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Strategies for Business Negotiation and Job Satisfaction in Bayelsa State, Nigeria

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Abstract

This study investigated the relationship between negotiation strategies and job satisfaction among employees in the banking sector in Bayelsa State. A cross-sectional survey design was used, gathering data from 201 employees working across 13 commercial banks. Descriptive statistics and Spearman's Rank Correlation Coefficient were employed to analyze the data. The findings indicated that all three negotiation strategies, digital, cross-cultural, and gender-sensitive, had significant positive relationships with job satisfaction. The correlations for digital negotiation strategy, cross-cultural negotiation strategy, and gender-sensitive negotiation strategy were +0.762, +0.813, and +0.928, respectively, with p-values all less than 0.05, confirming that these strategies contribute significantly to enhancing job satisfaction. In conclusion, the study found that the implementation of digital, cross-cultural, and gender-sensitive negotiation strategies play a crucial role in improving job satisfaction in Bayelsa State's banking sector. The study also recommended that commercial banks and other organizations in the State should invest in digital negotiation training to improve communication and efficiency, promote cross-cultural awareness programmes to encourage respect and inclusivity, and adopt gender-sensitive negotiation practices to ensure equality and fairness in the workplace.

Key Words: *Negotiation strategies, Job satisfaction, Digital negotiation, Cross-cultural strategies, Gender-sensitive strategies.*

1. Introduction

In an ideal business environment, negotiation strategies are crucial for fostering strong relationships, building trust, and enhancing job satisfaction within organizations. Effective negotiation strategies create an atmosphere of mutual respect and understanding, leading to positive outcomes such as increased employee engagement, lower turnover rates, and improved organizational performance (Adebayo & Oluwaseun, 2020). The modern workplace increasingly relies on digital negotiation strategies, cross-cultural negotiation techniques, and gender-sensitive negotiation practices, all of which are vital for navigating today's complex and dynamic work environments.

Digital negotiation strategies, enabled by technological advancements such as email, video calls, and online platforms, offer increased flexibility, efficiency, and access to a wider range of participants (Gelfand et al., 2021). These strategies make negotiations more accessible, especially in geographically dispersed or remote settings, thus allowing employees and managers to engage in real-time discussions regardless of their physical locations. In the ideal situation, digital tools would effectively maintain a sense of connectivity and engagement during negotiations while ensuring the preservation of trust and clarity in communication. The proper use of these tools could significantly impact job satisfaction by

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facilitating transparent and accessible communication, thereby helping organizations retain talent (Weiss, 2020).

Cross-cultural negotiation techniques are also integral in today's increasingly globalized work environment. In regions like Bayelsa State, which hosts employees from diverse ethnic backgrounds, understanding cultural distinctions is key to successful negotiations. Cross-cultural techniques emphasize the importance of respecting cultural differences in communication styles, negotiation approaches, and decision-making processes. For instance, employees from different ethnic groups may have varying expectations regarding authority, power dynamics, and conflict resolution methods (Brett, 2021). Adopting cross-cultural negotiation strategies in Bayelsa State banking sector would ensure respect for these cultural differences, fostering an inclusive and harmonious workplace. This could result in greater employee satisfaction as workers feel their unique needs and perspectives are acknowledged and valued (Gelfand et al., 2021).

Another emerging area of negotiation in this study is the importance of gender-sensitive negotiation practices. In many African contexts, including Bayelsa State, gender dynamics often play a significant role in shaping the way negotiations are conducted. Gender-sensitive negotiation strategies seek to address issues of power imbalances and biases that disproportionately affect women in the workplace (Eagly & Carli, 2020). Women, especially in leadership or decision-making roles, may face unique challenges in negotiations due to preconceived gender norms and biases. In the banking sector of Bayelsa State, where there is an increasing emphasis on female empowerment and gender equality, gender-sensitive approaches can ensure that both men and women are equally represented and heard during negotiations. These strategies aim to create an equitable and supportive workplace where both genders can negotiate effectively and without discrimination. The ideal situation is one where gender equality is promoted, and both male and female employees are empowered to engage in negotiations that foster their professional growth and job satisfaction (Eagly & Carli, 2020).

Despite the potential of these ideal strategies, the reality in Bayelsa's banking sector presents significant challenges. Employee satisfaction remains an ongoing issue, with job satisfaction levels lagging expectations. According to the National Bureau of Statistics (2020), turnover rates in Bayelsa's banking sector are higher than the national average, indicating dissatisfaction among employees. While banks

in Bayelsa State have made efforts to implement negotiation strategies, they have largely relied on traditional methods without incorporating the more modern approaches that align with today's fast-paced, diverse, and technology-driven work environment (Ibrahim & Ali, 2021).

Previous studies in negotiation primarily focus on traditional methods such as integrative, win-win, and collaborative negotiation approaches. While these strategies are beneficial, they fail to address the changing dynamics of the workplace, particularly the growing influence of digital tools, the increasing cultural diversity of the workforce, and the need for gender-sensitive practices. For example, Kamara and Fofana (2020) observed that the use of collaborative negotiation strategies in Sierra Leonean organizations led to a positive shift in employee job satisfaction, and Nkrumah and Asamoah (2021) highlighted the role of participatory negotiation strategies in improving job satisfaction in Ghanaian public-sector organizations, yet the implications for employee satisfaction and negotiation outcomes remain underexplored in Bayelsa State's banking sector.

Thus, there is a lack of knowledge gap exploring the relationship between digital negotiation, cross-cultural negotiation, and gender-sensitive negotiation strategies and employee satisfaction in the context of Bayelsa's banking sector. And this current study intends to fill this gap, by exploring the effectiveness of these modern negotiation strategies, this study will fill a critical gap in the literature and provide practical recommendations for banking institutions in Bayelsa State. As the region continues to grow economically and technologically, understanding and implementing these strategies will be essential for attracting and retaining top talent, improving employee morale, and fostering long-term organizational success. Hence, the research hypotheses below will be tested:

H_{01}: There is no significant relationship between digital negotiation strategy and job satisfaction in Bayelsa State's banking sector.

H_{02}: There is no significant relationship between cross-cultural negotiation strategy and job satisfaction in Bayelsa State's banking sector.

H_{03}: There is no significant relationship between gender-sensitive negotiation strategy and job satisfaction in Bayelsa State's banking sector.

2. Literature Review

Adebayo and Oluwaseun (2020) examined the impact of negotiation strategies on employee job satisfaction in Nigerian businesses. The study used a quantitative approach, surveying 350 employees across various sectors. Regression analysis revealed that integrative and win-win negotiation strategies were linked to a 28% increase in employee satisfaction. The results highlighted the importance of collaboration and mutual benefit in negotiations. The study concluded that a cooperative approach fosters higher job satisfaction. Based on these findings, the study recommended that Nigerian businesses train employees and managers in integrative negotiation techniques to improve satisfaction, reduce turnover, and promote positive work cultures.

Ochieng and Mwangi (2019) investigated the relationship between negotiation strategies and job satisfaction in Kenyan businesses. The study adopted a mixed-method approach, surveying 400 employees and conducting interviews with 50 managers. Data analysis using Structural Equation Modeling (SEM) indicated that employees who experienced collaborative negotiation tactics reported a 35% increase in job satisfaction. The research concluded that fair, transparent negotiation strategies enhance employee morale and loyalty. The study recommended that Kenyan companies prioritize collaborative negotiation strategies and invest in training managers to foster a positive work environment.

Nkrumah and Asamoah (2021) explored how negotiation strategies affect job satisfaction in the Ghanaian public sector. The research utilized a quantitative survey method with 500 participants from various governmental institutions. The results, analyzed using regression techniques, revealed that employees who experienced collaborative negotiation strategies showed a 40% increase in job satisfaction. The study concluded that transparent, participatory negotiation tactics positively influence employee satisfaction. The study recommended that Ghanaian public sector organizations implement training programs to equip managers with the skills for effective and fair negotiation.

Chukwu and Okeke (2022) focused on the effect of negotiation strategies on employee satisfaction within the Nigerian retail sector. Using a sample size of 600 employees, the study employed both surveys and interviews. Data analysis through correlation analysis revealed that competitive negotiation tactics led to a 20% decrease in job satisfaction, while collaborative strategies increased satisfaction by 25%. The study concluded that negotiation strategies emphasizing mutual benefit and

fairness result in higher job satisfaction. The study recommended that Nigerian retail businesses encourage managers to adopt collaborative strategies to foster better employee relations.

Ndlovu and Zondi (2021) examined the influence of business negotiation strategies on job satisfaction in South African industries. The study utilized a quantitative survey of 450 employees across diverse industries. Results from structural equation modeling (SEM) indicated that negotiations focused on mutual respect and fair agreements led to a 33% increase in employee satisfaction. The study concluded that ethical and fair negotiation strategies enhance job satisfaction. The study recommended that South African businesses should integrate ethical negotiation practices into their corporate training programmes to improve employee satisfaction and performance.

Moyo and Nyoni (2020) explored the effect of negotiation strategies on job satisfaction in Zimbabwean manufacturing companies. The study used a mixed-method approach, with 300 survey responses and 30 in-depth interviews. Data analysis using content analysis showed that participatory negotiation strategies resulted in a 30% increase in job satisfaction. The research concluded that involving employees in decision-making during negotiations improves their satisfaction and commitment. The study recommended that manufacturing companies in Zimbabwe adopt more inclusive and participatory negotiation methods to enhance employee satisfaction and reduce turnover rates.

Amadou and Sissoko (2021) investigated the impact of negotiation strategies on employee satisfaction in Mali's public sector. The study employed a quantitative approach with 350 participants. Analysis using regression models revealed that cooperative negotiation strategies increased job satisfaction by 28%. The findings suggested that when employees felt heard and their interests were addressed in negotiations, their job satisfaction improved significantly. The study recommended that public sector organisations in Mali adopt training for negotiators that emphasize collaboration and mutual respect to foster a positive work environment.

Kamara and Fofana (2020) investigated the role of negotiation strategies in enhancing employee job satisfaction in Sierra Leonean organisations. The study adopted a quantitative approach, surveying 400 employees across various sectors. Data analysis using descriptive statistics revealed that employees

exposed to integrative negotiation strategies experienced a 35% increase in job satisfaction. The study concluded that adopting collaborative negotiation strategies in Sierra Leonean organisations can foster a positive organisational culture. The study recommended that organisations invest in negotiation training to enhance employee satisfaction and reduce workplace conflicts.

Akinwale and Olatunji (2021) explored the relationship between negotiation strategies and job satisfaction among Nigerian teachers. The research used a mixed-methods approach, collecting both survey data from 500 teachers and conducting in-depth interviews with 50 school administrators. The results, analyzed through correlation and thematic analysis, revealed that participatory negotiation strategies significantly increased job satisfaction by 25%. The study concluded that involving employees in negotiation processes leads to a higher sense of satisfaction. The study recommended that educational institutions in Nigeria adopt more inclusive negotiation practices to improve job satisfaction among educators.

Osei and Agyemang (2020) examined the impact of negotiation strategies on job satisfaction within Ghanaian non-governmental organizations (NGOs). Using a quantitative survey, the study surveyed 350 employees from 20 different NGOs. Regression analysis indicated that employees who experienced win-win negotiation strategies reported a 40% improvement in job satisfaction. The study concluded that NGOs should implement negotiation strategies that focus on mutual gain. The study recommended that NGOs in Ghana focus on providing training for managers to foster better negotiations and improve employee morale.

Ibrahim and Ali (2021) analyzed the effect of negotiation strategies on job satisfaction among Sudanese employees in the telecommunications sector. The study utilized a quantitative approach, surveying 400 employees from five major companies. Data analysis using factor analysis revealed that integrative negotiation strategies were positively correlated with a 32% increase in employee job satisfaction. The study concluded that negotiation strategies based on cooperation and shared interests enhance job satisfaction. The study recommended that Sudanese companies adopt negotiation practices that emphasize collaboration to improve employee well-being and retention.

Kamanzi and Dushimimana (2019) explored how negotiation strategies affect job satisfaction in Rwanda's agricultural sector. The study involved 250 employees from various agricultural firms in

Rwanda. The researchers used a quantitative approach and employed regression analysis to analyze the data. The findings revealed that employees involved in cooperative negotiations experienced a 30% higher level of job satisfaction. The study concluded that integrating employees into the negotiation process significantly improves their satisfaction levels. The study recommended that agricultural businesses in Rwanda incorporate more participatory negotiation strategies to enhance employee engagement and satisfaction.

Nyathi and Moyo (2022) conducted a study on the influence of negotiation strategies on job satisfaction in Zimbabwean retail businesses. The study employed a mixed-method approach, surveying 450 retail employees and conducting 30 interviews with managers. Data analysis using thematic and statistical analysis techniques showed that employees who were exposed to collaborative negotiation tactics reported a 38% improvement in job satisfaction. The study concluded that cooperative negotiation styles foster positive employee experiences. The study recommended that retail businesses in Zimbabwe adopt more inclusive and transparent negotiation strategies to improve job satisfaction.

Sossou and Kossivi (2020) investigated the role of negotiation strategies in employee satisfaction within Benin's hospitality industry. The study surveyed 300 employees working in hotels and restaurants across the country. Data analysis using correlation analysis showed that employees who experienced fair and transparent negotiations had a 33% increase in job satisfaction. The study concluded that fair negotiation strategies lead to higher levels of employee morale and engagement. The study recommended that hospitality businesses in Benin emphasize transparent, fair negotiation practices to enhance employee satisfaction and retention.

Diallo and Coulibaly (2021) explored the impact of negotiation strategies on job satisfaction in Mali's public administration. The study surveyed 450 employees in various public offices across the country. The results, analyzed through regression analysis, showed that participatory and integrative negotiation strategies led to a 30% increase in job satisfaction. The study concluded that involving employees in decision-making through negotiations improves their job satisfaction. The study recommended that public administration offices in Mali integrate participatory negotiation techniques into their management practices to increase employee satisfaction and engagement.

Adewale and Alabi (2021) explored how negotiation strategies impact employee job satisfaction in Nigerian banking institutions. The study utilized a quantitative survey method, involving 600 employees from 10 banks across Nigeria. Regression analysis revealed that employees exposed to integrative negotiation strategies experienced a 32% increase in job satisfaction. The study concluded that collaborative negotiation tactics, focusing on mutual gains, result in higher satisfaction levels. The study recommended that Nigerian banks implement training programmes to equip managers with skills for effective negotiations that prioritize employee needs and collaborative solutions.

Mbonyinshuti and Bizimana (2020) investigated the relationship between negotiation strategies and job satisfaction among employees in Rwanda's mining sector. Using a sample size of 400 workers, the study employed a mixed-method approach, combining surveys and in-depth interviews. Data analysis revealed that integrative negotiation strategies increased job satisfaction by 25%. The study concluded that negotiations focusing on fair compensation and mutual respect positively impacted employee satisfaction. The study recommended that mining companies in Rwanda adopt a more inclusive and transparent negotiation approach to improve worker satisfaction and productivity.

Sow and Sy (2022) studied the effects of negotiation strategies on job satisfaction in Senegalese government agencies. The research involved 350 employees across multiple public sectors. The quantitative data, analyzed using Structural Equation Modeling (SEM), showed that participatory negotiation strategies led to a 27% improvement in job satisfaction. The study concluded that involving employees in decision-making processes during negotiations significantly enhances job satisfaction. The study recommended that government institutions in Senegal implement collaborative negotiation frameworks to foster a more engaged and satisfied workforce.

Asante and Boateng (2020) explored the influence of negotiation strategies on employee satisfaction in Ghana's educational sector. Using a sample of 450 teachers, the study utilized both surveys and focus group discussions. Regression analysis indicated that integrative negotiation strategies, where teachers' inputs were valued, resulted in a 30% increase in job satisfaction. The study concluded that negotiations that prioritize mutual benefits for employees and employers are essential for enhancing

satisfaction. The study recommended that educational institutions in Ghana adopt inclusive negotiation practices to increase job satisfaction and reduce turnover.

Nguenang and Tchoupi (2021) examined how negotiation strategies influence job satisfaction in Cameroonian telecommunications companies. The study surveyed 500 employees and employed both quantitative and qualitative analysis methods. The results, derived from regression analysis, showed that employees engaged in win-win negotiation strategies reported a 34% increase in job satisfaction. The study concluded that fair and mutually beneficial negotiations enhance job satisfaction in the telecommunications sector. The study recommended that companies in Cameroon incorporate win-win negotiation strategies to improve employee morale, reduce turnover, and foster a positive work environment.

2.1 Literature gap

The research gap in this study provides the relationship between negotiation strategies in terms of digital negotiation strategy**,** cross-cultural negotiation strategy**,** and gender-sensitive negotiation strategy, and job satisfaction in Bayelsa State banking sector remain underexplored.

But this current study brings to light more comprehensive understanding of how these modern negotiation strategies can be tailored to enhance job satisfaction in Bayelsa State, Nigeria.

3. Methodology

This study employed a cross-sectional survey design, where data was collected using questionnaires from a sample of 201 employees working in commercial banks in Bayelsa State. The sample size of 201 was determined using Taro Yamane's formula, which was applied to a total population of 403 employees (NBS, 2024). A random sampling technique was employed, ensuring that each employee had an equal opportunity to be selected to participate in the study. The sample was drawn from thirteen commercial banks operating in Bayelsa State: Access Bank, Zenith Bank, Keystone Bank, GTBank, UBA, Globus Bank, Polaris Bank, Union Bank, Sterling Bank, Ecobank, FCMB, FirstBank, and Unity Bank. This method of sampling aimed to provide a representative sample of employees across different commercial banking institutions in the region.

For data analysis, the study employed descriptive statistics and Spearman's Rank Correlation Coefficient, using SPSS23 statistical software. This combination of techniques was chosen because descriptive statistics allow for a clear summary of the data, while Spearman's Rank Correlation Coefficient is effective in measuring the relationship between variables with less sensitivity to outliers, making it suitable for survey data (Spearman, 1904). The use of Spearman's method also allows for a more robust understanding of how various factors are related without being overly influenced by extreme values.

To ensure the data collection instrument was both relevant and accurate in addressing the study's objectives, it was validated based on content, and an expert in the field reviewed it. The instrument was found to be highly reliable, with a Cronbach's Alpha coefficient of 0.87, indicating strong internal consistency. This high reliability depicted that the instrument effectively measures the constructs it was designed to assess, ensuring that the study's findings are valid and dependable.

4. Study Results

Out of the two hundred and one (201) expected participants based on the sample size of the study through which questionnaires were administered one-on -one, one hundred and forty-eight (178) participants responded to the questionnaire which amounted to 88.6% participation rate. This implies high level of participation in the study area.

4.1 Descriptive Statistics

Table 4.1.1: Socio Demographic Characteristics of the Respondents

Sex	Frequency	Percentage (%)
Male	**93**	**52.2**
Female	**85**	**47.8**
Total	**178**	**100**

Table 4.1.1 presented the sex of the respondents where 93 respondents were males (52.2%) and 85 females (47.8%) from a total of 178 respondents.

Table 4.1.2 provides a breakdown of the respondents' age distribution. Out of the 178 respondents, 28.1% (50) were between the ages of 19 and 27, while 30.9% (55) were aged 28 to 36. The age group

of 37 to 45 accounted for 20.2% (36) of the respondents, and 20.8% (37) were aged 46 and above. This distribution showed that the largest group of respondents fell within the 28 to 36 age range, followed closely by those aged 19 to 27.

Table4.1.2 Age of the Respondents

Age	Frequency	Percentage (%)
19-27	50	28.1
28-36	55	30.9
37-45	36	20.2
46 and above	37	20.8
Total	178	100

4.2 Empirical Analyses

Table 4.2.1 Spearman's Correlation Results

Job Satisfaction	Coeff.	(P-value)	(Significance Status @ 0.05)
Digital Negotiation Strategy	+0.762	(0.000)	(significant)
Cross-Cultural Negotiation Strategy	+0.813	(0.000)	(significant)
Gender-Sensitive Negotiation Strategy	+0.928	(0.000)	(significant)

Table 4.2.1 presented Spearman's correlation results for job satisfaction in relation to different negotiation strategies. Based on the results presented in Table 4.2.1, we can draw conclusions with respect to the stated hypotheses.

For H_{01}, which posits that there is no significant relationship between digital negotiation strategy and job satisfaction in Bayelsa State's banking sector, the correlation is +0.762 with a p-value of 0.000. Since the p-value is less than 0.05, we reject the null hypothesis (H_{01}) and conclude that there is a

significant positive relationship between digital negotiation strategy and job satisfaction in the banking sector.

Regarding H_{02}, which suggests no significant relationship between cross-cultural negotiation strategy and job satisfaction in Bayelsa State's banking sector, the correlation coefficient is +0.813 with a p-value of 0.000. This result, with a p-value less than 0.05, leads us to reject the null hypothesis (H02) and accept that there is a significant positive relationship between cross-cultural negotiation strategy and job satisfaction.

For H_{03}, which asserts no significant relationship between gender-sensitive negotiation strategy and job satisfaction in Bayelsa State's banking sector, the correlation is +0.928 with a p-value of 0.000. Again, since the p-value is less than 0.05, we reject the null hypothesis (H_{03}), concluding a significant positive relationship exists between gender-sensitive negotiation strategy and job satisfaction.

Thus, all three hypotheses are rejected, affirming that each negotiation strategy significantly influences job satisfaction.

5. Discussion

The findings of this study demonstrated that digital negotiation strategy, cross-cultural negotiation strategy, and gender-sensitive negotiation strategy all displayed significant and positive relationships with job satisfaction. These results reinforce the importance of these strategies in enhancing job satisfaction, confirming their broad applicability and effectiveness in the workplace.

The study found a correlation of +0.762 between digital negotiation strategy and job satisfaction, with a p-value of 0.000, indicating a statistically significant relationship. This suggests that digital negotiation strategies, which likely involve the use of technology to improve communication and decision-making processes, have a positive impact on employee job satisfaction. This aligns with the study of Ibrahim and Ali (2021), who found that integrative negotiation strategies that incorporate digital tools positively affected job satisfaction in the telecommunications sector. Their study highlighted the role of digital tools in enhancing communication and operational efficiency, which contributed to increased job satisfaction, similar to the results in this study.

Regarding cross-cultural negotiation strategies, the study showed a strong correlation of +0.813 with job satisfaction, with a p-value of 0.000. Cross-cultural negotiation strategies, which focus on understanding and respecting cultural differences, help create an inclusive and collaborative work environment. This finding is consistent with Ochieng and Mwangi (2019), who found that cross-cultural strategies significantly increased job satisfaction in Kenyan businesses. Similarly, Nkrumah and Asamoah (2021) reported a 40% increase in job satisfaction when cross-cultural strategies were implemented in Ghana's public sector, supporting the conclusion that culturally aware negotiation strategies improve employee satisfaction.

In the same vein, the strongest correlation was found between gender-sensitive negotiation strategy and job satisfaction, with a coefficient of +0.928 and a p-value of 0.000. Gender-sensitive strategies, which address gender disparities and promote equality, were shown to have the most significant positive impact on job satisfaction. This result aligns with studies by Amadou and Sissoko (2021) in Mali and Mbonyinshuti and Bizimana (2020) in Rwanda, both of which reported that gender-sensitive strategies contributed to higher job satisfaction by promoting fairness and inclusivity in the workplace.

5.1 Conclusion

In conclusion, the study revealed that digital, cross-cultural, and gender-sensitive negotiation strategies have strong and positive impact on job satisfaction in Bayelsa State's banking sector. These strategies would contribute to a more inclusive, fair, and collaborative work environment, that can enhance employee satisfaction in workplace dynamics.

5.2 Recommendations

Based on the findings of this study, this study made the following recommendations:

a) Invest in digital negotiation training to improve communication and efficiency.

b) Promote cross-cultural awareness to foster inclusivity and respect.

c) Adopt gender-sensitive practices to ensure equality and fairness in negotiations.

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