
Ways of Promoting Organisational Integrative Bargaining in Nigeria and Developed Countries

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Abstract

This study adopted Descriptive Research Design with a qualitative approach of data collection through knowledge, attitude, beliefs and opinions of various scholars gathering, including personal experiences of the author to describe the variables under investigation "Ways of Promoting Organisational Integrative Bargaining in Nigeria and Developed Countries". It was discovered that Integrative bargaining also called "interest-based bargaining," "win-win bargaining" is a negotiation strategy in which parties collaborate to find a "win-win" solution to their dispute where both parties interest in the dispute are adequately considered. Among other things, the study recommends that in both organisations globally should always adopt in Integrative Bargaining Strategy with various techniques such as considering outlining each party's needs, identify common goals, brainstorm multiple solutions to the dispute, equal compromising, increase trust between parties involved etc. as ways of settling disputes in organisations globally.

Keywords: *techniques, ways, promoting, organisation, integrative bargaining, disputes, management, union, Nigeria, and developed countries*

Introduction

The word integrative means to join several parts into a whole. Integration implies cooperation, or a joining of forces, to achieve something together. It usually involves a higher degree of trust and a forming of a relationship. Both teams want to walk away feeling they have achieved something that has value. Ideally, this means each team getting what they wanted in the real world of business, the results often tilt in favour of one side over the other (Dictionary.com, 2019). This is because; it is unlikely that both sides will come to the table at equal strength when talks begin. Nonetheless, there are many advantages when both teams take a cooperative approach. Skillful mutual problem-solving generally involves some form of making value-for-value concessions. This is usually in conjunction with creative problem-solving. Generally, an integrative negotiation involves looking to the future. They also tend to involve forging long-term relationships to create mutual gains. Reaching a mutually beneficial outcome is often described as the win-win scenario (Indeed.com, 2019).

Bargaining or negotiation is the process of making joint decisions when the parties involved in negotiation have different and opposing preferences. Negotiation has special significance in situations of conflict, so is integration of everyone and their interest, whether it is conflict between union and management in organizations or between countries such as China and Japan where negotiations may be required to resolve the conflict over disputed island. Conflicts and disagreements are likely to arise in work settings over such diverse matters as wages, performance evaluation, working conditions, job assignments, work schedules and so on (Wikipedia, the free encyclopedia, 2019)

Integrative bargaining (also called "interest-based bargaining," "win-win bargaining") is a negotiation strategy in which parties collaborate to find a "win-win" solution to their dispute. This strategy focuses on developing mutually beneficial agreements based on the interests of the disputants. Interests include their needs, desires, concerns and fears of important to each side. They are the underlying reasons people become involved in a conflict (Spangler , 2019). "Integrative refers to the potential for the parties' interests to be combined in ways that create joint value or enlarge the pie." Potential for integration only exists when there are multiple issues involved in the negotiation. This is because the parties must be able to make trade-offs across issues in order for both sides to be satisfied with the outcome. An "Integrative bargaining "Integrative negotiation" involves a scenario where the interests or objectives of each negotiator is not mutually exclusive. These negotiations contain more than one interest or objective. Often, the interests may be complex and only similar in certain aspects.

As such, the resources claimed or the sources of conflict between the parties are not singular or finite and there is opportunity for both parties to simultaneously improve or further their positions. Therefore, the negotiations are often referred to as "win-win" negotiations. Improvement of one's position does not come at the expense of the counterparty improving her position, so both parties can win. This is in stark contrast to a distributive negotiation in which the resources or finite or the interests or objectives of the parties are at odds (The Businesses Professor, 2019).

An integrative negotiation allows the negotiators to be creative in the negotiation process and create new or additional value for both parties. The breadth of interests allows for unique combinations, which allow the parties to isolate unique value and optimize concessions in the negotiation. Another way of creating value is by undertaking secondary or side negotiations that are separate from but dependent upon the primary negotiation. In any event, value can be created by combining different value propositions in a way that allows a negotiator to alter or affect the other party's interest preference or objectives. In theory, an integrative negotiation allows for an optimal outcome for all parties without leaving any potential value on the table (unclaimed). In some cases, a negotiation may begin as distributive, but it becomes integrative as the parties are able to introduce alternative issues. It simply means additional value is created for both parties without it coming at the expense of the other party (Thakur, 2019).

In interest-based negotiations substance is still important. However, interest-based negotiation also emphasises the importance of relationships, especially if both parties work interdependently; they depend on each other to achieve a common goal or objective. In interest-based negotiations, the intent is to reach a mutually acceptable outcome, something that is mutually beneficial to both parties. The interests of both parties are being met. If a problem does emerge, the parties are hard on the problem and not on the person, and if they do yield, people yield to objective criteria, something that both parties can agree to as being legitimate and fair to each other's interest. The outcome of an interest-based negotiation is one where credibility is built between both parties as they develop a relationship of trust (Katz & McNulty, 1995). Interest-based bargaining has emerged as an alternative strategy to positional bargaining, working as a process to address some of the current issues between union and

management. Interest-based bargaining is fundamentally different from positioning due to the approach it uses by collective bargaining. It implements integrative bargaining as a means to find joint solutions that are mutually beneficial for both labour and management (Boniface & Rashmi, 2012; Boniface & Rashmi, 2013). It has been noted that, over the years, management and unions of various firms globally run into minor and industrial disputes. Many scholars discussed these but, it seems no definite recommended approach and solutions to these regular problems have been made, therefore, the justification for this study.

Statement of the Problem

So many organisations in the past and present do have a lot of disputes and sometimes the disputes result to industrial actions without the appropriate strategies to be adopted to resolving the problems. Management and unions cannot continue to path as “cat and dog” in the obvious event that they both need each other to live. Also, thinking that the other party’s interest is not important in the time of conflict looks untrue. Therefore, the review of literatures to know the ways of promoting organisational integrative bargaining in handling disputes in Nigeria and developed countries.

Ways/Techniques/Strategies/Methods of Promoting Integrative Bargaining or Interest – Based

To promote or encourage integrative bargaining, the following ways, methods, techniques or strategies could be adopted both in Nigeria and developed countries (Thakur, 2019).

1. Outline Each Party’s Needs

Before you present solutions, understand what each party’s specific hopes and concerns are. If you are one of the parties, consider asking the other to discuss what they want and need from the negotiation. If you are the mediator, you can have each party go back and form list single of all their items at a time. This step allows everyone involved to gain many perspectives of the situation to better brainstorm solutions that tailor to all needs of both parties.

2. Identify Common Goals

Discuss what goals both parties have. You could make a list of goals different from what the other parties want and goals that are shared by both sides. Finding common goals can make it easier to work toward a solution.

3. Brainstorm Multiple Solutions

You can also come up with as many ideas as possible when you use integrative negotiation tactics. Both sides can list every solution they can think of and then share them with the other party. This list should include ideas that benefit both you and the other party by completing this step you might increase your chances of getting the other side to agree.

4. Equal Compromising

Equal compromising is where both parties give up the same amount and fairly compromise to reach a solution. Each party’s needs are taken into consideration for the agreement. Take this for example, a furniture vendor says the lowest price they will offer a company for five chairs is ₦3,000, but the customer says the highest they will pay is ₦2,800. The client convinces the vendor to lower the price to ₦2,900 and both parties compromised by giving up their original price and position, shifting ground to make a deal.

5. Bridge Solutions

Bridge solutions are where both parties create new ideas to agree on instead of the original ones they presented. This process works by both sides listing their needs and wants and then everyone thinking of different ideas that meet the requirements of each side which can make both parties feel they are working together to come up with a mutual solution. Take for granted, the marketing department and the information technology department are discussing what information they want to present about their company at a conference. Marketing wants to talk about all the recent accomplishments they achieved, while information technology wants to talk about their progress. However, there is limited time for their allocated slot, so they can only discuss a few points. They write all the talking points for each department and decide they will combine them. The interest of the two departments have to be fairly represented by bridging the presentation which will consist of a campaign the marketing department promoted that showed how successful information technology was at fixing a few issues at the company.

6. Logrolling

Logrolling is an integrative negotiation tactic where parties alternate who gets the more favourable result when there are multiple issues in a conflict. The group may decide that the first party will get their preferred result for the first issue; while the other party gets their preferred result for the second issue and continue this way until all issues have a resolution. For example, several employees are discussing their concerns with their employer about four different issues including break policies, leaving to go to lunch, calling in sick and working from home. They alternate who gets the preferred solution as a way of compromising. This means the employer will stick to their policy of only allowing 15-minute breaks, but the employees can leave work to go to lunch for up to 45 minutes. They continue to alternate preferred resolutions until they discuss all issues.

7. Understanding Parties' Interest and Invent Creative Option

The primary principle of interest-based negotiations is to emerge or get a good understanding of yours and the other party's interests as well as develop or invent creative options that will meet those interests. This approach increases the chance of establishing a good relationship with the other party and achieving outcomes that are mutually beneficial. Persuasive principles or criteria of fairness and legitimacy are used to establish standards for the both parties to agree. Having a good alternative to walk away from is equally important. Finally, effective communication is absolutely critical

8. Prepare the Process That Will Lead to Mutual Beneficial Solution

The interest-based negotiation model in figure 1 below begins with preparation, then leads to a very specific process to reach a mutually beneficial solution. At any time conflict can emerge either in the negotiation or in the preparation process as well. During preparation, strong differences can lead to conflict within the negotiation team. Obviously, it is important to work out these internal differences before engaging in inter-team negotiations. One of the most difficult and embarrassing situations a negotiator can experience is sitting at the table with colleagues who disagree openly before the other party (Katz & McNulty, 1995).

Figure 1: Interest-Based Negotiation Model

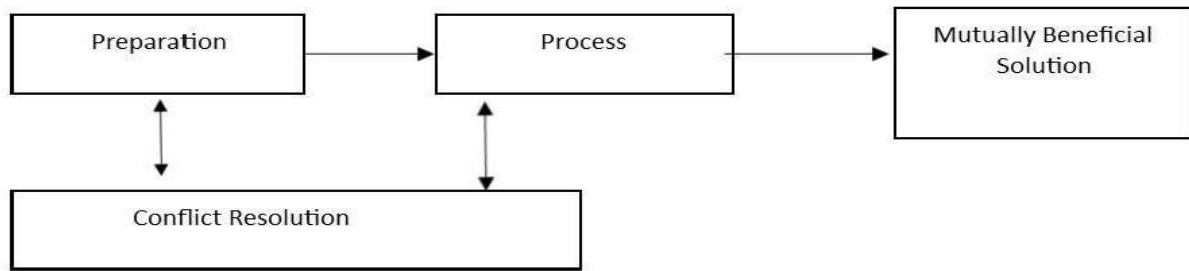


Figure 1: Interest – based negotiation model (Katz et al, 1995)

Negotiation preparation consists of these below seven (7) steps.

1. Identifying the positions.
2. Emerging interests.
3. Developing a problem statement.
4. Brainstorming on the options.
5. Evaluating and selecting the best options.
6. Defining objective criteria.
7. Identifying the best alternative to a negotiated agreement.

During preparation, each of the seven steps is completed using the Prepared Worksheet. When completed, the preparation worksheet serves as a valuable resource to engage the negotiation team in the discussion, identify barriers, surface options that are mutually beneficial and form agreements before they sit down at the table.

9. Increase Trust between Parties Involved

Interest-based bargaining focuses on increasing trust within the labour-management relationship in an effort to help improve the overall collective bargaining process (Leavy, 2015).

Trust is vital for interest-based bargaining to be successful, as each party must be able to believe that they can increase and expose their vulnerability without consequence in order to collaborate to get solutions (Post, 2009). Since the “table” is essentially removed from negotiations in favour of open discussion and multiple solutions, labour and management have to trust that they can throw out multiple means to address issues. The low level of trust that was discussed before could also be an effect of the post- collective bargaining agreement or the power imbalance between labour and management since power has negative effect on the labour-management relationship. The training that labour and management go through is meant to increase these trust levels so that they can work on collaborative solutions during formal negotiations.

10. Parties Should Focus on Interests and Proposes Multiple Avenues to Address Them

During interest-based negotiations, each party is supposed to focus on their interests and propose multiple avenues to address them rather than taking one position and working from that baseline. When one party does not trust the other, they focus solely on having their solution be the one chosen, something that is more typically seen with positional bargaining rather than interest-based bargaining. This is counter to the goals of IBB, since neither side is supposed to “win” but rather each party is supposed to benefit from the solution. The facilitator that is used throughout negotiations is then supposed to ensure that the parties overcome any reversion to

positional. IBB is also a considerably longer bargaining process than positional, as there are multiple solutions to every presented interest that are examined before being removed from consideration (Lobel, 2000). Trust becomes even more important as labour and management continue working towards solutions without a fear of a power being used. As trust continues to improve through training exercises with the use of a facilitator, the openness of negotiations begin to remove the desire of each party to use a threat of power to come to a solution (Cutcher-Gershenfeld & Kochan, 2004).

A party is most likely to exercise power, or threaten to exercise power in an effort to get the other party to accept their position and take a concession. However, it is more difficult to take this course of action if there is a common interest being sought, or when trust has been improved enough to where each party does not want to revert back to the prior damaged relationship

There are four general ways to reach an integrative agreement: cutting the costs of one party, compensating one party for costs incurred, bridging the two parties' positions (commonly referred to as "expanding the pie") and logrolling. When one party wishes to entice a concession from the other, he/she may attempt to cut the costs of her partner's concession, without substantially hurting her own outcome (Kirk, Oettingen & Gollwitzer, 2011).

11. Cutting Cost Tactic

A common cost-cutting tactic is to protect the other party's image, to help one's partner "save face," when a concession may lead to diminished status, a sense of rejection, or a sense of reduced freedom.

12. Encouraging Compromises or Concessions

Encouraging a partner that compromises are in her best interest or that she has participated in the decision to concede, versus conceding due to pressure, are examples. One party can also try to compensate the other for costs of concession either in the same general category (homologous), or in another area altogether (substitute). Swapping a book in exchange for another is an example of homologous compensation. A cash settlement for medical malpractice is an example of substitute compensation. In cost cutting and compensation, one party does not retreat from the proposed position but instead makes an agreement more attractive for the other party.

13. Bridging and Bring New Options to Solve the Problems

The remaining two forms of integrative agreement, bridging and logrolling require both parties to change their positions in order to agree. In bridging, a new option is developed that meets each side's primary needs. For example, if a husband and wife plan a vacation, and the husband wants to go to sight-see in New York but his wife wants to camp near the Delaware Water Gap, a bridging solution would be to go to San Francisco, which has both city options and easy access to camp grounds and hiking trails. In this case, both sides make minor concessions, but a new solution is found that meets each side's main concerns (Kirk, Oettingen & Gollwitzer, 2011).

14. Logrolling or Ability to Trade Issues with Each Other

The latter option, logrolling depends on each side's ability and willingness to trade issues with each other. Parties can achieve higher joint benefits if they make trade-offs on issues that matter differently for each side. Logrolling differs from bridging because it deals with already articulated demands, where bridging requires the use of some new element, not previously discussed. Nevertheless, in both cases it is necessary to make mutual concessions, to compromise on some issues while pursuing others, and such concessions are "most clearly

seen in the case of logrolling”. The task then is to discover trade-off opportunities, and research has shown that there are a number of cognitive, motivational, and emotional barriers (Thompson, Wang & Gunia, 2010).

15. Imagine a Wide Range of Solutions, Explore Solutions of Mutual Benefit

These are the interests that are shared and mutually acceptable to both parties that will mainly lead to the identification of solutions satisfactory for both sides and others that will eventually allow the resolution of the problem or problems. This is the crucial step of negotiation that will lead to an agreement. Often, the parties involved in IBB move quickly at this stage. They tend to think that there is only one possible solution, it being different for each party. Once this solution is identified, it becomes the privileged position and we fall back into the traditional negotiation process, each party trying to convince the other that it is the best solution (Tremblay, 2016).

16. Resolving Disputes and Choosing Solutions Based on Objective Criteria

The first criterion used to assess the accuracy of the solutions is the degree of satisfaction of the parties' interests. Thus, the solution should satisfy both employer and union interests identified in the first step. It is possible that for some issues, it is difficult to find a solution that fully meets all expressed interests. This is often the case for issues such as wages, subcontracting or the number of days off. One should not give up too quickly on this conflict of interests because it is sometimes possible to reconcile interests that at first sight seem irreconcilable. For example, many employers and unions in the private sector have come to reconcile their profitability interests and employee safety by negotiating innovative provisions around work organization. Thus, at the same time, we improve profitability, jobs are preserved and we protect the purchasing power of employees (Tremblay, 2016).

Below figure 2 is a moderated model of Watkins, Michael and Susan Rosegrant for differences between Positioning Bargaining and Integrative Bargaining and how they can transform situations globally if properly applied:

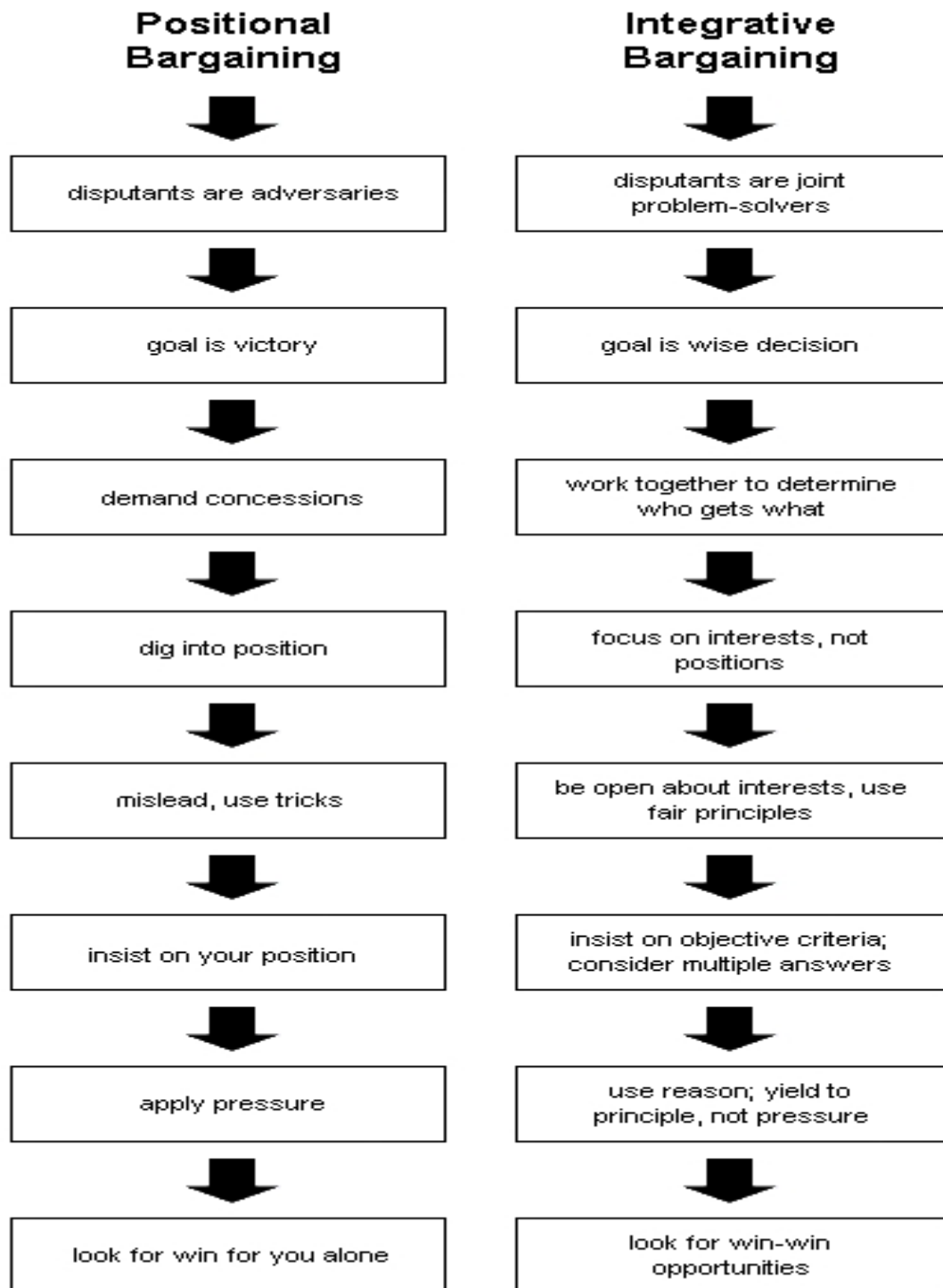


Figure 2: Watkins, Michael and Susan Rosegrant, Breakthrough International Negotiation: How Great Negotiators Transformed the World's Toughest Post-Cold War (Spangler, 2019)

Findings of the study

1. From the various literatures of various scholars reviewed, the study noted both management and unions in every organization if they always give listening ears and see the opponent's interest as sacrosanct during their round table discussions they stand a better chance of resolving their organisational conflicts.
2. From the various scholars' studies reviewed, it was noted that positioning bargaining techniques or strategies are not the best modern organizational conflict resolution

strategies, rather bargaining strategies, where interest of the both parties involved in the dispute are always taken into consideration.

3. From the findings of this study, it means that there are proper and adequate techniques unions and management can adopt to resolve conflict amicably and achieve positive results without necessarily engage in industrial actions

Implication of the Study

1. The implication of this study is that, both management and union in every organization should always give listening ears and see the opponent's interest as sacrosanct when they are on the round table discussing on how to resolve organizational conflicts.
2. From the various scholars' studies reviewed, its imply that positioning bargaining techniques or strategies are not the best modern organizational conflict resolution strategies, rather bargaining strategies, where interest of the both parties involved in the dispute are always taken into consideration.
3. From the findings of this study, it means that there are proper and adequate techniques unions and management can adopt to resolve conflict amicably and achieve positive results without necessarily engage in industrial actions

Recommendations

1. Organisation and unions should always learn and know the criterion of solutions to disputes so as meet the degree of satisfaction of the parties 'interests. Thus, the solution should satisfy both employer and union interests involved.
2. During negotiation preparation of interest-based to resolving dispute parties involved should identifying their positions emerging interests, developing a problem statement, brainstorming on the options, evaluating and selecting the best options, defining objective criteria as well as identifying the best alternative to a negotiated agreement
3. Management and union are encouraged to always adopt integrative bargaining during conflicts. Integration implies there should be cooperation, or a joining of forces, to achieve something together and higher degree of trust in forming relationship.

Conclusion

There are many ways to promote integrative bargaining in Nigeria and developed countries of this world. Integrative bargaining also called "interest-based bargaining," "win-win bargaining" is a negotiation strategy in which parties collaborate to find a "win-win" solution to their dispute (s). This strategy focuses on developing mutually beneficial agreements based on the interests of the disputants. Interests may include their needs, desires, concerns and fears which are important to both sides. This bargaining or negotiation method is now been adopted as preferable method of negotiation to disputes by many firms to other negotiating method like position bargaining.

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