 and Study 2 show that this factor structure is consistent across population samples, even through participants in Study 1 reported lower and more varied High-Quality Relationships scores than those in Study 2 (Study 1: $M_{\text{High Quality Relationships (HQR)}}$=4.946, SD_{HQR}=1.329, $M_{\text{HQR-Relationship Capacity (RC)}}$=5.023, SD_{RC}=1.229, $M_{\text{HQR-Subjective Experience (SE)=}}$ 4.869, SD_{SE}=1.578; Study 2: M_{HQR}=5.405, SD_{HQR}=.987, M_{RC}=4.304, SD_{RC}=1.007, M_{SE}=5.506, SD_{SE}=1.074).

Table 14

Study 2: CFA Measurement Model Summary for High-Quality Relationship

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. First order 1 factor	672.836	104	6.469	.218	.203	.234	.000	.605	.698	768.836	6.686
2. First order 2 factor	381.116	103	3.700	.153	.137	.170	.000	.805	.852	449.116	4.116
3. First order 5 factor	186.703	98	1.905	.089	.069	.108	.001	.935	.953	294.704	2.563
4. Second order 1 factor	203.704	100	2.037	.095	.076	.114	.000	.925	.945	307.704	2.676
5. Second order 2 factor	187.031	99	1.889	.088	.068	.107	.001	.936	.953	293.031	2.548

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI a.k.a. NNIF), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Main Dependent Measures

Psychological Safety. As in Study 1, the adapted version of Edmondson's (1999) Psychological Safety scale was used. The 9-item scale had an α=.927.

Integrity Trustworthiness. I used Mayer and Davis's (1999) Integrity Trust scale with minor adaptations (e.g., 'co-workers' to 'my partner'). A CFA model found that the single reversed item fell below the .5 threshold for the factor loading (Hair et al., 2014). All 6-items were included due to prior scale validation, α=.742.

Integrative Bargaining Behaviours. Using Weingart, Olekalns and Smith (2004) behavioural categories, I measured integrative behaviours. After the negotiation, participants reported the extent to which their partners engaged in integrative information sharing (e.g., shared information, asked questions, showed understanding), value creation (e.g., made a compromise, suggested trade-offs, was willing to concede), and relationship management (e.g., showed concern, listened, made positive comments) behaviours. The 9-item scale had an α=.923, loaded onto 1 EFA, and had acceptable CRA factor loadings.

Contentious Distributive Bargaining Behaviours. Following the negotiation, participants reported the extent to which their partners engaged (1) in warnings and threats and (2) made references to power. The 2-tem scale had an α=.759, loaded onto 1 EFA, and had acceptable CRA factor loadings.

Individual Outcome Attainment. To measure individual outcomes, participants reported the deal details. In the negotiation, each sub-option had an assigned score. The sum of the sub-option scores created a measure of individual outcome attainment. Both roles could obtain between 3,500 to 7,350 points.

Joint Outcome Scores. For a measure of joint outcome attainment, individual outcome values were transformed into Z scores and combined.

Subjective Value Outcomes. As in Study 1, an adapted version of the shortened Subjective Value Inventory scale (Curhan et al., 2006) was used to measure feelings about the outcomes, process, and relationship, and to create dyadic level scores (e.g., Acar-Burkay et al., 2020). A CFA model found that the reverse items from the outcome factor fell below the .5 threshold for factor loadings (Hair et al., 2014). All 9 items were included given the prior validation of the scale, α=.900.

Exploratory Dependent Measures

As previously noted, professionals use dispositional information about their counterparts and the relationship history to inform behavioural intentions and bargaining behaviours (Marlowe et al., 1966; Bagarozzi, 1982; Greenhalgh & Chapman, 1998; McGinn & Keros, 2002; O'Connor et al., 2005; Patton & Balakrishnan, 2010; Bagchi et al., 2016). Therefore, I will explore the implications that relationship quality has for negotiation intentions and expectations about counterpart's intentions at the pre-negotiation phase. I will also explore the implications for willingness to negotiation again following the negotiation, a common indicator of desire for relationship maintenance (e.g., Curhan et al., 2009; Curhan et al., 2010)

Negotiation Intentions. Before starting the negotiation, participants reported their cooperative and behavioural intentions (e.g., forthcoming with information, concerned about partner's positions and needs, willing to make concessions). The 4-item scale had an α=.811, loaded onto 1 EFA, and had acceptable CRA factor loadings.

Partner Expectations. Before starting the negotiation, participants reported their expectations regarding their partner's cooperative and behavioural intentions (e.g., forthcoming

with information, concerned about one's positions and needs, willing to make concessions). The 4-item scale had an α=.898, loaded onto 1 EFA, and had acceptable CRA factor loadings.

Willingness to Negotiate Again. Willingness to negotiate again was measured using 1 item.

Control Variables

The control variables for this analysis included relationship length and relationship familiarity.

Relationship Length. To control for dyadic differences resulting from personal relationships, relationship length was be measured using 1 item (5-point Likert scale).

Relationship Familiarity. To control for dyadic differences resulting from personal relationships, relationship familiarity was be measured using 1 item (5-point Likert scale).

Validity Check Variables

Participants rated the extent to which the dyadic relationship was (1) overall positive, (2) overall negative, and (3) the negotiation roles had equal power.

Overall Positive Relationship Evaluation. Participants reported how positive the relationship was on a 1 item scale (5-point Likert scale).

Overall Negative Relationship Evaluation. Participants reported how negative the relationship was on a 1 item scale (5-point Likert scale).

Perception of Role Power. Participants reported whether they thought the negotiation roles (Business and Government Services unit managers) had equal or unequal power in the negotiation on a 1 item bipolar scale (7-point scale).

Demographics

Gender. Participants were invited to share the gender that they identify with (e.g., Female, Male, Non-binary/third gender).

Age. Participants were invited to share their age.

Education. Participants were invited to share the highest level of education that they had completed (e.g., Bachelor, Masters, PhD).

Work Experience. Participants were invited to share the number of years they have been working full time.

Level Experience. Participants were invited to indicate their last position role (junior-level employee, mid-level employee, senior-level employee, low-level management, medium-level management, top-level management).

Ethnicity. Participants were invited to share their ethnicity.

Fluency in English. Participants were invited to rate their fluency in English on a 10-point bipolar scale (1-not fluent to 10-fully fluent).

Analysis and Results

The preliminary analyses include descriptive statistics and correlation analyses among the key variables. Due to high correlations among the key variables, construct discrimination and common method variance were reviewed in the preliminary analyses. I also test the relevant statistical assumptions for ordinary least square regressions (OLG), as applicable to the mediation analysis (Hayes, 2013). The main analyses assess the effects of High-Quality Relationships on the dependent variables Integrative Bargaining Behaviours, Outcome Attainment and Subjective Value Outcomes. First, t-tests assess whether the High and Low-quality dyads differed on the independent variable (High-Quality Relationship) and main measures (Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours, Outcome

Attainment, Outcome Satisfaction). Second, for reasons reviewed in the Analysis section of Study 1, the proposed theoretical model is tested using a multiple sequential mediation model using the SPSS macro PROCESS (Model 6, Hayes, 2013).

Preliminary Analyses

Table 15 summarizes the individual level means, standard deviations and correlations for each key variable and Table 16 summarizes the dyadic level variables. In line with past findings, High-Quality Relationships, Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours and Subjective Value Outcomes are all positively correlated (Dyadic level r=.616-.893, p<.01, see Table 16). Therefore, I once again dedicate a section to construct discrimination and common method variance with this dataset to provide empirical support that these variables are best characterized as separate factors for the analyses.

There were two control variables captured in this study, Relationship Length and Relationship Familiarity. Most participants reported knowing their negotiating partner for half a year, except for one dyad that knew each other for a full year. Given the lack of variation in Relationship Length between the participants, it was not included as a control variable in the subsequent analyses. Relationship Familiarity was positively correlated with several of the independent and dependent variables in the model (Dyadic level r =.391-.590, p<.01, see Table 16). Therefore, it was included as a control variable in subsequent analyses.

Table 15

Study 2: Individual Level Means, Standard Deviations and Correlations

Variables	*M*	*SD*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
Independent Variable											
1. High-Quality Relationship	5.405	.987	-								
2. Relationship Capacity	5.304	1.077	.918**	-							
3. Subjective Experience	5.506	1.074	.918**	.685**	-						
Mediation Variables											
4. Psychological Safety	5.469	.996	.821**	.648**	.859**	-					
5. Integrity Trust	5.577	.978	.782**	.572**	.863**	.807**	-				
6. Integrative Bargaining Behaviours	5.499	1.041	.731**	.696**	.646**	.588**	.531**	-			
7. Contentious Distributive Bargaining Behaviours	2.291	1.520	-.143	-.127	-.35	-.111	.242**	-.129	-		
Dependent Variables											
8. Subjective Value Outcomes	5.730	.906	.689**	.568**	.698**	.623**	.615**	.643**	-.256**	-	
9. Individual Outcome	5597.73	400.323	-.021	-.010	-.028	-.034	-.021	.008	.024	.096	-
10. Joint Outcome	.341	.308	.054	.045	.054	.101	.087	.095	-.022	.090	.410*
Exploratory Dependent Variables											
11. Negotiation Intentions	4.923	1.149	.318**	.403**	.181	.177	.148	.365**	-.057	.138	.138
12. Partner Expectations	4.765	1.134	.458**	.461**	.381**	.382**	.276**	.483**	.011	.253**	.083
13. Willingness to Negotiate Again	6.110	1.218	.652**	.528*	.669**	.573**	.563**	.561**	-.142	.738**	.011
Controls											
15. Relationship Familiarity	2.53	1.261	.554**	.496**	.520**	.454**	.447**	.380**	.025	.309**	.025
Demographics											
16. Age	28.090	3.337	-.120	-.091	-.132	-.065	-.140	-.051	.214*	-.107	.086
17. Work Experience	5.010	3.000	-.180	-.141	-.190	-.133	-.163	-.115	.148	-.140	.099
18. Fluency in English	9.030	1.305	-.097	-.126	-.052	-.047	.012	-.058	-.093	.043	-.049

Note: *p<.05 **p<.01

Table 15

Study 2: Individual Level Means, Standard Deviations and Correlations (continued)

Variables	*10*	*11*	*12*	*13*	*14*	*15*	*16*	*17*
Independent Variable								
1. High-Quality Relationship								
2. Relationship Capacity								
3. Subjective Experience								
Mediation Variables								
4. Psychological Safety								
5. Integrity Trust								
6. Integrative Bargaining Behaviours								
7. Contentious Distributive Bargaining Behaviours								
Dependent Variables								
8. Subjective Value Outcomes								
9. Individual Outcome								
10. Joint Outcome	-							
Exploratory Dependent Variables								
11. Negotiation Intentions	.046	-						
12. Partner Expectations	.079	.681**	-					
13. Willingness to Negotiate Again	.115	.089	.219*	-				
Controls								
14. Relationship Familiarity	.113	.150	.259**	.259**	-			
Demographics								
15. Age	.235*	.060	.039	-.108	-.022	-		
16. Work Experience	.216*	.008	-.064	-.153	-.036	.896**	-	
17. Fluency in English	.024	-.132	-.103	-.031	-.022	-.114	-.062	-

Note: *p<.05 **p<.01

Table 16

Study 2: Dyadic Level Means, Standard Deviations and Correlations

Variables	*M*	*SD*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*
Independent Variable										
1. High-Quality Relationship	5.398	.870	-							
2. Relationship Capacity	5.295	.892	.942**	-						
3. Subjective Experience	5.501	.949	.9.49**	.789**	-					
Mediation Variables										
4. Psychological Safety	5.467	.832	.893**	.756**	.929**	-				
5. Integrity Trust	5.564	.829	.862**	.712**	.914**	.890**	-			
6. Integrative Bargaining Behaviours	5.497	.846	.785**	.761**	.725**	.666*	.615**	-		
7. Contentious Distributive Bargaining Behaviours	2.302	1.149	-.168	-.163	-.154	-.131	-.265	-.134	-	
Dependent Variables										
8. Subjective Value Outcomes	5.722	.688	.784**	.685**	.795**	.739**	.729**	.778**	-.272*	-
9. Joint Outcome	.340	.309	.057	.051	.057	.141	.108	.126	-.050	.118
Exploratory Dependent Variables										
10. Negotiation Intentions	4.933	.793	.487**	.521**	.409**	.385**	.345**	.426**	-.050	.345**
11. Partner Expectations	4.777	.887	.584**	.584**	.527**	.494**	.494**	.528**	.049	.424**
12. Willingness to Negotiate Again	6.098	.817	.736**	.649**	.739**	.706**	.706**	.694**	-.198	.798**
Controls										
13. Relationship Familiarity	2.569	1.190	.590**	.524**	.590**	.521**	.521**	.439**	-.066	.391**

Note: *p<.05 **p<.01

Table 16

Study 2: Dyadic Level Means, Standard Deviations and Correlations (continued)

Variables	*9*	*10*	*11*	*12*	*13*
Independent Variable					
1. High-Quality Relationship					
2. Relationship Capacity					
3. Subjective Experience					
Mediation Variables					
4. Psychological Safety					
5. Integrity Trust					
6. Integrative Bargaining Behaviours					
7. Contentious Distributive Bargaining Behaviours					
Dependent Variables					
8. Subjective Value Outcomes					
9. Joint Outcome	-				
Exploratory Dependent Variables					
10. Negotiation Intentions	.087	-			
11. Partner Expectations	.110	.664**	-		
12. Willingness to Negotiate Again	.190	.355**	.407**	-	
Controls					
13. Relationship Familiarity	.104	.272*	.319*	.401**	-

Note: *p<.05 **p<.01

Missing Data. Completion rates across all 4 questionnaires were not ideal due to participants missing class for a variety of reasons (e.g., job interviews), coming late to class, and an unexpected snowstorm that shut down the city (see Table 17 for a summary). Nevertheless, 116 participants completed most of the questionnaires, which resulted in 58 dyads being included in the final set of analyses. The dataset contained less than 10% of missing data, which is acceptable (Hair et al., 2014). A few participants did not answer all the measures comprehensively (summary of missing items: Emotional Carrying Capacity=1, Mutuality=1, Psychological Safety=2, Integrative Bargaining Behaviours=4, Subjective Value Outcomes-Process Factor=4, Subjective Value Outcomes-Relationship Factor=1). In these cases, the averages for the total score were created by dividing the sum of the answered items by the total number of items answered. Using this technique there were still some individuals that had missing values for the main variables of interest (summary of missing total scores: High-Quality Relationship-Total= 2, High-Quality Relationship-Relationship Capacity= 2, High-Quality Relationship-Subjective Experience=2; Psychological Safety=3; Integrity Trust=3; Integrative Bargaining Behaviours =1, Outcome Score=6, Subjective Value Outcomes=1). For the outcome score to be included, both parties were required to report the same deal details which did not happen in a 3 out of the 61 dyads. All data was kept in the analyses.

Table 17

Study 2: Questionnaire Completion Summary

	Questionnaires Administered				
	2 Weeks Prior	1 Week Prior	Negotiation Day		1 Week After
	N_{Q1}	N_{Q2}	N_{Q3}	N_{Q4}	N_{Q5}
Individuals	112	87	114	115	94
Dyads	55	51	56	57	47

Note: N=Participant Number, Q=Questionnaire. The values reported above do not reflects the nature of the data, as some dyads completed one questionnaire without completing the other questionnaires. For example, 34 dyads completed questionnaire 2 and 3, and 37 dyads completed questionnaire 4 and 5.

Outliers. To identify outliers in the data, I followed Hair and colleagues (2014) recommendation to use a cut-off of 2.5 SD for a smaller data set rather than the cut-off of 4 SD for a larger dataset (Hair et al., 2014). Results suggest that outliers were not an issue in the data, therefore, the data points were retained as-is in the analyses (summary of outliers: $Individual_{High\text{-}Quality\ Relationship}$=1 (.862%), $Dyadic_{High\text{-}Quality\ Relationship}$=1 (1.724%), $Individual_{Psychological\ Safety}$=1 (.862%), $Individual_{Integrative\ Bargaining\ Behaviours}$=1 (.862%), $Individual_{Outcome\ Satisfaction\text{-}Rapport}$=5 (4.310%), $Dyadic_{Outcome\ Satisfaction\text{-}Rapport}$=2 (3.448%), Individual Outcome Score=2 (1.724%)).

Construct Discrimination. I used CFAs to confirm the measurement model of the data for this study because I departed from previous uses of the High-Quality Relationship measure, as previously noted in Study 1's Construct Discrimination section. All CFA were assessed using the individual level data.

A CFA assessed the second-order measurement model to confirm that the measurement items loaded onto the scales with which they were associated (see Table 18 for the results). Convergent validity for the constructs in the CFA was met as: (1) factor loadings were above the .5 standardized regression weight and the more stringent criteria of being over .7, apart from one Integrity Trust item which fell below the cut-off, (2) Average Variance Extracted (AVE) coefficient values were above .5 except for Integrity Trust, and (3) Composite Reliability Coefficient values were greater than .7 (Hair et al., 2014). Discriminate validity between the constructs was met as CFAs were run to assess the underlying measurement model of High-Quality Relationships, Psychological Safety, and Integrity Trust. CFAs included unique combinations of each variable to compare whether the items were best characterized as a single factor or separate factors (Hair et al., 2014; see Tables 19-22 for a summary of the results). Consistent with prior research and Study 1, the CFA comparative fit indices for the non-nested

models suggest that High-Quality Relationships, Psychological Safety, and Integrity Trust are best treated as separate constructs in the main analysis (Carmeli et al., 2009).

Table 18

Study 2: Reliability and Validity Analysis for High-Quality Relationships, Psychological Safety, and Integrity Trust

Construct	Indicators	Factor Loadings	Cronbach's Alpha	Average Variance Extracted (AVE)	Composite Reliability (CR)
High-Quality Relationships	ECC1-M4		.952	.770	.982
Relationship Capacity	ECC Total	.778	.924	.709	.829
	T Total	.902			
Subjective Experience	PR Total	.970	.962	.920	.959
	M Total	.949			
Emotional Carrying Capacity (ECC)	ECC1	.746	.899	.660	.906
	ECC2	.845			
	ECC3	.832			
	ECC4	.787			
	ECC5	.848			
Tensility (T)	T1	.919	.945	.811	.945
	T2	.901			
	T3	.914			
	T4	.868			
Positive Regard (PR)	PR1	.876	.919	.796	.921
	PR2	.922			
	PR3	.878			
Mutuality (M)	M1	.865	.955	.846	.957
	M2	.937			
	M3	.943			
	M4	.933			
Psychological Safety	PS1	.860	.927	.674	.925
	PS2	.889			

	PS3	.699			
	PS4	.884			
	PS5	.813			
	PS6	.767			
Integrity Trust	IT1	.820	.742	.462	.885
	IT2	.799			
	IT3	.850			
	IT4	-.036			
	IT5	.862			
	IT6	.850			

Table 19

Study 2: CFA Measurement Model Summary for High-Quality Relationships, Psychological Safety and Integrity Trust

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	1466.970	324	4.527	.175	.166	.184	.000	.511	.581	1628.970	14.165
2. 3 factors	520.205	316	1.646	.075	.063	.086	.000	.91	.925	698.205	6.071

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Table 20

Study 2: CFA Measurement Model Summary for High-Quality Relationships and Psychological Safety

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	1153.094	209	5.517	.198	.187	.209	.000	.475	.566	1285.094	11.175
2. 2 factors	358.893	203	1.767	.082	.068	.095	.000	.911	.928	502.893	4.373

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Table 21

Study 2: CFA Measurement Model Summary for High-Quality Relationships and Integrity Trust

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	1080.007	189	5.174	.202	.191	.214	.000	.457	.556	1206.007	10.487
2. 2 factors	276.065	182	1.516	.067	.050	.083	.046	.940	.953	416.065	3.618

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Table 22

Study 2: CFA Measurement Model Summary for Psychological Safety and Integrity Trust

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	127.709	44	2.902	.129	.103	.155	.000	.874	.916	193.709	1.684
2. 2 factors	69.833	44	1.587	.071	.037	.102	.133	.961	.974	135.833	1.181

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Common Method Variance. As in Study 1, I assessed the presence of common method variance using two statistical methods, Harman's single-factor test (Chang et al., 2010; Podsakoff et al., 2003) and Confirmatory Factor Analysis (Podsakoff et al., 2003). First, an unrotated principal component analysis included scale items for all the variables, including the independent variable (High-Quality Relationship), mediators (Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours), and the outcome variable (Subjective Value Outcomes). Results from Harman's single-factor test showed that a single factor accounted for just less than half of the variance (49.377%). Second, I assessed whether the data was best characterized by a single factor or multiple factors by comparing two CFA models, which included the independent variable (High-Quality Relationship), mediators (Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours), and outcome variable (Subjective Value Outcome) (Podsakoff et al., 2003). CFA fit indices suggest that the data is best characterized as separate factors rather than a single factor ($AIC_{5\ Factor\ Model}$=1939.458, $ECVI_{5\ Factor\ Model}$ =16.865 versus $AIC_{1\ Factor\ Model}$=3050.899, $ECVI_{4\ Factor\ Model}$=26.530; see Table 23 for the CFA results).

Table 23

Study 2: CFA Measurement Model Summary for High-Quality Relationships, Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours and Subjective Value Outcomes

Model	Absolute Fit							Comparative Fit		Model Comparisons	
	χ^2	df	χ^2/df	RMSEA				TLI	CFI	AIC	ECVI
				Estimate	LL	UL	*P*Close				
1. 1 factor	2729.742	945	2.888	.128	.123	.134	.000	.608	.642	2999.742	26.085
2. 5 factors	1588.247	930	1.707	.078	.072	.085	.000	.853	.868	1888.237	16.42

Note: Root Mean Square Error of Approximation (RMSEA), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Akaike Information Criteria (AIC), Expected Cross Validation Index (ECVI).

Tests for Statistical Assumptions. For this data set, I assessed the statistical assumptions of normality and homoscedasticity using the dyadic level variables. The statistical assumptions of linearity and statistical independence of the errors were already discussed in Study 1 (Hayes, 2013). First, the data generally meets the tests of normality, as the skewness and kurtosis values were within the acceptable range (-1.96 and +1.96, George & Mallery, 2010) and most values rejected the Kolmogorov-Smirnov and Shapiro-Wilks test (see Table 24, Hair et al., 2014). Second, a graph of the standardized residuals and standardized predicted values suggests that the condition of homoscedasticity was met.

Table 24

Study 2: Dyadic Level Distribution Characteristics and Testing for Normality

	Shape Descriptors							
	Skewness		Kurtosis		Test of Normality			
Variable	Statistic	Z value	Statistic	Z value	Kolmongrov-Smirnov	*p*	Shapiro-Wilk	*p*
HQR	-.372	-1.127	-.415	-.638	.083	.200	.973	.282
HQR-RC	-.332	-.1.006	-.444	-.683	.081	.200	.978	.452
HQR-SE	-.361	-1.093	-.432	-664	.080	.200	.973	.293
PS	-.004	-.012	-.768	-1.181	.095	.200	.976	.380
IT	.059	.178	-.873	-1.343	.084	.200	.968	.175
IB	-.326	-.987	-.604	-.929	.083	.200	.975	.329
SVI	-.547	-1.657	.318	.489	.091	.200	.973	.274
Joint Outcome	.519	1.572	.104	.16	.088	.200	.958	.067

Note: HQR= High-Quality Relationships, HQR-RC= High-Quality Relationships- Relationship Capacity, HQR-SE= High-Quality Relationships-Subjective Experience, PS=Psychological Safety, IT= Integrity Trust, IB= Integrative Bargaining Behaviours, SVI-R=Outcome Satisfaction-Rapport. The Z values are derived by dividing the statistic by the appropriate standard errors of .330 (skewness) and .650 (kurtosis), N=52.

Multicollinearity. The correlation between the mediators is high and therefore, multicollinearity was examined. Three regressions were run using the dyadic level variables High-Quality Relationships, Psychological Safety, and Integrity Trust. Each variable was included as the dependent variables while the remaining two were included as the independent

variables. VIF values were within the acceptable range to suggest that multicollinearity was not an issue in the data and that a multiple mediation model was an appropriate choice of analysis (dependent variable: $VIF_{High\text{-}QualtiyRelationship}$=5.215, $VIF_{PsychologicalSafety}$=2.429, $VIF_{IntegrityTrust}$=2.864).

Main Analyses

Study 2 had two main aims. The first objective was to provide evidence that existing variations in relationship quality had implications for subsequent levels of Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours, Outcome Attainment and Outcome Satisfaction at dyadic level, thereby extending the individual level findings of Study 1. To this aim, t-tests assessed whether the High and Low-quality Dyads differed on these measures.

The second objective was to provide an additional test of the overall theoretical model regarding the direct and indirect effects of High-Quality Relationships on Integrative Bargaining Behaviours, Outcome Attainment and Subjective Value Outcomes. Initial correlations found a strong positive relationship between the relational variables (High-Quality Relationship, Psychological Safety, Integrity Trust), Integrative Bargaining Behaviours and Subjective Value Outcomes. Outcome Attainment shared no significant correlation with the variables of interest. As in Study 1, due to the high correlation between the variables, the hypotheses were tested within the full serial multiple mediation models in which (1) the dyadic level effects of High-Quality Relationships on Integrative Bargaining Behaviours were considered alongside the mediators Psychological Safety and Integrity Trust, and (2) the dyadic level effects of High-Quality Relationships on Subjective Value Outcomes were considered alongside the mediators Psychological Safety, Integrity Trust, and Integrative Bargaining Behaviours. The direct and indirect relationships amongst variables were assessed using the SPSS macro PROCESS, serial

multiple mediation model (Model 6), with a bootstrapping method sampled at 10,000 times (Hayes, 2013). I report the standardized beta coefficients to interpret the results and report the relative importance of each variable within the model (Hair et al., 2014; Hayes, 2013).

Dyadic Group Comparisons. Table 25 summarizes the Dyadic level comparisons for the independent (High-Quality Relationship), mediating (Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours), and dependent (Subjective Value Outcomes, Joint Outcome) measures. As expected, High-quality Dyads reported higher scores than Low-quality Dyads on Psychological Safety (H_1 supported), Integrity Trust (H_2 supported), Integrative Bargaining Behaviours (H_{4a} supported) and Subjective Value Outcomes (H_{8a} supported). High-quality Dyads reported marginally lower Contentious Distributive Bargaining Behaviours than Low-quality Dyads (H_{4b} partially supported). No differences were found on Joint Outcome (H_{7a} not supported).

Together the results provide evidence that perceptions of relationship quality have implications for a dyad's actual behaviours at the bargaining phase. Dyads who shared higher levels of relationship quality engage in more cooperative negotiation behaviours and report greater Subjective Value Outcomes following the negotiation. However, these behavioural differences did not translate into higher joint outcomes.

Table 25

Study 2: High-Quality Group Comparisons for the Main Dependent Measures

	Low-quality Relationship Dyad		High-quality Relationship Dyad		t-test
	M	SD	M	SD	
Independent Variables					
High-Quality Relationships	4.900	.810	5.862	.645	$t(54)=-4.926^{***}$
Mediators					
Psychological Safety	5.104	.738	5.817	.776	$t(53)=-3.484^{***}$
Integrity Trust	5.207	.726	5.908	.786	$t(53)=-3.429^{**}$
Integrative Bargaining Behaviours	5.152	.911	5.830	.632	$t(55)=-3.276^{**}$
Contentious Distributive Bargaining Behaviours	2.571	1.201	2.043	1.052	$t(55)=1.768$, $p=.083$
Dependent Variables					
Subjective Value Outcomes	5.516	.738	5.920	.583	$t(55)=-2.295^{*}$
Joint Outcome	.300	.294	.375	.322	$t(53)=-.825$

Note: $^{*}p<.05$, $^{**}p<.01$, $^{***}p<.001$

Predicting Integrative Bargaining Behaviours. A serial mediation model assessed whether Psychological Safety and Integrity Trust mediated the effects of High-Quality Relationship on Integrative Bargaining Behaviours while controlling for Partner Familiarity. The overall model was significant ($F(2,52)=41.959$, $R^2=.617$, $p<.001$, see Table 26 for model details). The total effect size of High-Quality Relationship on Integrative Bargaining Behaviours was positive ($\beta_{\text{Total Effect}}=.798$, $t(55)=7.5137$, $p<.001$). Results suggest that High-Quality Relationship has a direct positive effect on Integrative Bargaining Behaviours ($\beta_{\text{Direct Effect}} = .922$, $t(55)=4.349$, $p<.001$, H4a supported). While High Quality Relationship had a direct effect on Psychology Safety and Integrity Trust (H_1 and H_2 supported), neither had a subsequent effect on Integrative Bargaining Behaviours (H_{5a} and H_{6a} not supported). Additionally, no mediation effects were found (H_{5b} and $H_{6b\text{-}c}$ not supported).[13]

Study 2 provides evidence that relationship quality has a direct and unique effect on Integrative Bargaining Behaviours at the dyadic level. This result reflects a behavioural dynamic rather than a perception of a dynamic as Integrative Bargaining Behaviours was assessed immediately following the negotiation and participants reported on their counterpart's behaviours.

[13] A serial mediation model which included Integrity Trust prior to Psychological Safety found no additional indirect effects. The overall model was significant ($F(2,52)=41.959$, $R^2=.617$, $p<.001$). The total effect and the direct effect of High-Quality Relationship in Integrative Bargaining Behaviours was positive ($\beta_{\text{Total Effect}}=.798$, $t(55)=7.513$, $p<.001$; $\beta_{\text{Direct Effect}}=.959$, ($t(55)=4.633$, $p<.001$). No meditation effects were found.

Table 26

Study 2: Regression Coefficients, Standard Errors and Model Summary for the High-Quality Relationship influence on Integrative Bargaining Behaviours Serial Multiple Mediator Model

		M1 (PS)				M2 (IT)				Y (IB)		
Antecedent		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*
X (HQR)	a_1	.898	.073	.000	a_2	.300	.133	.038	c'	.922	.208	.000
M1 (PS)		-	-	-	d_{21}	.592	.133	.000	b_1	-.240	.234	.294
M2 (IT)		-	-	-		-	-	-	b_2	.109	.209	.590
Constant	i_{M1}	.890	.336	.010	i_{M2}	7.07	.344	.004	i_Y	1.392	.535	.012
COV (RF)		-.009	.053	.905		.055	.051	.461		-.028	.076	.790
		R^2=.797				R^2=.816				R^2=.625		
		F(2,52)=102.535, *p*<.001				*F*(3,51)=75.451, *p*<.001				*F*(4,50)=20.907, *p*<.001		

Note: Dyadic level variables. HQR=High-Quality Relationships, PS=Psychological Safety, IT= Integrity Trust, IB= Integrative Bargaining Behaviours. Model Covariates: RF=Relationship Familiarity. a, b, c and covariates=Standardized Coefficients.

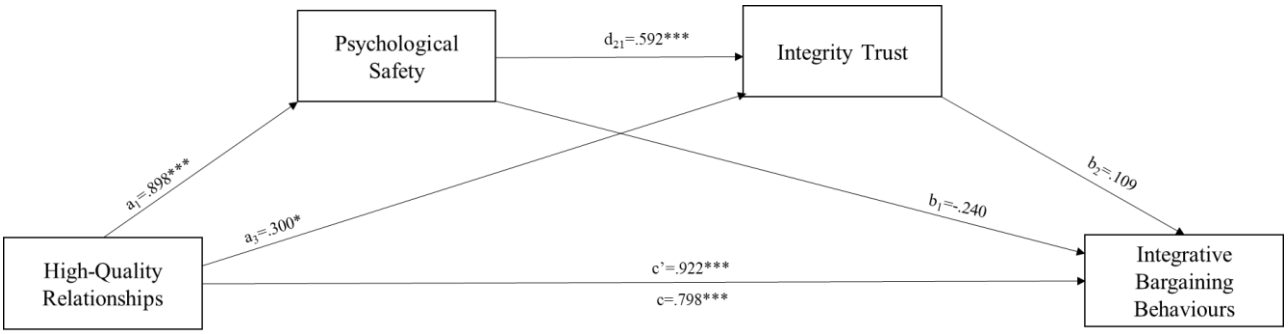

Figure 7. Study 2. Serial Multiple Mediator Model for the Relationship between High-Quality Relationship and Integrative Bargaining Behaviours Mediated by Psychological Safety and Integrity Trust. a, b, c are standardized coefficients. *p<.05, **p<.01, ***p<.001.

Predicting Contentious Distributive Bargaining Behaviours. At the dyadic level, Contentious Distributive Bargaining Behaviours did not share a significance correlation with any of the main relational measures (see Table 15). Furthermore, a t-test found a marginally significant difference between High and Low-quality Dyads on Contentious Distributive Bargaining Behaviours (t(55)=1.768, p=.08, see Table 27 for a summary, H_{4b} partially supported). Overall, participants did not engage in many instances of contentious behaviours, which may have resulted from a generally cooperative population or the negotiation promoting a cooperative orientation in participants. Due to the lack of a shared variance in Contentious Distributive Bargaining Behaviours with High-Quality Relationship, Psychological Safety, Integrity Trust, Integrative Bargaining Behaviours and Subjective Value Outcomes, I did not explore these associations further in a mediation model. In this negotiation, High-Quality Relationship was related to, but did not significantly affect, Contentious Distributive Bargaining Behaviours.

Predicting Subjective Value Outcomes. A serial mediation model assessed whether Psychological Safety, Integrity Trust and Integrative Bargaining Behaviours mediated the effects

of High-Quality Relationship on Subjective Value Outcomes while controlling for Partner Familiarity. The overall model was significant ($F(2,52)=42.755$, $p<.001$, $R^2=.621$, see Table 27 for results summary, and Figure 7). The total effect size of High-Quality Relationship on Outcome Satisfaction was significant ($\beta_{\text{Total Effect}}=.845$, $t(55)=8.002$, $p<.001$), while the direct effect was not significant ($\beta_{\text{Direct Effect}}=.286$, $t(55)=1.260$, $p>.05$). That the effects of High-Quality Relationship on Subjective Value Outcomes were mediated by Integrative Bargaining Behaviours (Effect=. 254) and serially mediated by Psychological Safety and Integrity Trust (Effect=. 222, see Table 28 for indirect path summary, H_1, H_2 and $H_{8a\text{-}b\&e}$ supported, $H_{8c\text{-}d}$ not supported).[14] Each mediating path contributed a relatively equal portion to the effect of relationship quality on Subjective Value Outcomes.

Participants relied on the more immediate interaction to formulate their negotiation satisfaction, as well as their global evaluations about the relationship climate (Psychological Safety) and their negotiation partner (Integrity Trust). The mediation path through Integrative Bargaining Behaviours is in line with prior research that examined the effects of social motivation on Subjective Value Outcomes. Similarly, Acar-Burkay, Schei and Warlop (2020) tested the effects using a sample of business students in a negotiation simulation. The additional serial mediation path through Psychological Safety and Integrity Trust highlights the unique effects of social judgments on Subjective Value Outcomes. This path has been suggested in the research but has yet to be found at the interpersonal level (e.g., Roussin & Webber, 2012). In this negotiation, both Psychological Safety and Integrity Trust were needed for High-Quality

[14] A serial mediation model which included Integrity Trust prior to Psychological Safety found no additional indirect effects. The overall model was significant ($F(2,52)=42.755$, $p<.001$, $R^2=.621$). The total effect of High-Quality Relationship on Subjective Value Outcomes was positive while the direct effect was not significant ($\beta_{\text{Total Effect}}=.845$, $t(55)=8.002$, $p<.001$; $\beta_{\text{Direct Effect}}=.286$, $t(55)=1.260$, $p>.05$).The mediation path through Integrity Trust (Effect=.347, SE=.154, LLCI=.057, ULCI=.672) and Integrative Bargaining Behaviours (Effect=.254, SE=.116, LLCI=.036, ULCI=.488) were significant. No other mediation effects were found.

Relationships to enhanced Subjective Value Outcomes. Implications are discussed in the following section.

Table 27

Study 2: Regression Coefficients, Standard Errors and Model Summary for the High-Quality Relationship Influence on Subjective Value Outcomes Serial Multiple Mediator Model

		M1 (PS)				M2 (IT)				M3 (IB)				Y (SVI)		
Antecedent		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*
X (HQR)	a_1	.898	.073	.000	a_2	.300	.133	.038	a_3	.922	.208	.000	c'	.286	.181	.213
M1 (PS)		-	-	-	d_{21}	.592	.133	.000	d_{31}	-.240	.234	.294	b_1	-.009	.176	.963
M2 (IT)		-	-	-		-	-	-	d_{32}	.109	.209	.590	b_2	.417	.156	.028
M3 (IB)		-	-	-		-	-	-		-	-	-	b_3	.275	.105	.038
Constant	i_{M1}	.890	.336	.010	i_{M2}	.70	.344	.049	i_{M3}	1.392	.535	.012	i_Y	1.514	.424	.000
COV (RF)		-.009	.053	.905		.055	.051	.461		-.028	.076	.790		-.118	.057	.235
		R^2=.797				R^2=.816				R^2=.625				R^2=.694		
		F(2,52)=102.535, *p*<.001				*F*(3,51)=75.451, *p*<.001				*F*(4,50)=20.907, *p*<.001				*F*(5,49)=22.249, *p*<.001		

Note: Dyadic level variables. HQR=High-Quality Relationships, PS=Psychological Safety, IT=Integrity Trust, IB= Integrative Bargaining Behaviours, SVI=Subjective Value Outcomes. Model Covariates: RF=Relationship Familiarity. a, b, c and covariates=Standardized Coefficients.

Table 28

Study 2: Standardized Path Model Summary for the High-Quality Relationship influence on Subjective Value Outcomes Serial Multiple Mediator Model

Path	Effect	SE[b]	95% LLCI[b]	95%ULCI[b]
Total Indirect Effects				
HQR→ SVI-R	.558	.193	.164	.918
Indirect				
HQR→PS→ SVI-R	-.008	.176	-.372	.332
HQR→ IT→ SVI-R	.125	.095	-.012	.350
HQR→IB→ SVI-R	.254	.116	.033	.486
HQR→PS→ IT→SVI-R	.222	.123	.025	.504
HQR→PS→ IB→SVI-R	-.059	.066	-.198	.073
HQR→IT→ IB→SVI-R	.009	.032	-.025	.103
HQR→PS→ IT→ IB→SVI-R	.016	.039	-.056	.106

Note: Indirect effects Bootstrapped SE, LLCI and UPCI. Dyadic level variables, HQR=High-Quality Relationships, PS=Psychological Safety, IT= Integrity Trust, IB=Integrative Bargaining Behaviours, SVI=Subjective Value Outcomes. b=Indirect effects Bootstrapped.

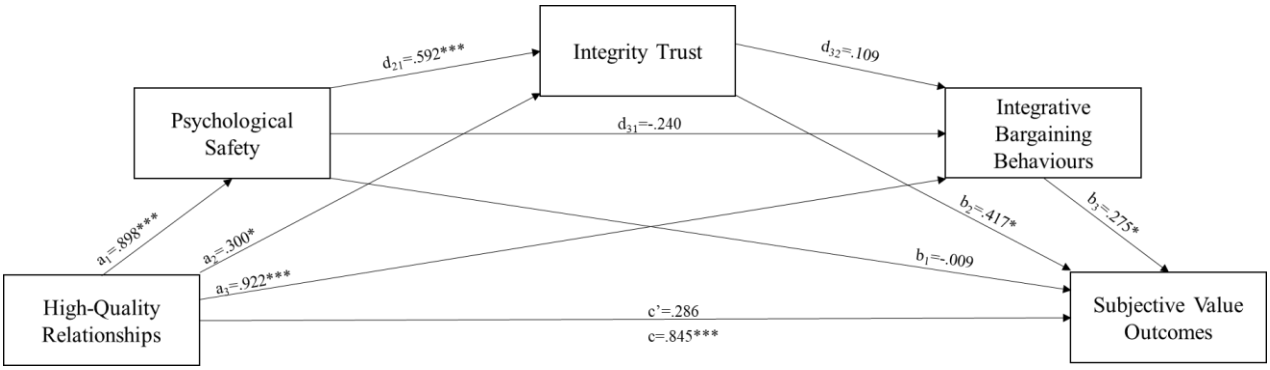

Figure 8. Study 2. Serial Multiple Mediator Model for the Dyadic Level Relationship between High-Quality Relationship and Subjective Value Outcomes Mediated by Psychological Safety, Integrity Trust, and Integrative Bargaining Behaviours. a, b, c are standardized coefficients. **p*<.05, ***p*<.01, ****p*<.001

Predicting Dyadic Economic Outcomes. At the dyadic level, negotiation outcome scores (Individual Outcome, Joint Outcome) did not correlate with the independent (High-Quality Relationship) nor the mediating (Psychological Safety, Integrity Trust, Integrative

Bargaining Behaviours) measures (see Table 18 for the individual and dyadic level correlations respectively). Furthermore, a t-test found no significant difference between High and Low-Quality Dyads on Joint Outcome attainment ($t(53)=-.825$, $p>.05$, see Table 27 for a summary). Therefore, I did not test this relationship further in a mediation model. In this negotiation, High-Quality Relationship did not affect the negotiation outcomes (H_{7a-d} not supported). I suspect that the motivation to achieve higher outcomes may have been low among the participants because there were not sufficient consequences tied to the negotiation outcomes.

Supplementary Analyses

Assessing High-Quality Relationship Scores Across Time. A 2 (Relationship Quality Dyad: Low versus High) * 2 (Time: Immediately After the negotiation versus 1 week after the negotiation) Repeated ANOVA assessed whether High-Quality Relationship, Psychological Safety and Integrity Trust scores changed following the negotiation using the individual level data. Relationship Quality Dyad was a manipulated between-subject variable and Time was a within-subject variable. Results confirmed a between-subject main effect for High-Quality Relationship, Psychological Safety and Integrity Trust scores, such that High-quality Dyads reported higher scores on all three measures compares compared to Low-quality Dyads (High-Quality Relationship: $M_{\text{Low-quality Dyad (LD)}}=5.056$, $SD_{LD}=.114$, $M_{\text{High-quality Dyad (HD)}}=5.796$, $SD_{HD}=.105$, $F(1,89)=22.882$, $p<.001$, Psychological Safety: $M_{LD}=5.192$, $SD_{LD}=.120$, $M_{HD}=5.804$, $SD_{HD}=.111$, $F(1,89)=13.921$, $p<.001$, Integrity Trust: $M_{LD}=5.633$, $SD_{LD}=.123$, $M_{HD}=6.396$, $SD_{HD}=.114$, $F(1,89)=22.882$, $p<.001$)[15]. There was no within-subject main effect for High-Quality Relationship and Psychological Safety ($F_{\text{High-Quality Relationship}}(1,89)=.004$, $p>.05$, $F_{\text{Psychological Safety}}(1,89)=.144$, $p>.05$). In contrast, Integrity Trust scores increased in the week

[15] The reported means and standard deviations for the Repeated ANOVA may differ the ones reported in Table 15 because only participants who completed both questionnaires were included in this analysis.

following the negotiation for both the High and Low-quality Dyads (M_{LD}=5.605, SD_{LD}=.090, M_{HD}=6.425, SD_{HD}=.106, $F(1,89)=63.976$, $p<.001$). There were no effect for the interaction between Time and Relationship Quality Dyad ($F_{\text{High-Quality Relationship}}(1,89)=1.283$, $p>.05$, $F_{\text{Psychological Safety}}(1,89)=.016$, $p>.05$, $F_{\text{Integrity Trust}}(1,89)=1.493$, $p>.05$).

Results support the assumption that relationship quality is stable when dyads share equal levels of high or low relationship quality perceptions as noted in *Relationship Quality at Work* section of the dissertation. Integrity Trust increased following the negotiation suggesting that such interactions provide valuable information about a partner's trustworthiness at 6 months into the relationship (e.g., Kruglanski, 1970; Malhotra & Murnighan, 2002; Strickland, 1958; Gill et al., 2005).

Exploratory Variables. Prior to the negotiation, results from t-tests showed that High-quality Dyads held more cooperative intentions and expectations that their partners would be more cooperative compared to Low-quality Dyads. 1 week following the negotiation, High-quality Dyads were more interested in negotiating again with one another compared to Low-quality Dyads. Results from serial mediation models assessed the unique effects of High-Quality Relationship on each, while considering the additional effects of Psychological Safety, Integrity Trust, and Relationship Familiarity. While High-Quality Relationship, Psychological Safety and Integrity Trust were correlated with Negotiation Intentions and Expectations, only relationship quality had a strong direct effect on these pre-negotiation intentions and expectations. The results do not support previous theorizing that Psychological Safety and Integrity Trust would have a direct effect on such behavioural expectations (e.g., Edmondson & Lei, 2014; Lewicki & Polin, 2013).

Willingness to Negotiate Again following the negotiation was positive correlated with High-Quality Relationships, Psychological Safety, Integrity Trust, and Integrative Bargaining Behaviours. Results from a serial mediation model showed that the effects of High-Quality Relationships on Willingness to Negotiate Again were mediated through a serial path of Psychological Safety and Integrity Trust (See Appendix K for a summary of the exploratory analyses).

Together these results provide evidence that relationship quality have implications for a dyad's pre-negotiation behavioural intentions and expectations which translate to actual integrative bargaining behaviours during the negotiation. High-Quality Relationship helps maintain their professional relationships by increasing their desire to negotiate together again. Collectively, the present findings provide additional support that relationship quality has important implications for the negotiations that occur between professionals in on-going relationships.

Discussion

The main objective for Study 2 was to show that pre-existing variations in relationship quality have implications for a negotiating pair. Dyads that shared higher levels of relationship quality engaged in more Integrative Bargaining Behaviours (H_{4a}) and fewer Contentious Distributive Bargaining Behaviours (H_{4b}). Following the bargaining phase, higher levels of relationship quality resulted in greater Subjective Value Outcomes (H_{8a}) but had no impact on the outcomes attained ($H_{7a\text{-}d}$). I suspect that the main reason why relationship quality did not impact outcomes attainment is because participants were not sufficiently motivated to maximize their outcomes during the simulation (e.g., no consequences were tied to the negotiation outcomes). Nevertheless, I expect that the effects of relationship quality on economic outcomes

would become significant when considering the outcomes attained across multiple negotiations. Relationship quality enhanced the negotiation process and social psychological outcomes, and this has been shown to enhance the outcomes of subsequent negotiations (e.g., Curhan et al., 2009; Curhan et al., 2010).

I tested the hypothesis that Psychological Safety and Integrity Trust would mediate the positive relationship between High-Quality Relationship and Integrative Bargaining Behaviours at the dyadic level. The dyadic comparisons revealed that higher levels of relationship quality were associated with higher levels of Psychological Safety (H_1), Integrity Trust (H_2), and Integrative Bargaining Behaviours (H_{4a}) captured one week later. However, the results from a multiple mediation model found that High-Quality Relationship had a direct positive impact on Integrative Bargaining Behaviours (H_{4a} supported). While Psychological Safety and Integrity Trust were positively correlated with Integrative Bargaining Behaviours (H_{5a}, H_{6a}), they did not have a direct or mediating effect for Integrative Bargaining Behaviours (H_{5b}, H_{6b}). Relationship quality reflects the reservoir of behaviours available to a professional dyad based on their past experiences. It is noteworthy that these results are consistent between both studies, as Study 2 captured newer relationships in a negotiation simulation and Study 1 captured established professional relationships at work.

I tested the hypotheses that the positive relationship between High-Quality Relationship and Subjective Value Outcomes would be mediated by Psychological Safety, Integrity Trust, and Integrative Bargaining Behaviours at the dyadic level. Results revealed that the positive effect of High-Quality Relationships on Subjective Value Outcomes was mediated by Integrative Bargaining Behaviours (H_{8b}) and serially mediated by Psychological Safety and Integrity Trust (H_{8e}). Early in relationships, negotiators consider equally the immediate interaction (Integrative

Bargaining Behaviours) as well as their global evaluations about the relationship climate (Psychological Safety) and their negotiation partner (Integrity Trust). These independent paths are likely to be important early on in a relationship's development because negotiators rely on the behavioural exchange as an additional source of evidence to judge that a favourable negotiation has taken place before the social judgments have fully formed and can be relied upon.

It should be noted that following the negotiation, Integrity Trust was the only relational dynamic that increased. It is possible that as professionals get to know their counterparts better and trustworthiness judgments become more solidified (e.g., Gill et al., 2005), Integrity Trust will share a strong association with relationship quality and no longer be associated with Psychological Safety. At this point in the relationship development phase, the mediating path through Integrity Trust may replace the serial path through Psychological Safety and Integrity Trust, as found in Study 1.

Study 2 provides several additional insights about the High-Quality Relationship construct. First, Study 2 provides empirical evidence that relationship quality can be assessed at the individual and dyadic level. Second, despite most students knowing each other for half a year, the relationships developed in the classroom varied on the measure of relationship quality. These variations were stable in the short term. High-Quality Relationship scores remained constant 1 week following a negotiation exercise for both high- and low-quality groups, suggesting that a negotiating pair needs to go outside of their habitual repertoire of behavioural exchanges to change relationship quality perceptions. This supports the earlier assumption articulated in the *Relationship Quality at work* section that symmetrical perceptions of relationship quality are likely to be stable across time. Finally, High-Quality Relationship is

directly related to Integrative Bargaining Behaviours and related to Contentious Bargaining Behaviours to a lesser extent.

Importantly, Study 1 and Study 2 provide consistent evidence that relationship quality impacts the negotiation processes and outcomes (see Table 29 for a summary of the results and hypotheses). Study 1 and Study 2 corroborate the finding that High-Quality Relationships have a direct and positive effect on Integrative Bargaining Behaviours. Both studies also find that High-Quality Relationships has an overall positive effect on Subjective Value Outcomes, but results differ on the paths through which these effects occur. Specifically, Study 1 found that the effects between relationship quality and Subjective Value Outcomes were mediated through Integrity Trust. Study 2 found that the effects were mediated through Integrative Bargaining Behaviours and serially mediated through Psychological Safety and Integrity Trust. There are some relational and situational differences between the studies which can contextualize these differences. First, the average relationship reported in Study 1 lasted for a significantly longer amount of time and had a slightly higher level of familiarity than the relationships reported in Study 2 (Study 1: $M_{\text{Relationship Length}}$=4.18 years, $M_{\text{Relationship Familiarity}}$=3.5 versus Study 2: $M_{\text{Relationship Length}}$ =.5 year, $M_{\text{Relationship Familiarity}}$=2.53). Participants in Study 1 likely had more certainty in their relational and social evaluations because they had known their partners for longer, and therefore were more likely to rely on these social judgments when evaluating the negotiation process and relationship. In contrast, participants in Study 2 were likely to focus on Psychological Safety, Integrity Trust and the behavioural exchange during the negotiation because they were less likely to be confident in their relational and social evaluations (Gill et al., 2005). Second, Study 1 examined professional relationships in work situations, while Study 2 examined student relationships in a negotiation simulation. Study 1 captured relationship dynamics in an

environment where interpersonal risk and reputation consequences are likely to be more salient. As a result, Study 1 could have captured the indirect effects between High-Quality Relationships and Subjective Value Outcomes as mediated by a judgment specific to a counterpart, Integrity Trust. While the findings are generally consistent between both studies, I explore the implications of these differences in the following section.

Table 29

Study 1 and Study 2 Results and Hypotheses Summary

Independent Measure	Dependent Measure	Hypotheses	Study 1	Study 2
High-Quality Relationships				
	Psychological Safety	H_1	Positive direct effect	Same
	Integrity Trust	H_2	Positive direct effect	Same
Psychological Safety				
	Integrity Trust	H_{3a-b}	Positive association: Psychological Safety precedes Integrity Trust in the serial mediation models	Same
High-Quality Relationships				
	Integrative Bargaining Behaviours	H_{4a} H_{5a-b} H_{6a-b}	Positive direct effect, no mediation effects (via Psychological Safety nor Integrity Trust)	Same
	Contentious Distributive Bargaining Behaviours	H_{4b}	N/A	Positive direct effect
	Individual and Joint Outcomes	H_{7a-d}	N/A	No effects
	Subjective Value Outcomes	H_{8a-e}	Overall positive effect: negative direct effect and mediation path through Integrity Trust	Overall positive effect: no direct effect and mediation path through Integrative Bargaining Behaviours and serial path through Psychological Safety and Integrity Trust
	<u>Exploratory Dependent Variables</u>			
	Pre-negotiation Planning Behaviours		Positive correlation; No direct effects	N/A
	Pre-negotiation Intentions		N/A	Positive direct effect
	Pre-negotiation Partner Expectations		N/A	Positive direct effect
	Post-negotiation Monitoring		Positive correlation; No direct effects	N/A

Post-Negotiation Willingness to Negotiate Again	N/A	Positive association; Overall positive effects: no direct effect and serial mediation path through Psychological Safety and Integrity Trust

Note: Summary of hypotheses: Hypothesis 1: Relationship Quality will be positively associated with Psychological Safety. Hypothesis 2: Relationship Quality will be positively associated with Integrity Trust. Hypothesis 3a: Psychological Safety will be positively associated with Integrity Trust. Hypothesis 3b: Psychological Safety and Integrity Trust will be a serial mediating path. Hypothesis 4a: Relationship Quality will be positively associated with a participant's use of Integrative Bargaining Behaviours (integrative information sharing, creating value, process management). Hypothesis 4b: Relationship Quality will be negatively associated with a participant's use of Distributive Bargaining Behaviours (use of threats, references to power). Hypothesis 5a: Psychological Safety will be positively associated with Integrative Bargaining Behaviours. Hypothesis 5b: Psychological Safety will mediate the positive association between Relationship Quality and Integrative Bargaining Behaviours. Hypothesis 6a: Integrity Trust will be positively associated with Integrative Bargaining Behaviours. Hypothesis 6b: Integrity Trust will mediate the positive association between Relationship Quality and Integrative Bargaining Behaviours. Hypothesis 6c: Psychological Safety and Integrity Trust will serially mediate the positive association between Relationship Quality and Integrative Bargaining Behaviours. Hypothesis 7a: Relationship Quality will be positively associated with Joint Outcomes. Hypothesis 7b: Relationship Quality will be positively associated with Individual Outcomes. Hypothesis 7c: Integrative Negotiation Behaviours will mediate the positive association between Relationship Quality and Joint Outcomes. Hypothesis 8a: Relationship Quality will be positively associated with Subjective Value Outcomes. Hypothesis 8b: Integrative Bargaining Behaviours will mediate the positive association between Relationship Quality and Subjective Value Outcomes. Hypothesis 8c: Psychological Safety will mediate the positive association between Relationship Quality and Subjective Value Outcomes. Hypothesis 8d: Integrity Trust will mediate the positive association between Relationship Quality and Subjective Value Outcomes. Hypothesis 8e: Psychological Safety and Integrity Trust will serially mediate the positive association between Relationship Quality and Subjective Value Outcomes.

Chapter Five: General Discussion and Conclusions

By exploring how relationship quality impacts negotiations between colleagues, the present work brings together the research on the relational variables high-quality relationships, psychological safety, and integrity trust. The synthesis of these lines of inquiry extends our knowledge about the impact of professional relationships on negotiations, the consequences and mechanisms through which relationship quality impacts negotiation behaviours and outcomes, as well as clarifies what defines a good workplace relationship. This dissertation's results contribute to a better understanding of the high-quality relationship construct and the negotiations that happen within on-going professional relationships. Below I outline the theoretical contributions and managerial implications, discuss my approach's strengths and limitations, and finally identify avenues for future research.

Theoretical Contributions

This dissertation's primary objective was to place relationship quality at the centre of negotiation theorizing and specify how relationship quality impacts negotiation processes and outcomes. In doing so, I generate empirical evidence that can be used to theorize further and explore a historically under-researched organizational phenomenon (e.g., Greenhalgh, 1987; Valley et al., 1995). This dissertation goes beyond previous research on relationships and negotiations, which have generally only considered relationship type in buyer-seller scenarios and focused on relationships as relevant to a limited set of negotiation bargaining behaviours (e.g., compromise, willingness to engage in concessions, information sharing) and outcomes (e.g., distribution of resources, economic outcome attainment). By focusing on the negotiations between professionals in on-going relationships, I highlight the role that relationship quality has on a broader range of bargaining behaviours and social psychological outcomes. These factors

are important to the negotiation process and outcomes, as it pertains to attainment, deal implementation and relationship maintenance (e.g., Jang et al., 2018; Curhan et al., 2006). In this section, I review the theoretical implications of the results for the research on high-quality relationship and on negotiations and professional relationships.

By extending the applicability of the high-quality relationship construct to the negotiations that occur within on-going professional relationships, I provide a number of insights about the construct itself, implications for a broader range of work behaviours, and identify novel mechanisms through which relationship quality can impact professionals at work. First, results provide further evidence that perceptions of relationship quality can be assessed at the individual and dyadic level, remain relatively stable in the short-term, including following a negotiation, and vary significantly within a group while holding constant the relationship length. In turn, variations in relationship quality have implications for the process and outcomes of interdependent work situations as early as 6 months into the relationship.

Second, the present results extend the applicability of high-quality relationships from learning behaviours to negotiation behaviours at work (e.g., Carmeli et al., 2009; Carmeli & Gittell, 2009). Relationship quality is likely to impact a broader range of work behaviours and outcomes than previously considered in the research (e.g., cooperative intentions and expectations, desire for relationship maintenance).

Third, by establishing the impact of high-quality relationships on subjective value outcomes in a theoretical model that considers multiple social and behavioural mediators, I identify integrity trust and integrative bargaining behaviours as two novel mechanisms as well as identify a sequential path through psychological safety and integrity trust. To date, prior research has only explored the mediating role of psychological safety on organization learning behaviours

(e.g., Carmeli et al., 2009; Carmeli & Gittell, 2009). Interestingly, results also suggest that relationship quality can impact outcomes through various mechanisms as relationships develop. For example, in newer relationships, integrative bargaining behaviours, social perceptions that negotiators hold about their counterpart (Integrity Trust) and the relational social climate (Psychological Safety) mediate these effects for social psychological outcomes. While in more established relationships, only social perceptions about the counterpart (Integrity Trust) mediate these effects.

This dissertation highlights the importance of making distinctions between relational dynamics and social attributions, and measuring relationship quality explicitly when theorizing and researching professional relationships. Furthermore, these findings can inform the broader research on professional relationships by providing empirical evidence that relationship quality has implications for interdependent work processes and outcomes. As recently noted by Dutton and Ragins (2017), "Workplaces and work itself are increasingly interdependent, making connecting the norm and relationships the means by which work occurs. Sustainable organizational performance and effective individual development are therefore increasingly dependent on the quality of relationships between people at work."

While early negotiation theory stressed the importance of professional relationships on negotiation processes (e.g., Greenhalgh, 1987; Salacuse, 1998), there have only been two studies that have examined the impact of relationship quality on negotiations (Bagarozzi, 1982; Greenhalgh & Chapman, 1998). The present dissertation extends this research and provides a framework for understanding how professionals negotiate by using relationship quality as a unifying variable (Berscheid et al., 1989). Furthermore, this dissertation provides empirical evidence that relationship quality has a strong positive impact on cooperative behaviours in

negotiations and outcome satisfaction, consistent with prior theorizing that professionals prioritize relational dynamics and social outcomes when negotiating in relationships. Below, I discuss the impactions that relationship quality has on integrative bargaining behaviours and negotiation outcomes.

The present research extends prior work to show that relationship quality is a unique construct that reflects a reservoir of cooperative behaviours available to professional colleagues during interdependent work interactions. Past studies have shown that relationship type had implications for two of the three main dimensions of integrative negotiation behaviours, information sharing and value creation behaviours in buyer-seller scenario negotiations (Greenhalgh & Gilkey, 1993; Mannix et al., 1995; Bagchi et al., 2016; O'Connor et al., 2005; Patton & Balakrishnan, 2010). An initial study on relationship quality showed that it enhances information sharing (Greenhalgh & Chapman, 1998). Across two studies involving professionals and graduate students, relationship quality had a direct positive effect on all three main dimensions of integrative negotiation behaviours, including integrative information sharing, value creation, and relationship management behaviours. In the first study, which included professionals, it is noteworthy that the unique effects of relationship quality on integrative bargaining behaviours were present even after controlling for the influence of relational characteristics (relationship length, relationship familiarity), counterpart trustworthiness perceptions (integrity trust), the relational social climate (psychological safety), and social dynamics at the organization level (organizational trust, organization rank). In contrast, prior research on relationship type theorized that relational norms (e.g., reciprocity expectations) governed behavioural cooperation during negotiations (e.g., O'Connell, 1984; Austin, 1980; Sondak & Moore, 1993). The present results suggest that past experiences with a colleague, as

measured by relationship quality, facilitate cooperative behaviours at the interpersonal level. Specifically, integrative bargaining behaviours are enhanced when a relationship contains higher levels of relationship capacity and positive subjective experiences.

The current findings add to our understanding of how professional relationships impact negotiation outcomes. Previous research suggested that relationships could benefit economic outcomes when negotiators engaged in the behavioural strategies needed to create and claim value (e.g., Ben-Yoav & Pruitt, 1984; Bagchi et al., 2016; O'Connor et al., 2005). While relationship quality enhanced integrative bargaining behaviours and marginally lowered contentious bargaining behaviours, this did not impact outcome attainment and instead enhanced subjective value outcomes. Despite not finding an effect of relationship quality on economic outcomes, I do not rule out this possibility given that previous research has found a positive association (e.g., Greenhalgh & Chapman, 1998). Furthermore, subjective value outcomes have been shown to enhance economic and non-economic measures important to organizations, such as future economic outcomes, job attitudes and turnover intentions (Curhan et al., 2006; Curhan et al., 2009; Curhan et al., 2010). Future research would benefit by explicitly exploring the situational conditions under which relationship quality benefits economic and non-economic outcomes throughout repeated exchanges.

The full serial mediation model assessing the effects of relationship quality on subjective value outcomes received mixed support. While both studies found that relationship quality had an overall positive effect on subjective value outcomes, the results differed on the direct and indirect paths through which relationship quality impacted subjective value outcomes. In newer relationships, the effects of relationship quality were fully mediated by integrative bargaining behaviours and serially mediated through psychological safety and integrity trust. In more

established relationships, a negative direct effect of relationship quality on subjective value outcomes became positive with the mediation path through integrity trust.

Overall, the studies suggest that the effects of relationship quality and subjective value outcomes form early in a relationship through multiple mediation paths. At this stage of the relationship, negotiators consider both the immediate interaction and their social judgments. As professionals engage in repeated interactions and develop more informed judgments about their counterparts, then the mediating path through social judgments about the counterpart exerts the greatest influence on subjective value outcomes. At this stage of the relationship, negotiators have high trust expectations of their counterparts, and professionals need to act consistently with the set of values (e.g., honesty and fairness) that their counterparts have come to expect. If these expectations are not met during the negotiation, it will result in low levels of subjective value outcomes, and a potential trust violation may occur (Kim, Dirks Cooper & Ferrin, 2006; Robinson, Dirks & Ozcelik, 2004).

It should be noted that the discrepancy between the studies suggests that the mechanisms through which relationship quality impacts subjective value outcomes may differ based on the relationship's development stage and/or the contextual factors associated with the negotiation. I believe that the discrepancies between the two studies are best explained in terms of the relationship's development stage for several reasons, while noting that the effects resulting from the contextual factors cannot be ruled out with the present data. Professionals in Study 1 had known their counterparts for an average of 4 years, and the work situations involved higher interpersonal risk and reputational consequences. By comparison, the graduate students in Study 2 had known their counterparts for 6 months, and the social risks associated with an in-class negotiation simulation is minimal at best. I suspect that the difference between the studies is best

understood in terms of the relationship stage because in Study 2 following the negotiation, all dyads reported higher integrity trustworthiness perceptions and the individual paths related to integrity trust were all significant (e.g., relationship quality to integrity trust to subjective value outcomes). Therefore, I suspect that with repeated interactions, integrity trust would become a significant mediator replacing all other mediating paths. Future research can build on these discrepancies to explore whether a relationship's development stage and/or the contextual risks moderate the effects of relationship quality on subjective value outcomes.

Although the previous decade has seen an increased interest in the social psychological outcomes of negotiations and their benefits (e.g., Curhan et al., 2009; Curhan et al., 2010), little is still known about its antecedents and the social mechanisms that enhance such outcomes in negotiations (e.g., Curhan & Brown, 2010; Olekalns & Smith, 2018; Acar-Burkay et al., 2020). The present research adds to the growing research on social psychological outcomes by identifying relationship quality as a novel relational antecedent of subjective value outcomes, and providing evidence that integrity bargaining behaviours, psychological safety, and integrity trust can enhance subjective value outcomes. These results corroborate Acar-Burkay, Schei and Warlop's (2020) findings that integrative bargaining behaviours (e.g., rapport building factors and asking questions) mediate the effects of relational antecedents (social motivation) on outcome satisfaction. However, the results extend this work by suggesting that the paths through which relational antecedents impact subjective value outcomes may vary based on the stage of the relationship's development and the degree to which a situation has high interpersonal risk.

Given the limited research on the negotiations among professionals, I explored the impact of relationship quality on an additional set of behavioural measures at the pre- and post-negotiation phase. Relationship quality was found to impact a broad range of negotiation

behaviours, including planning behaviours, negotiation intentions, partner expectations, post-negotiation monitoring and willingness to negotiate again. At the pre-negotiation stage, greater relationship quality levels resulted in higher cooperative behavioural intentions and expectations about a counterpart's cooperative behavioural intentions. These pre-negotiation behavioural intentions translated to actual behaviours during the bargaining phase. Following the negotiation, higher relationship quality levels resulted in lower monitoring behaviours and a greater desire to negotiate again. When relationship quality is present, professionals do not need to engage in behaviours related to managing interpersonal risk. Thus, they can focus on cooperating with their counterparts and completing the task at hand. These results collectively suggest that relationship quality has implications for a broad range of negotiation behaviours and outcomes.

Managerial Implications

The current study offers several implications for managers and organizations who seek to strengthen professional relationships and improve collaboration on negotiations and interdependent work tasks. The present research suggests that by strengthening relationship quality among colleagues, managers can enhance instances of integrative behaviours and subjective value outcomes. To this aim, managers can build the relational capacity between colleagues by implementing training programs that strengthen employees' abilities to form and maintain high-quality relationships. In the context of negotiation, this would mean emphasizing a different repertoire of negotiation strategies for new and more established relationships. For new relationships, managers can emphasize the use of integrative behaviours, sending cues to enhance a counterpart’s psychological safety, and acting fairly to increase integrity trust perceptions. In more established relationships, managers can emphasize that employees engage

in behaviours that maintain high levels of integrity trust outside of the negotiation to benefit future negotiations.

Professionals can also be coached to monitor the relationship quality among peers actively and develop the skill sets required to enhance relationship's relational capacity and subjective experience functions. When relational capacity is lacking, professionals need to develop skills that enhance their ability to engage with positive and negative emotions, withstand difficult conversations, and be open to new ideas. When subjective experience is lacking, professionals need to develop skills related to helping their counterpart feel understood and respected, and make sure they are sufficiently reciprocating their colleague's commitment and efforts to the relationship. Understanding how experiences inform people's relational judgments helps employees to take a long-term view of relationships and better identify how their actions enhance or undermine their counterpart's relationship quality perceptions.

At an organization level, managers can implement practices that facilitate and strengthen the relationship capabilities within the organization. Baker and Dutton (2007) recommend using HR practices to facilitate high-quality relationships at work by selecting employees who can create strong work relationships based on their relational skills. To ensure that employees form high-quality relationships once they join the organization, HR can use socialization practices to facilitate the formation of quality relationships with new team members, deepen the existing relationships, reward relational skills, and use relational meeting practices. Organizations can further support high-quality relationships by strengthening coordination and knowledge sharing among employees (Gittell, 2002, 2008). Such practices would include incorporating boundary spanner roles, creating inclusive cross-functional meetings, and sharing cross-functional routines that map out the flow of tasks for participants and the connections between them. Practices that

focus on the relational aspects of work are likely to enhance coordination among employees and subsequently improve performance quality and efficiency (Gittell, 2008).

Limitations and Suggestions for Future Research

There are some limitations in my dissertation. First, both studies captured the main independent and dependent variables in one survey, which could have resulted in common method bias and multicollinearity (Podsakoff et al., 2003). The study's primary objective was to generate empirical evidence to show that relationship quality had implications for negotiations by asking participants to reflect on their existing relationships. Therefore, I chose to test the theoretical model with a professional population and then replicate the main findings with an MBA population. In Study 1, I chose to capture all the measures in one survey because I anticipated that asking professionals to complete two surveys would drop completion rates. Study 1 included a measure of social desirability in the analyses to control for potential demand effects (Podsakoff et al., 2003). In Study 2, I created high and low-quality relationship dyads based on participants existing relationships and intended to separate the independent and dependent measures by survey and time. However, external circumstances (e.g., MBA participants missing class and coming late, an exceptional snowstorm) interfered with the data collection process and dropped the completion rates for one of the questionnaires. As a result, I again tested the theoretical model using the independent and dependent measures captured in the survey following the negotiation. Considering potential limitations, I assessed common method variance and multicollinearity using statistical methods (Hair et al., 2014) and showed that neither was an issue in the data. I also used a full meditation model to test the theoretical model, which allowed me to consider complimentary and/or competing effects between the relational variables (Hayes, 2013). Overall, I am confident that common method variance and

multicollinearity was not a severe issue in the data. However, given that past studies have used the survey design to examine the effects of high relationship quality and psychological safety on work behaviours (e.g., Carmeli et al., 2009), future research would benefit from taking methodological steps to collect the main measures at two time points and making research design choices that allow researchers to isolate the effects of each variable (e.g., longitudinal or experimental design).

A related issue concerns the directionality of the relational variables, high-quality relationships, psychological safety, and integrity trust. I propose a theoretical order from high-quality relationships, to psychological safety, to integrity trust, to negotiation behaviours. While the literature generally notes that relationship quality helps develop psychological safety and integrity trust (e.g., Carmeli et al., 2009; Lewicki & Polin, 2013), one could also argue that feeling psychological safety or thinking that a counterpart is trustworthy encourages and enables more high-quality relationships. This possibility cannot be ruled out with the present data. The choice to place relationship quality is a theoretical one, which is in line with previous research showing that high quality relationship precedes psychological safety (e.g., Carmeli et al., 2009). The analysis also supports this theoretical choice. I tested the theoretical model in a full multiple mediation model, which allowed me to identify each variable's unique effects while considering any shared associations between the mediators and the independent variable (Hayes, 2013). I used a full serial meditation model to identify whether the mediators shared a relationship (Hayes, 2013), and alternated the positions between psychological safety and integrity trust to show that psychological safety consistently proceeds integrity trust in the model. Overall, the model results were consistent between two populations who had relationships last on average of 4 years and 6 months, respectively. Therefore, I am confident of the theoretical model in the

negotiation context and the findings' generalizability. Future research is needed to explore this important issue of causality.[16]

Another avenue for future research concerns the varying ways that relationship quality impacts negotiations based on a relationship's stage. Does relationship quality impact negotiation processes and outcomes in the same manner for newer versus more established relationships? As mentioned earlier, results from Study 1 and Study 2 suggest that the paths through which relationship quality impacts subjective value outcomes differ based on the relationship stage. These findings point to an interesting nuance regarding how professional relationships evolve and the mechanisms through which relationship quality impacts negotiations. Future research would benefit from following professional relationships using a carefully controlled longitudinal design to understand how high-quality relationships, psychological safety and integrity trust co-evolve. In addition, while I focused on negotiation dyads that shared equally high and low relationship quality perceptions, future studies may also explore how symmetrical and asymmetrical perceptions impact the trajectory of professional relationships. To this aim, researchers would benefit from understanding how the economic and social outcomes impact a relationship's development across multiple interactions.

Finally, future researchers can also benefit from examining the situational factors that increase and decrease interpersonal risk salience, and its subsequent impact on high-quality relationships and related mechanisms. High-quality relationship mechanisms may not influence work outcomes equally across all situations. For example, past research finds that psychological safety is an important mechanism of high-quality relationships in the context of organizational

[16] There is some evidence of reverse directionality in the data collected. However, statistically significant results are not informative in and of themselves. Questions of the causality between the relational variables is a theoretical choice that is best addressed by a study designed to examine this issue. Researchers can use a longitudinal design and/or the experimental method to better understand the causal relationship between relationship quality, psychological safety, and integrity trust.

learning behaviours (e.g., Carmeli et al., 2009), however in the negotiation context, I found that it played a smaller role. Additionally, the impact of integrity trust as it pertains to high-quality relationships' effects on negotiation process and outcomes may be less impactful in work situations where there are verification and enforcement mechanisms, when power is asymmetrical rather than equal, and the importance of outcomes vary (e.g., Lewicki & Polin, 2013; Szulanski, Cappetta, & Jensen, 2004). Beyond varying situational factors, future researchers may want to manipulate and explicitly measure interpersonal risk salience as it relates to relationship quality and work performance. By understanding how situations impact relationships and interpersonal risk salience, researchers will be able to identify important situational moderators that impact and constrain the effects of relationship quality on work outcomes.

Conclusions

While business negotiations often happen within the context of on-going relationships, scholars have yet to develop a relational-based framework for understanding how professional relationships impact negotiations (e.g., Valley et al., 1995). A relational lens to negotiations challenges the way that scholars typically study negotiations by requiring that researchers place relationships at the center of their theorizing and consider the impact of relationships on both the economic and social psychological consequences of negotiations. A relational lens requires that scholars use a long-term framework to explore why and how professionals make trade-offs within and between negotiations. That success is defined in terms of a dyad's collective economic and non-economic outputs throughout an entire relationship. In better understanding the relational concerns that professionals have when negotiating, scholars can explore how good and productive workplace relationships can be further strengthened because of a negotiation. To

this aim, I proposed and provided support for a relational-based model of negotiations that uses relationship quality as an orienting variable to explain how relationships impact the negotiation process and outcomes. The paradigm shift towards placing relationship quality at the centre of business negotiations is exciting because it humanizes workplace relationships and allows scholars to generate insights that can benefit employees' social experiences and improve work outcomes.

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Appendix A

Study 1 Questionnaire

Situation Recall

I am interested in learning about a recent interaction (within the last 45 days) where you had to negotiate something with a colleague. For the purpose of this study, choose a colleague with whom at the time of this interaction: 1) you were familiar with, 2) had experience working together, 3) expected to have future interactions, and 4) were of equal rank in the work situation (e.g., not necessarily in the job title, but in representing positions in the negotiation).

Most work tasks that require coordination with others are a form of negotiation. Negotiations are decision-making situations where two parties work to generate an agreement. There are many negotiation interactions you might think of. Examples provided by prior participants include: preparing business proposals, developing work plans, changing policies and procedures, developing strategic initiatives, revising budgets, and writing contracts.

Now, please identify a recent one-on-one work situation where you needed to negotiate with a colleague and this turned out to be a ***positive experience*** *[negative experience] irrespective of the outcome (e.g., you'd categorize the experience as good, favourable, and/or satisfactory) [(e.g., you'd categorize the experience as bad, unfavourable and/or unsatisfactory)]. This negotiation should have had future implications for both your colleague and yourself, and/or your respective department(s). The negotiation could have led to an agreement, disagreement, or no agreement.*

1. In a few sentences, briefly describe the issue(s) discussed:

Pre-Negotiation Planning Behaviours (1- Not at all: 7 - To a great extent)

Before meeting with your colleague, rate the extent to which you engaged in the following behaviours:

1. I prepared for the interaction.
2. I clarified what issues were more or less important to me.
3. I anticipated my colleague's needs and concerns.
4. I prepared counterarguments to potential objectives my colleague might have

Negotiation Bargaining Behaviours (Adapted Weingart et al., 2004; 1 - Not at all: 7 - To a great extent)

During the interaction, rate the extent to which you engaged in the following behaviours:

1. I shared what issues were more or less important to me.
2. I asked questions to understand what issues were more or less important to my colleague.
3. I spoke honestly.
4. I explicitly questioned the validity of my colleague’s arguments.
5. I was accepting of my colleague's solutions.
6. I proposed solutions that addressed my colleague’s needs and/or concerns.
7. I suggested compromises we could both make (e.g., split the difference).
8. I suggested contingent options (e.g., I would complete a task if my colleague delivered on a separate task).

9. I made one-sided concessions (e.g., I just let my colleague have their preferred date on the project deadline).
10. I conceded on an issue in exchange for a future favour.
11. I let my colleague know the consequences of not complying or implementing my solutions.
12. I expressed gratitude to my colleague (e.g., thank them for their work or opinion

Post-negotiation Monitoring Behaviours (1 - Not at all: 7 - To a great extent)
After the work interaction, rate the extent to which you engaged in the following behaviours as relevant to the work or issue(s) discussed during the interaction:

1. I provided the same level of support to my colleague as any other employee would in my job position.
2. I went beyond what is required by my job to help my colleague.
3. I monitored the quality of my colleague's work.
4. I kept an eye on my colleague's behaviours and work in case this might negatively impact my reputation at work.
5. I monitored my colleague's behaviours and work in the event that they might take advantage of me.

Social Value Inventory (Adapted to a general work situation, Curhan et al., 2006, 7- point likert scale, descriptors vary based on the items)
Thinking about the outcome of the work interaction:
Instrumental Outcome factor (e.g., 1 - Not at all; 4- Moderately; 7 - Perfectly)

1. How satisfied are you with your own outcomes - i.e., the extent to which the terms of your agreement (or lack of agreement) benefit you?
2. Do you feel like you forfeited or "lost" in this negotiation?
3. Do you think the terms of your agreement are consistent with principles of legitimacy or objective criteria (e.g., common standards of fairness, precedent, industry practice, legality, etc.)?

Thinking about the process of the work interaction:
Process Factor (e.g., 1 - Not at all; 4- Moderately; 7 - Perfectly)

4. Would you characterize the negotiation process as fair?
5. How satisfied are you with the ease of reaching an agreement?
6. Did your colleague consider your wishes, opinions, or needs?

Thinking about your colleague in the work interaction:
Relationship Factor (e.g., 1 - Extremely negative; 4- Neither negative nor positive; 7 - Extremely positive)

7. What kind of "overall" impression did you colleague make on you?
8. Did the interaction make you trust your colleague?
9. Did the interaction build a good foundation for a future relationship with your colleague?

High-Quality Relationships (Carmeli et al., 2009; 1 – Not at all: 7 - Extremely)
Rate the extent to which each statement applies to your professional relationship with your colleague overall.
Sub-Factor: Relationship Capacity
Emotional Carrying Capacity

1. My colleague and I do not have any difficulty expressing our feelings to each other.
2. We are not afraid to express unpleasant feelings at work.
3. Whenever either of us expresses an unpleasant feeling, they always do so in a constructive manner.
4. If someone gets upset with the other, they know that their counterparts will try to understand them.
5. I am able to express my frustrations without offending my colleague.

Tensility

6. We cope well with the conflicts we experience at work.
7. We cope well with the tensions we experience at work.
8. We cope well with the pressures experienced at work.
9. Even during times of stress and pressure, we always manage to find effective solutions.

Connectivity

10. We are always open to listening to new ideas.
11. We are very open to diverse influences, even if they come from unconventional sources, such as new employees, customers, etc.
12. We are attentive to new opportunities that can make our system more efficient and effective.
13. We know how to accept people who are different.

Sub-Factor: Relationship Subjective Experience

Positive Regard

14. I feel that my colleague likes me.
15. I feel that my colleague and I try to develop a meaningful relationship with one another.
16. I feel that my colleague understands me.

Mutuality

17. The relationship between my colleague and myself is based on mutual exchanges.
18. We are committed to one another at work.
19. There is a sense of empathy among my colleague and myself.
20. I feel that my colleague and I do things for one another (within the bounds of work).

Psychological Safety (Adapted Edmondson, 1999; 1 - Strongly Disagree: 7 - Strongly Agree)

Rate the extent to which you agree or disagree with the following statements as they apply to your professional relationship with your colleague overall.

1. We are able to bring up problems and tough issues.
2. It is easy to ask for help.
3. My colleague would not deliberately act in a way that undermines my efforts.
4. Working with my colleague, my unique skills and talents are valued and utilized.
5. It is safe to take a risk in this professional relationship.
6. If I make a mistake, I am not concerned that it will be held against me as a later time.

Integrity Trustworthiness (Mayer & Davis, 1999; 1 - Strongly Disagree: 7 - Strongly Agree)

Rate the extent to which you agree or disagree with the following statements as they apply to your professional relationship with your colleague overall.

1. My colleague has a strong sense of justice (e.g., fairness).
2. I never have to wonder whether my colleague will stick to their word.

3. My colleague tries hard to be fair in dealings with others.
4. My colleague's actions and behaviours are not very consistent. (R)
5. I like my colleague's values (e.g., reliability).
6. Sound principles (a code of ethics) seem to guide my colleague's behaviours.

Social Desirability Scale Marlowe-Crowne Form A (Reynolds, 1982, True: False)
Listed below are a number of statements concerning personal attitudes and traits. Read each item and decide whether the statement is true or false as it pertains to you personally.

1. It is sometimes hard for me to go on with my work if I am not encouraged.
2. I sometimes feel resentful when I don't get my way.
3. No matter who I'm talking to, I'm always a good listener.
4. There have been occasions when I took advantage of someone.
5. I'm always willing to admit when I make a mistake.
6. I sometimes try to get even rather than forgive and forget.
7. I am always courteous, even to people who are disagreeable.
8. I have never been annoyed when people expressed ideas very different from my own.
9. There have been times when I was quite jealous of the good fortune of others.
10. I sometimes get irritated by people who ask favours of me.
11. I have never deliberately said something that hurt someone's feelings.

Relationship Length (1 year intervals, less than a year: 20 years)

1. How long have you known your colleague?

Relationship Familiarity (5 point likert scale, 1- Not at all: 5- Very)

1. How familiar are you with your colleague?

Relationship Status (Yes; No)

1. Do you currently work with your colleague?

Recall Valence (7 point bipolar scale, 1-negative: 7- positive)

1. Overall, how positive or negative would you rate the work interaction described in Part 1?

Deal Outcome

1. How would you best characterize the outcome of the interaction described in Part 1:
    a. an agreement
    b. no agreement
    c. disagreement

Indecent Time Period (1 week intervals, Less than a week ago: 7+ weeks ago)

1. When did the work situation that you describe at the beginning of this study take place?

Level in the Organization

1. At the time of this work situation, what was your role's level in the organization?
    a. Junior-level Employee (e.g., business assistant, research associate, junior accountant)

    b. Mid-level Employee (e.g., project manager)
    c. Senior-level Employee (e.g., senior project manager)
    d. Low-level Management (e.g., supervisor, section lead)
    e. Medium-level Management (e.g., general manager, branch manager, department manager)
    f. Top-level Management (e.g., director, president, vice-president, C-level)
2. At the time of this work situation, what was your colleague's role level in the organization?
    a. Junior-level Employee (e.g., business assistant, research associate, junior accountant)
    b. Mid-level Employee (e.g., project manager)
    c. Senior-level Employee (e.g., senior project manager)
    d. Low-level Management (e.g., supervisor, section lead)
    e. Medium-level Management (e.g., general manager, branch manager, department manager)
    f. Top-level Management (e.g., director, president, vice-president, C-level)

Organization Details

1. How many years of full-time work experience do you have at this organisation? (1 year intervals, less than a year; 21+ years)
2. What was the size of the organization that you worked for at the time:
    a. Small businesses (1 to 99 employees)
    b. Medium-sized businesses (100 to 499 employees)
    c. Large businesses (500 employees or more)
3. What industry best characterizes the organization that you worked for at the time:
    a. Agriculture and Mining
    b. Business Services (e.g., HR, accounting, legal, marketing, etc.)
    c. Customer Service
    d. Computer and Electronics
    e. Education
    f. Energy and Utilities
    g. Financial Services
    h. Government
    i. Health, Pharmaceuticals and Biotech
    j. Manufacturing
    k. Media and Entertainment
    l. Non-profit
    m. Real Estate and Construction
    n. Retail
    o. Software and Internet
    p. Technology
    q. Telecommunications
    r. Transportation and Storage
    s. Travel Recreation and Leisure
    t. Wholesale and Distribution
    u. Other

4. Generally, do you trust your work colleagues at this organisation to live up to their commitments: (5 point likert scale, 1- not at all: 5 - to a great extent)

Demographics

1. Gender
    a. Female
    b. Male
    c. Non-binary/third gender
    d. Prefer not to say
2. Age
    a. Less than 19
    b. 20-29
    c. 30-39
    d. 40-49
    e. 50-59
    f. 60 and over
3. Education Level
    a. High school graduate, diploma or the equivalent (for example: GED)
    b. Some college credit, no degree
    c. Trade/technical/vocational training
    d. College
    e. Bachelor's degree
    f. Master's degree
    g. Professional degree
    h. Doctorate degree
4. How many years of full-time work experience do you have? (1-year intervals, 1: 30+)
5. Current Employment Status
    a. Full-time employed
    b. Part-time employed
    c. Self-employed
    d. Out of work and looking for work
    e. Out of work but not currently looking for work
    f. A student
    g. Retired
    h. Unable to work
    i. Other
6. Ethnicity
    a. Asian or Pacific Islander
    b. Black or African American
    c. Caribbean
    d. Hispanic or Latino
    e. Indigenous or Native American
    f. Middle Eastern or Arab
    g. South Asian or Indian American
    h. White or European
    i. Other

7. Fluency in English (1-Not fluent: 10 – Fully fluent)

Appendix B

Study 1: Supplementary Analyses for Exploratory Dependent Measures

Predicting Pre-Negotiation Planning Behaviour

Pre-negotiation Planning Behaviours shared a small positive correlation with High-Quality Relationship and Psychological Safety (r=.264 and r=.332 respectively, See Table 2). Therefore, a serial mediation model assessed whether Psychological Safety and Integrity Trust mediated the effects of High-Quality Relationship on Pre-negotiation Planning Behaviours, while controlling for Relationship Length, Relationship Familiarity, Organization Rank, Work Experience, Organizational Level Trust and Social Desirability. The overall model was not significant ($F(7,67)=1.243$, $p>.05$, $R^2=.115$). While High-Quality Relationship was positively correlated with Pre-negotiation Planning Behaviours (r= .264, $p<.05$), it did not uniquely contribute to instances of Pre-negotiation Planning Behaviours.

Predicting Post-Negotiation Monitoring

Post-negotiation Monitoring Behaviours shared a small negative correlation with High-Quality Relationship, Psychological Safety, and Integrity Trust (r=-.308 to -.310, See Table 2). A serial mediation model assessed whether Psychological Safety and Integrity Trust mediated the effects of High-Quality Relationship on Post-negotiation Monitoring Behaviours, while controlling for Relationship Length, Relationship Familiarity, Organization Rank, Work Experience, Organizational Level Trust and Social Desirability. The overall model was not significant ($F(7,67)=.654$, $p>.05$, $R^2=.064$). While High-Quality Relationship was negatively correlated with Post-negotiation Monitoring Behaviours (r=-.310, $p<.01$), it did not uniquely contribute to instances of Post-negotiation Monitoring Behaviours.

Appendix C

Study 2 Questionnaire: 2 Weeks Before the Negotiation

Classmate Relationship Assessment

The following is a list of all your classmates. Please take a moment and assign a value of 1 to 10 that best reflects your relationship on the 2 dimensions of professional relationship. A score of 1 reflects the lowest value for each dimension, while a score of 10 reflects the highest value for each dimension. Relationship Capacity: the degree to which the relationship has Emotional Capacity, Resilience and Openness. Relationship Subjective Experience: the degree to which the relationship has Positive Regard and Reciprocity.

1. Relationship Capacity
2. Relationship Subjective Experience

Demographics

1. Gender
    a. Female
    b. Male
    c. Non-binary/third gender
    d. Prefer not to say
2. Age
3. Education Level
    a. High school graduate, diploma or the equivalent (for example: GED)
    b. Some college credit, no degree
    c. Trade/technical/vocational training
    d. College
    e. Bachelor's degree
    f. Master's degree
    g. Professional degree
    h. Doctorate degree
4. Current Employment Status
    a. Full-time employed
    b. Part-time employed
    c. Self-employed
    d. Out of work and looking for work
    e. Out of work but not currently looking for work
    f. A student
    g. Retired
    h. Unable to work
    i. Other
5. How many years of full-time work experience do you have? (1-year intervals, 1: 30+)
6. What was your last or current full-time work position
    a. Junior-level Employee (e.g., business assistant, research associate, junior accountant)
    b. Mid-level Employee (e.g., project manager)
    c. Senior-level Employee (e.g., senior project manager)

    d. Low-level Management (e.g., supervisor, section lead)
    e. Medium-level Management (e.g., general manager, branch manager, department manager)
    f. Top-level Management (e.g., director, president, vice-president, C-level)
7. Ethnicity
    a. Asian or Pacific Islander
    b. Black or African American
    c. Caribbean
    d. Hispanic or Latino
    e. Indigenous or Native American
    f. Middle Eastern or Arab
    g. South Asian or Indian American
    h. White or European
    i. Other
8. Fluency in English (1-Not fluent: 10 – Fully fluent)

Appendix D

Study 2 Questionnaire: 1 Weeks Before the Negotiation

High-Quality Relationships (Carmeli et al., 2009; 1 – Not at all: 7 - Extremely)
Rate the extent to which each statement applies to your overall relationship with your negotiation partner.

Sub-Factor: Relationship Capacity
Emotional Carrying Capacity

1. My partner and I do not have any difficulty expressing our feelings to each other.
2. We are not afraid to express unpleasant feelings at work.
3. Whenever either of us expresses an unpleasant feeling, they always do so in a constructive manner.
4. If someone gets upset with the other, they know that their counterparts will try to understand them.
5. I am able to express my frustrations without offending my partner.

Tensility

6. We cope well with the conflicts we experience.
7. We cope well with the tensions we experience.
8. We cope well with the pressures experienced.
9. Even during times of stress and pressure, we always manage to find effective solutions.

Sub-Factor: Relationship Subjective Experience
Positive Regard

10. I feel that my partner likes me.
11. I feel that my partner and I try to develop a meaningful relationship with one another.
12. I feel that my partner understands me.

Mutuality

13. The relationship between my partner and myself is based on mutuality.
14. We are committed to one another at work.
15. There is a sense of empathy among my partner and myself.
16. I feel that my colleague and I do things for one another.

Psychological Safety (Adapted Edmondson, 1999; 1 - Strongly Disagree: 7 - Strongly Agree)
Rate the extent to which you agree or disagree with the following statements as they apply to your overall relationship with your negotiation partner.

1. We are able to bring up problems and tough issues.
2. It is easy to ask for help.
3. My negotiation partner would not deliberately act in a way that undermines my efforts.
4. Working with my partner, my unique skills and talents are valued and utilized.
5. It is safe to take a risk in this relationship.
6. If I make a mistake, I am not concerned that it will be held against me as a later time.

Integrity Trustworthiness (Mayer & Davis, 1999; 1 - Strongly Disagree: 7 - Strongly Agree)

Rate the extent to which you agree or disagree with the following statements as they apply to your professional relationship with your colleague overall.

1. My colleague has a strong sense of justice (e.g., fairness).
2. I never have to wonder whether my colleague will stick to their word.
3. My colleague tries hard to be fair in dealings with others.
4. My colleague's actions and behaviours are not very consistent. (R)
5. I like my colleague's values (e.g., reliability).
6. Sound principles (a code of ethics) seem to guide my colleague's behaviours.

Relationship Length (1 year intervals, less than a year: 20 years)

1. How long have you known your negotiation partner?

Relationship Familiarity (5 point likert scale, 1- Not at all: 5- Very)

1. How familiar are you with your negotiation partner?

Overall Positive Relationship Evaluation (**5 point likert scale, 1- None at all: 5- Very much)**

1. How positive is your overall relationship:

Overall Negative Relationship Evaluation (**5 point likert scale, 1- None at all: 5- Very much)**

1. How negative is your overall relationship:

Appendix E

Study 2 Negotiation Role Material Handout: 1 Weeks Before the Negotiation

Web Services Negotiation
Government Services Manager

You are the project manager of the Government Services Group at Toronto Computing, a technology consulting firm that creates custom accounting software solutions for businesses, local governments, and retail banks. The COO of Toronto Computing has asked the engineers in Government Services to merge with the engineers in Business Services. This newly created Web Services Group will be responsible for driving growth in the company. You will meet with the project manager of the Business Services Group to negotiate the details of the merger.

You have identified five issues that you want to discuss during the negotiation: *compensation scheme*, *engineer redundancy plan*, *overall leadership plan*, *team leadership plan*, and *transition time*. Your negotiation is not complete until you reach an agreement on all five of these issues.

As part of your negotiation preparation, you created a points schedule that reflects your preferences. **THE MORE POINTS YOU EARN, THE BETTER YOUR AGREEMENT**.

The goal you've set for yourself is to reach an agreement that provides you with 5,000 points.

Issue 1: Compensation Scheme
Every member of the Web Services Group will be paid using the same compensation scheme. You want a low fixed salary because you are worried that the Web Services Group may underperform while integrating its new members.

Compensation Scheme Options	**Points**
A. 60% fixed salary, 40% bonus	1,250
B. 70% fixed salary, 30% bonus	1,075
C. 80% fixed salary, 20% bonus	900
D. 90% fixed salary, 10% bonus	725
E. 100% fixed salary, 0% bonus	550

Issue 2: Engineer Redundancy Plan
Four engineers will have to be moved to Legacy Services following the merger. You see the merger as an opportunity to move some of your under-performing engineers off the team.

Engineer Redundancy Plan Options	**Points**
A. 0 engineers removed from Business Services, 4 from Government	950
B. 1 engineer removed from Business Services, 3 from Government	850
C. 2 engineers removed from Business Services, 2 from Government	750
D. 3 engineers removed from Business Services, 1 from Government	650
E. 4 engineers removed from Business Services, 0 from Government	550

Issue 3: Overall Leadership Plan
The only two choices for overall leadership of the Web Services Group are to promote you or your counterpart in this negotiation. You would like to be the leader of the Web Services Group.

Overall Leadership Plan Options	**Points**
A. Promote from Business Services	1,100
B. Promote from Government Services	1,600

Issue 4: Team Leadership Plan
The new Web Services Group requires four team leaders. You would like the members of the Government Services Group to run all four of the teams.

Team Leadership Plan Options	**Points**
A. 0 leaders from Business Services, 4 from Government	1,450
B. 1 leader from Business Services, 3 from Government	1,300
C. 2 leaders from Business Services, 2 from Government	1,150
D. 3 leaders from Business Services, 1 from Government	1,000
E. 4 leaders from Business Services, 0 from Government	850

Issue 5: Transition Time
The transition time is the number of months before the two teams are merged. You would like to the merger to happen as quickly as possible.

Transition Time Options	**Points**
A. 3 months	2,100
B. 6 months	1,700
C. 9 months	1,300
D. 12 months	900
E. 15 months	500

Appendix F

Study 2 Negotiation Planning Document Handout: 1 Weeks Before the Negotiation

Web Services Negotiation Planning Document

Name: _____
Role: _____

What issues are most important to you? (list in order of importance as presented in the case)
1.
2.
3.
4.
5.

What is your **Target Goal** (your best case)?

What is your **Reservation Price** (your walk away point)?

What is your opening move/first strategy?

Other important information / considerations:

What issues are most important to your counterpart? (list in order of importance)
1.
2.
3.
4.
5.

What is your counterpart's **Target Goal**?

What is your counterpart's **Reservation Price**?

Appendix G

Study 2 Negotiation Knowledge Handout: 1 Weeks Before the Negotiation

Web Services Negotiation

Negotiation Strategies and Tactics

Here are some common negotiating tactics which may help you in your negotiation. Please read them over carefully. If you have any questions, feel free to ask for clarification from the person running the experiment.

- **Use Persuasive Arguments:** Provide rationale for your position in order to persuade the other person to change their mind about an issue. For example, if it is important to you to have a low temperature for your food products you can argue that if the temperature goes above a certain level the customers will not want to buy your coffee because people find it uncomfortable to drink hot coffee when they are too warm.

- **Exchange Information:** Try to get information about the other party's preferences on specific issues. You can do this directly, by asking a question such as "What issue is most important to you?" or more indirectly, by judging his or her reactions to your offers.

- **Do Not Assume a Zero-Sum Game:** Do not automatically assume that a total gain in profit points for you results in a loss of profit points for the other party.

- **Trade-off Issues:** You and your negotiating partner may place a higher, or lower, value, based on profit points, on the same issue. Trade off issues that are lower in value to you for issues which have higher value. For example, suppose you are negotiating on the amounts of products X and Y you will receive. If each level of X you receive gives you more profit points than each level of Y, offer to take less of Y, the lower valued item, if you can get more of X, the higher valued item.

Appendix H

Study 2 Questionnaire: On the Negotiation Day, Pre-negotiation Assessment

Negotiation Details

1. In the upcoming negotiation, what is your Target Goal (your best case):
2. In the upcoming negotiation, what is your Reservation Point (your walk away point):

Negotiation Intentions (7 point likert scale, 1- strongly disagree: 7- strongly agree)

In the upcoming negotiation, what are your intentions:

1. I will be cooperative.
2. I will be competitive.
3. I willing be forthcoming with information.
4. I am concerned about my negotiation partner's position and needs.
5. I am willing to make concessions.
6. Overall, I trust my negotiation partner.

Negotiation Partner Expectations (7 point likert scale, 1- strongly disagree: 7- strongly agree)

In the upcoming negotiation, what do you expect your partner's intentions to be:

1. My partner will be cooperative.
2. My partner will be competitive.
3. My partner will be forthcoming with information.
4. My partner will be concerned about my position and needs.
5. My partner will be willing to give concessions.
6. Overall, my negotiation partner will trust me.

Appendix I

Study 2 Questionnaire: On the Negotiation Day, Post-negotiation Assessment

Deal Details

1. Did you reach a negotiation agreement?
    a. Yes, we reached a deal
    b. No, we did not reach a deal
2. Issue 1. Compensation Scheme
3. Issue 2. Engineer Redundancy Plan
4. Issue 3. Overall Leadership Plan
5. Issue 4. Team Leadership Plan
6. Issue 5. Transition Time
7. What is your point total:

Social Value Inventory (Adapted to a general work situation, Curhan et al., 2006, 7- point likert scale, descriptors vary based on the items)

Thinking about the outcome of this negotiation:

Instrumental Outcome factor (e.g., 1 - Not at all; 4- Moderately; 7 - Perfectly)

1. How satisfied are you with your own outcomes - i.e., the extent to which the terms of your agreement (or lack of agreement) benefit you?
2. Do you feel like you forfeited or "lost" in this negotiation?
3. Do you think the terms of your agreement are consistent with principles of legitimacy or objective criteria (e.g., common standards of fairness, precedent, industry practice, legality, etc.)?

Thinking about the process of this negotiation:

Process Factor (e.g., 1 - Not at all; 4- Moderately; 7 - Perfectly)

4. Would you characterize the negotiation process as fair?
5. How satisfied are you with the ease of reaching an agreement?
6. Did your colleague consider your wishes, opinions, or needs?

Thinking about your negotiation counterpart:

Relationship Factor (e.g., 1 - Extremely negative; 4- Neither negative nor positive; 7 - Extremely positive)

7. What kind of "overall" impression did your counterpart make on you?
8. Did the interaction make you trust your counterpart?
9. Did the interaction build a good foundation for a future relationship with your counterpart?

Willingness to Negotiate Again (7- point likert scale, 1 – Not at all willing: 7 – Willing to a large extent)

1. How willing are you to negotiate with your counterpart again?

Negotiation Behaviours (Weingart et al., 2004, 7 point likert scale, 1 – Not at all: 7 – to a great extent)

During the negotiation, rate the extent to which your counterpart engaged in the following behaviours:

1. Shared their preferences and priorities
2. Asked about my preferences and priorities
3. Showed that they understood and/or had insight on the issues being discussed
4. Showed concern for my perspective
5. Listened with an open mind
6. Made positive comments
7. Suggested compromises on a single issue (e.g., Compensation)
8. Suggested trade-offs on two or more issues (e.g., Compensation for Transition time)
9. Showed a willingness to concede on some points or issues.
10. Provided arguments for their positions (e.g., provided rationale, evidence, etc.)
11. Asked me to provide support for my position or arguments (e.g., questioned my arguments, asked for additional evidence or clarification, etc.)
12. Made strong arguments against my position
13. Appeared assertive
14. Engaged in warnings or threats (e.g., threatened to walk away, highlighted consequences, etc.)
15. Made references to power (e.g., power related to their role, management's preferences, repercussions related to decisions, etc.)

High-Quality Relationships (Carmeli et al., 2009; 7 point likert scale, 1 – Not at all: 7 - Extremely)

Rate the extent to which each statement applies to your overall relationship with your negotiation partner.

Sub-Factor: Relationship Capacity

Emotional Carrying Capacity

1. My partner and I do not have any difficulty expressing our feelings to each other.
2. We are not afraid to express unpleasant feelings at work.
3. Whenever either of us expresses an unpleasant feeling, they always do so in a constructive manner.
4. If someone gets upset with the other, they know that their counterparts will try to understand them.
5. I am able to express my frustrations without offending my partner.

Tensility

6. We cope well with the conflicts we experience.
7. We cope well with the tensions we experience.
8. We cope well with the pressures experienced.
9. Even during times of stress and pressure, we always manage to find effective solutions.

Sub-Factor: Relationship Subjective Experience

Positive Regard

10. I feel that my partner likes me.
11. I feel that my partner and I try to develop a meaningful relationship with one another.
12. I feel that my partner understands me.

Mutuality

13. The relationship between my partner and myself is based on mutuality.
14. We are committed to one another at work.
15. There is a sense of empathy among my partner and myself.
16. I feel that my colleague and I do things for one another.

Psychological Safety (Adapted Edmondson, 1999; 1 - Strongly Disagree: 7 - Strongly Agree)

Rate the extent to which you agree or disagree with the following statements as they apply to your overall relationship with your negotiation partner.

1. We are able to bring up problems and tough issues.
2. It is easy to ask for help.
3. My negotiation partner would not deliberately act in a way that undermines my efforts.
4. Working with my partner, my unique skills and talents are valued and utilized.
5. It is safe to take a risk in this relationship.
6. If I make a mistake, I am not concerned that it will be held against me as a later time.

Integrity Trustworthiness (Mayer & Davis, 1999; 1 - Strongly Disagree: 7 - Strongly Agree)

Rate the extent to which you agree or disagree with the following statements as they apply to your professional relationship with your colleague overall.

1. My colleague has a strong sense of justice (e.g., fairness).
2. I never have to wonder whether my colleague will stick to their word.
3. My colleague tries hard to be fair in dealings with others.
4. My colleague's actions and behaviours are not very consistent. (R)
5. I like my colleague's values (e.g., reliability).
6. Sound principles (a code of ethics) seem to guide my colleague's behaviours.

Perception of Role Power (7 bipolar scale, Unequal power between the managers: Equal power between the managers)

1. One final question, rate the extent to which you think that the business and government service managers had equal or unequal power in this negotiation.

Appendix J

Study 2 Questionnaire: 1 Week After the Negotiation

High-Quality Relationships (Carmeli et al., 2009; 7 point likert scale, 1 – Not at all: 7 - Extremely)

Rate the extent to which each statement applies to your overall relationship with your negotiation partner.

Sub-Factor: Relationship Capacity

Emotional Carrying Capacity

1. My partner and I do not have any difficulty expressing our feelings to each other.
2. We are not afraid to express unpleasant feelings at work.
3. Whenever either of us expresses an unpleasant feeling, they always do so in a constructive manner.
4. If someone gets upset with the other, they know that their counterparts will try to understand them.
5. I am able to express my frustrations without offending my partner.

Tensility

6. We cope well with the conflicts we experience.
7. We cope well with the tensions we experience.
8. We cope well with the pressures experienced.
9. Even during times of stress and pressure, we always manage to find effective solutions.

Sub-Factor: Relationship Subjective Experience

Positive Regard

10. I feel that my partner likes me.
11. I feel that my partner and I try to develop a meaningful relationship with one another.
12. I feel that my partner understands me.

Mutuality

13. The relationship between my partner and myself is based on mutuality.
14. We are committed to one another at work.
15. There is a sense of empathy among my partner and myself.
16. I feel that my colleague and I do things for one another.

Psychological Safety (Adapted Edmondson, 1999; 1 - Strongly Disagree: 7 - Strongly Agree)

Rate the extent to which you agree or disagree with the following statements as they apply to your overall relationship with your negotiation partner.

1. We are able to bring up problems and tough issues.
2. It is easy to ask for help.
3. My negotiation partner would not deliberately act in a way that undermines my efforts.
4. Working with my partner, my unique skills and talents are valued and utilized.
5. It is safe to take a risk in this relationship.
6. If I make a mistake, I am not concerned that it will be held against me as a later time.

Integrity Trustworthiness (Mayer & Davis, 1999; 1 - Strongly Disagree: 7 - Strongly Agree)
Rate the extent to which you agree or disagree with the following statements as they apply to your professional relationship with your colleague overall.

1. My colleague has a strong sense of justice (e.g., fairness).
2. I never have to wonder whether my colleague will stick to their word.
3. My colleague tries hard to be fair in dealings with others.
4. My colleague's actions and behaviours are not very consistent. (R)
5. I like my colleague's values (e.g., reliability).
6. Sound principles (a code of ethics) seem to guide my colleague's behaviours.

Appendix K

Study 2: Supplementary Analyses for Exploratory Dependent Measures

Dyadic Group Comparisons

Table 30 summarizes the dyadic level comparisons for the exploratory variables (Negotiation Intentions, Partner Expectations, and Willingness to Negotiate Again). Participants reported their Negotiation Intentions and Partner Expectations prior to the start of the negotiation, and their Willingness to Negotiate Again following the negotiation. Prior to the negotiation, High-quality Dyads had more cooperative intentions and expectations of their partners compared to Low-quality Dyads. Following the negotiation, participants in the High-quality Dyads were more interested in negotiating again with each another compared to participants in the Low-quality Dyads. Together the results provide evidence that relationship quality has implications for a dyad's behavioural intentions and actual behaviours during the various phases of the negotiation.

Table 30

Study 2: High-Quality Group Comparisons for the Exploratory Dependent Measures

	Low-quality Relationship Dyad		High-quality Relationship Dyad		t-test
	M	SD	M	SD	
Exploratory Variables					
Negotiation Intention	4.662	.848	5.185	.656	$t(54)=-2.591$*
Partner Expectation	4.485	.898	5.038	.804	$t(53)=-2.409$*
Willingness to Negotiate Again	5.804	.875	6.393	.634	$t(54)=-2.871$**

Note: *$p<.05$, **$p<.01$, ***$p<.001$

Predicting Negotiation Intention

Negotiation Intentions has a significant positive correlation with High-Quality Relationships, Psychological Safety, and Integrity Trust (r=.349-.487, see Table 16). A serial mediation model assessed whether Psychological Safety and Integrity Trust mediated the effects of High-Quality Relationship on Negotiation Intentions while controlling for Relationship Familiarity. The overall model was significant ($F(2,51)=7.936$, $p<.001$, $R^2=.237$, see Table 31 for results summary). The total effect size of High-Quality Relationship on Negotiation Intentions was positive ($\beta_{\text{Total Effect}}=.488$, $t(54)=3.259$, $p<.01$). The direct effect was significant was also positive ($\beta_{\text{Direct Effect}}=.809$,($t(54)=2.638$, $p<.05$). No mediation effects were found. Dyads with higher relationship quality scores held more cooperative intentions prior to the start of the negotiation bargaining phase.

Table 31

Study 2: Regression Coefficients, Standard Errors and Model Summary for the High-Quality Relationship Influence on Negotiation Intentions Serial Multiple Mediator Model

		M1 (PS)				M2 (IT)				Y (NI)		
Antecedent		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*
X (HQR)	a_1	.896	.072	.000	a_2	.316	.137	.032	c'	.809	.282	.011
M1 (PS)		-	-	-	d_{21}	.573	.137	.001	b_1	-.142	.312	.663
M2 (IT)		-	-	-		-	-	-	b_2	-.232	.277	.422
Constant	i_{M1}	.811	.333	.018	i_{M2}	.696	.346	.050	i_Y	2.864	.706	.000
COV (RF)		.005	.052	.946		.059	.051	.427		.012	.101	.932
		R^2=.808				R^2=.817				R^2=.261		
		F(2,51)=107.578, *p*<.001				*F*(3,50)=74.440, *p*<.001				*F*(4,49)=4.344, *p*<.01		

Note: Dyadic level variables. HQR=High-Quality Relationships, PS=Psychological Safety, IT=Integrity Trust, NI=Negotiation Intentions. Model Covariates: RF=Relationship Familiarity. a, b, c and covariates=Standardized Coefficients.

Predicting Partner Expectations

Negotiation Expectations has a significant positive correlation with High-Quality Relationships, Psychological Safety, and Integrity Trust (r=.444-.584, See Table 16). A serial mediation model assessed whether Psychological Safety and Integrity Trust mediated the effects of High-Quality Relationship on Negotiation Expectations while controlling for Relationship Familiarity. The overall model was significant ($F(2,51)=13.201$, $p<.001$, $R^2=.341$, see Table 32 for results summary). The total effect size of High-Quality Relationship on Negotiation Expectations was positive ($\beta_{\text{Total Effect}}=.597$, $t(54)=4.286$, $p<.001$). The direct effect was also positive ($\beta_{\text{Direct Effect}}=.818$, $t(54)=2.859$, $p<.01$). No mediation effects were found. Dyads with higher relationship quality scores expected that their negotiation partners to behave more cooperatively during the bargaining phase.

Table 32

Study 2: Regression Coefficients, Standard Errors and Model Summary for the High-Quality Relationship Influence on Negotiation Expectations Serial Multiple Mediator Model

		M1 (PS)				M2 (IT)				Y (NE)		
Antecedent		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*
X (HQR)	a_1	.896	.072	.000	a_2	.316	.137	.032	c'	.818	.292	.006
M1 (PS)		-	-	-	d_{21}	.573	.137	.001	b_1	-.026	.323	.930
M2 (IT)		-	-	-		-	-	-	b_2	-.237	.286	.379
Constant	i_{M1}	.811	.333	.018	i_{M2}	.696	.346	.050	i_Y	1.832	.730	.015
COV (RF)		.005	.052	.946		.059	.051	.427		-.008	.105	.953
		R^2=.808				R^2=.817				R^2=.356		
		F(2,51)=107.578, *p*<.001				*F*(3,50)=74.440, *p*<.001				*F*(4,49)=6.787, *p*<.01		

Note: Dyadic level variables. HQR=High-Quality Relationships, PS=Psychological Safety, IT=Integrity Trust, NE=Negotiation Expectations. Model Covariates: RF=Relationship Familiarity. a, b, c and covariates=Standardized Coefficients.

Predicting Willingness to Negotiate Again

Willingness to Negotiate Again has a significant positive correlation with High-Quality Relationships, Psychological Safety, Integrity Trust, and Integrative Bargaining Behaviours (r=.694-.736, See Table 16). A serial mediation model assessed whether Psychological Safety, Integrity Trust and Integrative Bargaining Behaviours mediated the effects of High-Quality Relationship on Negotiation Expectations while controlling for Relationship Familiarity. The overall model was significant ($F(3,47)=19.029$, $p<.001$, $R^2=.548$, see Table 33 for results summary) and the total effect of High-Quality Relationship on Willingness to Negotiate Again was positive ($\beta_{\text{Total Effect}}=.755$, $t(54)=6.316$, $p<.001$). However, the direct effect was not significant ($t(51)=1.128$, $p>.05$). The effects of High-Quality Relationships on Willingness to Negotiate Again were mediated through the serial path of Psychological Safety and Integrity Trust (Effect=.255, see Table 34 for summary of paths).

Table 33

Study 2: Regression Coefficients, Standard Errors and Model Summary for the High-Quality Relationship Influence on Willingness to Negotiate Again Serial Multiple Mediator Model

		M1 (PS)				M2 (IT)				M3 (IB)				Y(WN)		
Antecedent		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*		Coeff.	*SE*	*p*
X (HQR)	a_1	.896	.077	.000	a_2	.816	.087	.000	a_3	.796	.107	.000	c'	.304	.247	.265
M1 (PS)		-	-	-		-	-	-		-	-	-	b_1	-.104	.244	.678
M2 (IT)		-	-	-		-	-	-		-	-	-	b_2	.456	.210	.040
M3 (IB)		-	-	-		-	-	-		-	-	-	b_3	.215	.146	.166
Constant	i_{M1}	.903	.366	.017	i_{M2}	1.320	.416	.002	i_{M3}	1.371	.509	.009	i_Y	1.549	.595	.012
COV (RF)		-.031	.055	.708		.060	.062	.522		-.041	.076	.712		-.104	.076	.377
COV (JO)		.094	.184	.171		-.008	.210	.912		.075	.256	.419		.189	.263	.062
		R^2=.787				R^2=.726				R^2=.607				R^2=.614		
		F(3,47)=58.122, *p<.001*				*F*(3,47)=41.646, *p<.001*				*F*(3,47)=24.226, *p<.001*				*F*(6, 44)=11.696, *p<.001*		

Note: Dyadic level variables. HQR=High-Quality Relationships, PS=Psychological Safety, IT=Integrity Trust, IB=Integrative Bargaining Behaviours, WN=Willing to Negotiate Again. Model Covariates: RF=Relationship Familiarity, JO= Joint Outcome. a, b, c and covariates=Standardized Coefficients.

Table 34

Study 2: Standardized Path Model Summary for the High-Quality Relationship influence on Willingness to Negotiate Again Serial Multiple Mediator Model

Path	Effect	SE[b]	95% LLCI[b]	95%ULCI[b]
Total Indirect Effects				
HQR→ WN	.451	.235	-.033	.891
Indirect				
HQR→PS→ WN	-.093	.251	-.644	.365
HQR→ IT→ WN	.117	.116	-.033	.415
HQR→IB→ WN	.215	.169	-.083	.561
HQR→PS→ IT→ WN	.255	.158	.003	.616
HQR→PS→ IB→ WN	-.070	.086	-.277	.056
HQR→ IT→ IB→ WN	.008	.026	-.021	.080
HQR→PS→ IT→ IB→ WN	.018	.044	-.044	.132

Note: Indirect effects Bootstrapped SE, LLCI and UPCI. Dyadic level variables. HQR=High-Quality Relationships, PS=Psychological Safety, IT= Integrity Trust, IB=Integrative Bargaining Behaviours, WN=Willing to Negotiate Again. b=Indirect effects Bootstrapped.