

## Research Article

### CHARACTERIZING NEGOTIATION MODEL OF SELECTED LEADERS IN PHILIPPINE INSTITUTIONS

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#### ABSTRACT

This study tested the Fisher & Ury principled negotiation features for a solution-based bargaining. A total of 68 respondents were chosen for their leadership, managerial and administrative roles in various organizations in the Philippines and made them answer the questionnaire derived from the Getting to Yes, which is a monumental publication of Fisher and Ury. The respondents were measured as to their agreement and subscription to principles of negotiation including soft negotiation, hard negotiation and solution-based negotiation. The study revealed that the respondents mainly subscribe to the solution-based negotiation, but to some extent, they also succumb to soft-negotiation. This overlapping of the strategy to negotiation is brought by the cultural and political influences of the person's in authority. It was noted that the masculinity and femininity of the men and women in power have impact on the kind of negotiation principle that they subscribe to during bargaining process.

**Keywords:** Negotiation, principled-based, Philippine leaders.

#### INTRODUCTION

Negotiation and bargaining is a fact of life that had defined human societies. Paterson (2021) describes that the confidence of the hunter to look for food is derived from the negotiation with other members of the tribe of the older societies to take care of their younger children, and that the agreement helped the members of the tribe to grow into bigger societies. Fisher and Ury (1981) point out that everyone negotiates, deliberately or otherwise. The usual engagement, and interaction with people presupposes the need for negotiation which made it so basic. This is plainly direct because negotiation is needed owing to the differences of people and that which they value. While negotiation and bargaining is part of the daily life, not everyone gets the best out of the bargain because those who are deeply involved in the process may not be able to appreciate the other side because of the inability to bridge the person's need with that of the other. In this case, it is important to move from the positional bargaining to the principled bargaining (McCarthy, 1985), and even changing the impression that the other side can be more powerful and stronger (Fisher, Ury and Patton, 2011).

The book "Getting to Yes" by Fisher and Ury was seen as an influential reference on how the leaders negotiate and bargain, even contending that the publication was seen to change the world (Menkel-Meadow, 2006). The principles and features of the book was applied in the India-Pakistan conflict which allowed the critical understanding of the peace process deadlock, the fears and concerns of India's policy over Kashmir (Rid, 2015).

The strength of the negotiation principles purported by Fisher and Ury was tested in the medical industry. Schwartz and Pogge (2000) summon the paradigm in understanding the physician's traits for leadership where their technical skills were seen to change and improve the whole industry of health care management. The principled negotiation model was also tested in learning institutions.

Academic leadership of the department chairs requires the capacity to negotiate and address stress associated with administering faculty and managing the curriculum (Gmelch and Burns, 1993). The academic managers able to wade through using the principled negotiation in their function and expectation as effective academic leader and as effective faculty members of their institution.

While there are studies that demonstrate the principled negotiation as an approach to effectively carry a bargain, there is a dearth of studies explaining how is the negotiation model employed by leaders in the Philippines. This study was conducted to determine applicability of the principled negotiation among the chosen leaders in the Philippines, those who maintain the managerial posts in the government, public safety, academic institutions, and the private sector.

#### Statement of the Problem

On the light of the foregoing, this study addresses the basic tenet of what negotiation principles are being used by the leaders of the organization. More so, if the dominant negotiation paradigm is established, what are the factors that determine the subscription to such negotiation and bargaining approach?

#### METHOD

This study involved a total of 68 respondents who were selected given their position and rank in the organization. The inclusion criteria were established, that is, they respondent need to meet at least five years of experience in the position of authority, exercising administrative, managerial and leadership roles in the organization. These respondents come from various government agencies including the executive and the judiciary. There were also coming from the academic institutions, the non-government organizations, and business sector. A questionnaire uploaded by the Google form was distributed to the respondents. The questions were taken from the book Getting to Yes by Fisher and Ury (1981). The statistical tools that were used in the study involved the frequency count and the

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regression analysis which was employed to determine the factors that statistically influence the negotiation model.

## RESULTS

A total of 68 respondents participated in the study of which 81 percent comes from the public safety sector. These are the officers of the police, jail, fire and the coast guard. The 12 percent are working with the National Government Agencies (NGA) from the executive and judiciary departments, while 4 percent are from the private sector and the 3 percent are with the academe. Huge majority are males taking 87 percent, while 12 percent constitute the female counterparts, while a negligible margin compose the LGBT. In addition, a little more than half obtained baccalaureate degrees taking 57 percent, while 32 percent hold master's degree and 10 percent obtained academic doctorate degrees while some are juris doctors. Almost all of them obtained their education in domestic academic institutions taking 94 percent to total, while the 6 percent able to obtain their degrees abroad.

It is good to note that these leaders exercise authority in an organization with more than 500 workers (85 percent) which afford a variety of experience for negotiations and concessions, while the 7 percent are leading 100 to 200 workers, and another combined 7 percent lead an organization less than 100 and that of organization with 200 to 500 workers. Another peculiarity is that 47 percent of these leaders are working in an urban area with high density population, and the 31 percent working in urban areas with low density population. There are also those who are working in rural areas (19 percent). More so, 46 percent of these leader do not belong to specific ethnic group, while the 44 percent belong to ethnic group. It is important to highlight ethnicity as a lens of reference for cultural effect on negotiation.

**Table 1: Demographic characteristics of respondents**

Variable	f	%
<b>Sector</b>		
Academe	2	3
NGA	8	12
Private sector	3	4
Public safety	55	81
<b>Gender</b>		
Male	59	87
Female	8	12
LGBT	1	1
<b>Education</b>		
Baccalaureate	39	57
Masterate	22	32
Doctorate/Juris Doctor	7	10
<b>Place of education</b>		
Domestic	64	94
Abroad	4	6
<b>Size of organization</b>		
Less than 100	3	4
100 to 200	5	7
More than 200 to 500	2	3
More than 500	58	85
<b>Place of work</b>		
Urban with high density	32	47
Urban with low density	21	31
Rural and urban	1	1
Rural only	13	19
Abroad	1	1

Ethnicity	f	%
Belonging to ethnic group	30	44
Not belonging to ethnic group	31	46
Prefer not to say	7	10

There are three basic categories of negotiation typology, the soft negotiations, the hard negotiations both belong to positional negotiation while the solution-based negotiation is the third type that takes account of the solutions and their alternatives in negotiation rather than taking a position during a negotiation (Fisher and Ury, 1981). The soft negotiation for bargaining strategies is usually employed when the party in negotiation limited power and resources, face a worse best alternative to the negotiated agreement, and have fewer domestic limitations (Zahariadis, 2017), including intention for socialization (McKibben, 2013). As presented on table 2, the soft negotiation paradigm is highly subscribed by the leaders who participated in the study given an average of 3.60.

This average value is defined by high subscription to the negotiation principle that the goal for negotiation is to reach an agreement (4.29, high), that the participants are friends (3.99, high), where making offers in a negotiation is also subscribed (3.96, high), and that the respondents believe that in a negotiation, it is natural to demand concessions as a condition of the relationship (3.94, high). On the other hand, the respondents also reveal that the soft negotiation principles that are low to moderately subscribed to are yielding to pressure (2.68, low), accepting one-sided loses to reach an agreement (3.07, moderate) and easily changing a position during a negotiation process (3.10, moderate).

**Table 2: Soft Negotiations As Reference for Problem-Based Negotiation**

Indicators	Mean	Description
Participants are friends	3.99	High
The goal is agreement	4.29	High
Being soft on the people and the problem	3.88	High
In a negotiation, it is natural to demand concessions as a condition of the relationship	3.94	High
Changing my position easily during a negotiation process	3.10	Moderate
Trying to avoid a contest of will during negotiation process	3.68	High
Making offers in a negotiation	3.96	High
Accepting one-sided losses to reach agreement	3.07	Moderate
Trying to trust others	3.82	High
Disclosing my bottom line during a negotiation	3.06	Moderate
Insisting on agreement	3.68	High
Yielding to pressure	2.68	Low
Average	3.60	High

The hard negotiation principle takes on the perspective that winning is everything. As presented in table 3 below, it can be noted that the respondents have high degree of subscription with a 3.60 average. The hard negotiation is primarily described by the respondents' subscription to aim that the objective of negotiation is to be victorious with one's position (3.82, high), not revealing everything during a negotiation (3.81, high), and searching a single answer that everyone must accept (3.66, high), and when it is found, to dig into that position (3.62, high). Meantime, respondents tend to have low subscription to the features of hard negotiation including employment of threats (2.46, low), distrust on others (2.85, moderate), and demanding one-sided gains as the price of agreement (2.90, moderate). The hard bargaining to negotiation has been a classic description to the EU Brexit negotiations. In fact, analysts were puzzled at the kind of hard-

line position of the British government in their exit from the EU but the most common explain include the country's institutional culture of the majority, weak socialization of the country with other EU countries, overestimation of its domestic capacities, and the political ideology (Martill and Staiger, 2021). Plainly, the basis for hard bargaining is on the belief of internal strength of the party involved which can be accelerated by the cultural and political accentuation.

**Table 3: Hard Negotiations As Reference for Problem-Based Negotiation**

Indicators	Mean	Description
Digging into my position during negotiation	3.62	High
Participants are adversaries	3.28	Moderate
The goal in every negotiation is to be victorious with the position I take	3.82	High
Employing threats in negotiations	2.46	Low
Not trusting others in negotiation	2.85	Moderate
Not revealing everything during negotiation	3.81	High
Winning a contest of will	3.44	Moderate
Applying pressure	3.18	Moderate
Searching for the single answer; that one answer which everyone accepts	3.66	High
Demanding one-sided gains as the price of agreement	2.90	Moderate
Insisting on my position	3.24	Moderate
Average	3.30	Moderate

The solution-based strategy to negotiation is usually resorted to resource discovery, achieving satisfactory services, and adequate resource allocation (Wang *et al.*, 2008). As presented in table 4, the Solution-Based approach or the principled negotiation came out to have high subscription with an average of 3.94. The average value is described by the intention of the party to enter into a negotiation with the goal of reaching an effective and amicable outcome (4.51, very high), exploring various interests (4.24, high), reasoning and being open to reason as well as to yield to principle but not to pressure (4.12, high), as well as the regard that those who are involved in negotiations are problem-solvers (4.06, high), and developing multiple options as reference for decision later (4.06, high).

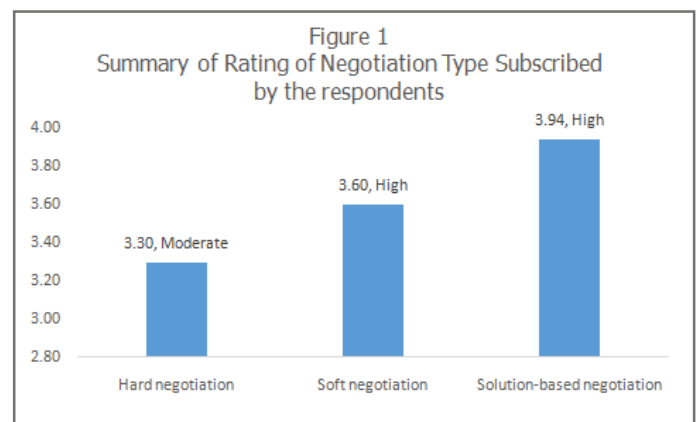
On the other hand, the features of solution-based negotiation that with lesser subscription strength include negotiating independent of trust (3.19, moderate), separating people from the problem in a negotiation (3.81, high), and inventing options for mutual gains. It may appear that the solution-based negotiation anchors on the interactive relationship of the parties and on the dynamic achievement of an outcome by identifying multiple options that both sides can refer to for their decision in a negotiation --- these are dominant features among the respondents.

**Table 4: Solution-Based and Principled Negotiation**

Indicators	Mean	Description
Participants in negotiations are problem-solvers	4.06	High
I make concessions to cultivate the relationship	4.00	High
The goal in a negotiation is a wise outcome reached efficiently and amicably	4.51	Very high
When I negotiate, I separate people from the problem	3.81	High
In negotiation, it is important to be soft on the people and hard on the problem	3.88	High
I focus on interest, not on positions in negotiation	3.87	High
When negotiating, I insist on using objective criteria	3.78	High

I proceed with negotiation independent of trust (does not take trust as necessary in negotiation)	3.19	Moderate
I explore various interests	4.24	High
I develop multiple options to choose from which I will decide later	4.06	High
I invent options for mutual gain	3.84	High
I try to reach a result based on standards independent of will	3.88	High
I reason and be open to reasons; yield to principle, not pressure	4.12	High
Average	3.94	High

Taking the average, it can be noted in figure 1 below that the respondents tend to subscribe to solutions-based of negotiation and bargaining with an average of 3.94, followed by soft negotiation at 3.60, and finally, the hard negotiation with 3.30. Note that the solution-based negotiation and soft-negotiation have high degree of subscription, although, these two types of negotiation type maintain very thin difference in the approach.



Using the regression analysis to determine the factors that determine the negotiation features for both problem-based and the solution-based negotiation. The problem based are referred to in this study as positional bargaining strategy and points out at the problem than on the solution. The solution-based negotiation is referred to as merit-based bargaining where the merit of a proposal may come from either side, but both sides may see the significance of each other's proposal and less of the position of each side. Generally, merit discourses evolve around the contradictions and tensions (Simpsons, *et al.*, 2010) of a proposal and counter-proposals that lead to an efficient outcome with positive impact to both parties. As presented in table 5 below, the summary of regression analysis in characterizing the negotiation or bargaining type. Model 1 and 2 are positional bargaining which means that there is only one side that is acceptable, whether this proposal is brazenly presented or otherwise, it would still be based on the position of the parties involved. Model 1 is the soft negotiation regressed against the demographic profile of the respondents, which can explain a 9 percent to 20.4 percent good-of-fit. The model has a constant that is statistically significant, such that, all other constant, the tendency to negotiate using a soft negotiation would be subscribed to by the respondents. There are two variables found to be significant, the age and the gender. The age of the respondent can determine the soft negotiation paradigm such that the older the respondents involved in the negotiation, there is a 0.12 decrease in subscribing to the soft negotiation strategy.

This is suggestive that the younger ones may tend more to soft negotiation than their older counterparts, perhaps, the older the person the more experience that person carries along in the negotiation table, putting such experience at an advantage. Such advantage places the person in negotiation to be clearer and resolute

on the position. On the other hand, the gender is also a determinant of soft negotiation, such that, the females tend to subscribe less to soft negotiation than their male counterparts. This is counterintuitive as the social expectations dictate that female care more, and are more accommodating than males who identify themselves with their masculinities. Chua and Fujino (1999) can lend understanding to this finding. They reveal that the Asian men do not view their masculinity with their femininity, which is coming as a construct of masculinity of both men and women, and the role of each gender performs in the domestic and leadership tasks.

The fluid capacity of the men to take no opposition of their masculinity and femininity places the men in a position of flexibility that which females tend to put a close the hole in the fluidity. Chua and Fujino even revealed that women consider Asian men as taking a more traditional gender role yet more nurturing. In the hard negotiation, age and gender show similar bearing as determinants of hard negotiation. The same is true with the solution-based negotiation. It may appear therefore, that the leaders who are involved in the study, have the ability to move from one type of negotiation paradigm to another depending on their intention, interest and the socialization motive by which their organization represents.

**Table 5: Summary of Regression Analysis Characterizing Type of Bargaining**

Variables	Positional Bargaining		Merit Bargaining
	Model 1 Soft Negotiation	Model 2 Hard Negotiation	Model 3 Solution-based Negotiation
Constant	3.31***	3.012***	4.75***
Agency	0.57	0.723	0.60
Age	0.21	0.19	-0.08
Age	0.15	0.19	0.17
	-0.12**	-0.11**	-0.09**
Gender	0.04	0.05	0.04
	-0.29*	-0.63***	-0.301**
Education	0.13	0.17	0.14
	0.15	0.26	0.12
Place of Education	0.09	0.28	0.09
	0.11	0.15	0.07
Size of Organization	0.22	0.15	0.23
	0.05	0.02	-0.053
Place of Work	0.06	0.08	0.06
	-0.07	0.15	-0.10
Ethnicity	0.12	0.15	0.12
	0.05	0.07	-0.057
R-Square	0.07	0.09	0.08
Adjusted R-Square	0.204	0.25	0.149
	0.096	0.149	0.033

\*\*\* significant at 0.001

\*\* significant at 0.01

\* significant at 0.05

## CONCLUSION

Given the foregoing, the study reveals that the leaders who participated in the study subscribe to the principled-negotiation introduced by Fisher and Ury. They may not have known it particularly as a model of negotiation and bargaining but their behavior in face of negotiation leads them to subscribe and employ the features and characteristics of a win-win and solution-based negotiation. However, it was also noted, that there are conditions when the leaders may succumb to the soft negotiation approach of the problem-based bargaining. This fleeting from solution-based and principled-oriented negotiation to a problem-based negotiation in a soft negotiation approach can be explained by the demographic factors that define the respondents' subscription to the negotiation models. With age and gender as two variables that maintain statistical influence in the model, it is not a far cry that the bearers of the principles and approaches are themselves being caught up in the situations of negotiation. This made them confused on the roles and source of authority as vortex demanding or appreciating the values of the proposals and counterproposals of a negotiation.

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