

## BIO-SOCIAL FACTORS AS DETERMINANTS OF LABOUR UNION LEADERS' NEGOTIATION SKILLS IN OGUN STATE, NIGERIA

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### ABSTRACT

**Purpose:** The study examined bio-social factors as determinants of negotiation skills of labour union leaders in Ogun State, Nigeria using sleep, diet and sport as biological factors, and religion and income as social factors. It established how bio-social factors impacted on the negotiation skills of labour union leaders during collective bargaining process. **Methods:** The study adopted ex-post facto design. One hundred labour union leaders across two labour unions, NUPENG and NUT in Ogun State, were selected using convenience sampling technique. Primary data were collected through the use of adopted scale titled "labour union leaders' negotiation skills scale". Data were analysed descriptively and inferentially using frequency count, simple percentage, summary values, multiple regression and t-test. **Findings:** The findings established that diet had significant effect on negotiation skills of union leaders ( $\beta=.072$ ;  $\beta=.089$ ;  $t=.116$ ;  $p=.005$ ;  $p<0.05$ ). Also, sleep had significant effect on negotiation skills of union leaders ( $\beta=.072$ ;  $\beta=.083$ ;  $t=1.946$ ;  $p=.005$ ;  $p<0.05$ ). Sport had significant positive effects on the negotiation skills of union leaders ( $\beta=.024$ ;  $\beta=.047$ ;  $t=0.774$ ;  $p=.007$ ;  $p<0.05$ ). Likewise, negotiation skills of union leaders did not differ according to their religion ( $t=1.96$ ;  $p>0.05$ ), while union leaders differ on their negotiation skills based on their level of income ( $t=2.437$ ;  $p<0.05$  all in Ogun State, Nigeria). **Conclusion:** The study concluded that bio-social factors (sleep, sports, diet and income) were determinants of negotiation skills among labour union leaders in Ogun State, Nigeria. Meanwhile religion was not a potent determinant of negotiation skills among labour union leaders in Ogun State, Nigeria. **Recommendation:** The study recommended that labour union leaders should eat well, engage in exercise and sleep well in order to improve their negotiation skills during collective bargaining process to engender better welfare packages and sound conditions of service for their members.

**Keywords:** Biological factors, Social factors, Negotiation skills, Labour union leaders

### INTRODUCTION

Negotiation is a type of communication human beings often engage in without necessarily realising they are doing so. It contributes to most aspects of daily life, providing a familiar mechanism by

which agreements are reached and decisions made, both trivial and significant (Low, 2020). It is important for the simple reason that individuals, groups, organizations, and societies, while pursuing differing priorities, are inevitably interdependent, and negotiation provides a means to manage this interdependence. In workplaces, deciding when workers take annual leave, particularly if workers work as a member of a team, how many new staff can be recruited for department, or which products are to be withdrawn from production can involve negotiations with colleagues and line managers (Barge and Craig, 2009).

Scholars have typically viewed negotiation as a special form of conflict resolution where two (i.e., bilateral negotiation) or more parties (i.e., multilateral negotiation) with differing interests collaborate in a process designed to create a mutually acceptable agreement (Eagly & Carli, 2007). This process comes to light when important decisions are to be made. In some jobs such that involves security of the nation, the consequences of leaving conflict unattended to can be extremely expensive. According to Kennedy and Kray (2015), specialist teams are assembled and trained to negotiate surrender in armed conflict situations and peaceful resolution of building occupations and street barricades, and to save lives in threatened suicides and hostage situations.

Lande (2015) is of the view that when common views of negotiation are synthesized and considered alongside empirical evidence of what happens in practice in negotiations, dichotomies are not particularly useful. Negotiation is a very contingent, sometimes iterative, always dynamic, collaborative decision-making process involving at least two parties who believe the other party or parties can provide something they seek. Its aim is to achieve a mutually acceptable decision. In this regard, negotiation has much in common with bargaining and mediation, two other forms of communication that, like negotiation, require participants to employ assertion and argumentation in order to gain a mutually acceptable outcome. According to Hofstede (2001), all three types of communication occur when parties with a common need for agreement and a desire to gain something from each other choose to engage with each other to satisfy that desire.

Due to the different conflicting interest between the workers and employers, labour unions are formed to cater for the workers in the same industry (Keough, 2017). These labour unions are saddled with the responsibility to ensure that their members are adequately represented. Hence, they represent their members on matters concerning the wellbeing of their members. The labour union leaders are responsible for entering into agreement on behalf of workers with the employers on grey areas affecting workers in workplaces. Therefore, these leaders are expected to have some negotiation skills needed to represent union members better on issues affecting their welfare in workplaces (McKersie and Walton, 1991).

Most labour union leaders use some principle of negotiation in their everyday operation. One could say that the form of negotiation differs from one labour union leader to another, or the amount of usage is lower or higher from each other (Eagly & Carli, 2007). Still, the fact of the matter remains that dealing with other people in most workplaces is a must. It may be person to person, face to face, communication via telephone, emails, video conferences, or any other mode of newer technology available to us today. Most labour union leaders use and need to negotiate with the employers of labour through collective bargaining on conditions of service. Hence, negotiation plays a lot of roles in collective bargaining process (Barge and Craig, 2009). The negotiation skills of members may be determined by different factors which could be biological, economic, cultural and social factors. Several studies have extensively determined the economic and cultural factors as correlate of labour union leader negotiation skills. However, there is paucity

of literature on the biological and social determinants of labour leader negotiation skill. Therefore, this study is conducted to address this gap in the body of literature.

Bio-social factors refer to the biological and social factors affecting the negotiation skills of labour union leaders. The biological factors which could affect the negotiation skills of labour union leaders have been identified in literature to include: diet, sleep, and sport. Sleep involves the ability to take enough rest. A labour leader which sleeps well will be in the right frame of mind and such will contribute positively to the negotiation between the union and employers. Meanwhile, a labour union whose hour of sleep is not sufficient may have issues with his/her negotiation skills and may not be able to represent the union members very well in negotiation process. Another biology factors affecting the negotiation skills of labour union leaders is sport. Sport refers to the level of exercise engaged in by the labour union leaders. Sport conducted through physical exercise would improve the negotiation skills of labour union leaders as it improves their strength which invariably contributes positively to their level of mental participation in collective bargaining process. Meanwhile, any labour leader who seldom engage in exercise may have low negotiation skills (Low, 2020).

The third biological factor affecting the negotiation skill of labour union leaders is diet. Diet refers to the food intake of labour union leaders. Food to some extents contributes to the general wellbeing of individuals (Barge and Craig, 2009). Eating good food has been found to improve the general wellness of people which contributes to their proper participation in different activities in workplace. A labour leader who takes good quality of food will be able to contribute meaningfully to negotiation process. This implies that diet also may contribute to increase or decrease in the negotiation skills of labour union leaders (Kennedy and Kray, 2015).

The social factors refer to the factors within the society or community affecting the negotiation skills of labour union leaders (Keough, 2017). These factors to a large extent may contribute positively or negatively to negotiation skills of labour union leaders. There are many social factors influencing the negotiation skills of labour union leaders but this study will focus on religion and income. Religion is the level of belief in the supernatural being, it could also be seen as one's affinity with a particular religious faith. In Nigeria, two prominent religions are identified which are Christianity and Islam. Literature review indicates that religion is a potent predictor of negotiation skills of labour union leaders as religious labour union leaders always produce better negotiation outcome compare to non-religious labour leaders. Another sociological factor affecting labour union negotiation skills is income. Income refers to the earnings of labour union leaders, it shows the amount they receive from their profession. According to different literature, it was found that negotiation skills of union leaders are determined by their level of income. High income labour union leaders are respected and revered hence; they produce better results when it comes to negotiation (Kennedy and Kray, 2015).

Despite the benefits of negotiation, the industrial set-up in Nigeria is still bewildered by challenges of conflict which results to strike actions and confrontation due to confrontation between labour union and employers of labour. It has been established that poor negotiation skills are sometimes responsible for such feud between the two industrial actors. Hence, it becomes important to look into the factors which could be responsible for poor negotiation skills. This study therefore considers the bio-social factors as determinants of labour union leaders' negotiation skills.

## **1.2. Statement of the Problem**

The issue of negotiation is very important in every workplace. It is so germane to the extent that the outcome of collective bargaining depends on right negotiation skills (Barge and Craig, 2009). However, most labour leaders do not have the right negotiation skills to enhance the working conditions of members in relations to the employers and workplace bargaining (Eagly and Carli, 2007). In Nigeria, it is common to see that labour union leaders are elected democratically through popular elections. Most of these leaders are specialists in their respective professions without requisite and formal training in labour relations which could have engender their understanding of negotiation theories and procedures thereby enhancing their negotiating skills while performing their duties as union leaders. This problem might have been the major reason why negotiating with their employers remain a herculean task. Negotiations take longer period to conclude without much positive results achieved.

In Nigeria, Academic Staff Union of Universities (ASUU) has been on strike since 14<sup>th</sup> February, 2022 thereby occasioning the closure of all public universities in Nigeria and as at 16<sup>th</sup> June, 2022, there seems to be no light at the end of the tunnel. The Federal Government of Nigeria and the Union have been on what seems to be an endless negotiating process. Eventually, when collective agreement is reached, employers most of the time find excuses not to implement the agreement reached. The researchers therefore investigated into bio-social factors as possible culprits militating against the acquisition of effective negotiating skills by labour union leaders. Several factors have been identified in literature as determinants of negotiation skills among labour unions, but the bio-social factors have not been adequately addressed. Hence, it becomes imperative to determine the biological factors (sleep, diet and sport) and social factors (religion and income) as determining factors of negotiation skills of labour union leaders.

## **1.3. Objectives of the Study**

The main objective of this study is to appraise the bio-social factors as determinants of labour union leaders' negotiation skills. The specific objectives are:

- i. determine the effect of diet on negotiation skills of labour union leaders in Ogun State, Nigeria;
- ii. assess the effect of sleep on the negotiation skills of labour union leaders in Ogun State, Nigeria;
- iii. identify the effect of sport on the negotiation skills of labour union leaders in Ogun State, Nigeria;
- iv. investigate the difference in the negotiation skills of labour union leaders based on their religion; and
- v. assess the difference in the negotiation skills of labour union leaders based on their income.

## **2. REVIEW OF LITERATURE**

### **2.1. Concept of Negotiation**

According to Low (2020), negotiation is a dialogue between two or more people or parties intended to reach a beneficial outcome over one or more issues where a conflict exists with respect to at least one of these issues. He further posited that negotiation is an interaction and process between entities who aspire to agree on matters of mutual interest, while optimizing their individual utilities. The outcome which is likely to be beneficial can be for all of the parties involved, or just for one or some of them. Barge and Craig (2009) however, noted that negotiators need to understand the negotiation process and other negotiators to increase their chances to close deals, avoid conflicts, establishing relationship with other parties and gain profit and maximize mutual gains.

The purpose of negotiation is to close points of difference to gain advantage for an individual or group in order to satisfy interests of the actors. According to Eagly and Carli (2007) distributive negotiations, or on the other hand, compromise, is conducted by putting forward a position and making concessions for an agreement to be reached. The trust level among the negotiators is a major factor in determining whether negotiations are successful. People engage in negotiation on a daily basis, often without even without knowing. Negotiation takes place in organizations (public and private) and in other areas such as sales and legal proceedings. Negotiators may also take the titles of diplomats, legislators, or insurance brokers. What they do principally is negotiation. There is another angle to the human aspect described above. Lande (2015) asserted that there is also negotiation conducted by algorithms or machines known as autonomous negotiation. For automation, the negotiation participants and process have to be modeled correctly (Lande, 2015).

Negotiation scholars have distinguished between two types of negotiation. These are distributive bargaining and integrative bargaining. According to Eagly and Carli (2007), the difference in the usage of the two types does not only depends on the skills or mindset of the negotiator, but also on the situation. Different scholars use different labels for the two general types and distinguish them in different ways. Distributive negotiation which is also known as compromise is also sometimes called positional or hard-bargaining negotiation.

Kennedy and Kray (2015) posit that in a distributive negotiation, each side is prone to adopting a fixed position, knowing it will not be accepted and then seeks to cede as little as possible before reaching a deal.

Barge and Craig (2009) posit that integrative negotiation which is also called interest-based, merit-based, or principled negotiation is a set of techniques that seeks to work on the quality and likelihood of negotiated agreement by taking advantage of the fact that different parties often value various outcomes differently. Integrative negotiation is predicated on higher degree of trust and the consolidation of relationships.

## **2.2. Negotiation Skills for Labour Union Leaders**

Kennedy and Kray (2015) are of the view that successful negotiator must possess variety of skills that will enhance their success at negotiations. Negotiation skills are qualities that allow two or more sides to reach a compromise. According to Lande (2015), these negotiation skills are mostly soft skills that are likely to be taken for granted. These include communication, persuasion, planning, strategizing and cooperating. Understanding these skills is the first step to becoming a stronger negotiator. The skills labour leaders need depend on their environment, their intended

outcome and the people or businesses involved. Lande (2015) listed the following as the skills needed by labour leaders for the purpose of negotiation:

### **Communication**

Essential communication skills include identifying nonverbal cues and verbal skills to express oneself in an engaging way. Skilled negotiators can change their communication styles to meet the listener's needs. By establishing clear communication, union leaders can avoid misunderstandings that could prevent them from reaching a compromise.

### **Active Listening**

Negotiators must be active listeners as this is very essential for understanding other people's opinion in negotiation. Unlike passive listening, which is the act of hearing a speaker without retaining their message, active listening ensures union leaders are able to engage and later recall specific details without needing information repeated.

### **Emotional Intelligence**

Emotional intelligence is the ability to control one's own emotions and recognize others' feelings. Being conscious of the emotional dynamics during negotiation can allow labour union leaders to remain calm and focused on the core issues. If union leaders are unsatisfied with the current negotiation, express the need for a break so you and the other party can return later with refreshed perspectives.

### **Expectation Management**

Just as union leaders should enter a negotiation with a clear goal, the other side also likely has its own defined expectations. If union leaders believe they might not be able to agree to each other's terms, they could try adjusting their expectations. Skilled expectation management involves maintaining a balance between being a firm negotiator and a collaborative one.

### **Patience**

Patience is a required skill during negotiation. Tough negotiation period will require actors to be extremely patient. Rather than seeking a quick conclusion, negotiators often practice patience to properly assess a situation and reach the best conclusion for their clients.

### **Adaptability**

Adaptability remains an important skill for a successful negotiation. Each negotiation is unique, and the situation within a singular negotiation may change from one day to the next. At any point, a negotiation party may change or adjust their demands without prior notice and a good negotiator should be able to adjust as quickly as possible and chart a new plan of action that will key into the new agenda.

### **Persuasion**

Persuasion is an important skill for negotiators because the actor involved will need it to influence others in the process of negotiation. It can help union leaders define why their proposed solution is beneficial to all parties and encourage others to support their point of view.

### **Planning**

Negotiation requires planning to help union leaders to determine what they want. They should consider what the best possible outcome is, what is their least acceptable offer and what they will

do if an agreement is not reached. The ability to prepare, plan and think ahead is crucial to a successful negotiation.

### **Integrity**

Integrity is a special skill that involves having strong moral principles and is seen to be an essential skill for negotiations. Being thoughtful, respectful and honest allows the other side to trust what union leaders say. As a negotiator, they should be able to follow through on commitments. To demonstrate trustworthiness, avoid promises that can never be kept.

### **Rapport Building**

The skill of rapport building will assist in the process of establishing relationships with others where both sides feel secured and understood. Building a rapport requires that union leaders effectively communicate their goals but also understand the other side's wants and needs. According to Low (2020), rapport helps ease tensions, promotes collaboration and increases the likelihood of reaching an agreement.

### **Decision Making**

Good negotiators may find it expedient to take a firm decision during negotiation. It may be necessary to agree to a compromise during a bargaining arrangement. Eagly and Carli (2007) lend credence to this when they assert that you need to be able to react decisively when negotiating.

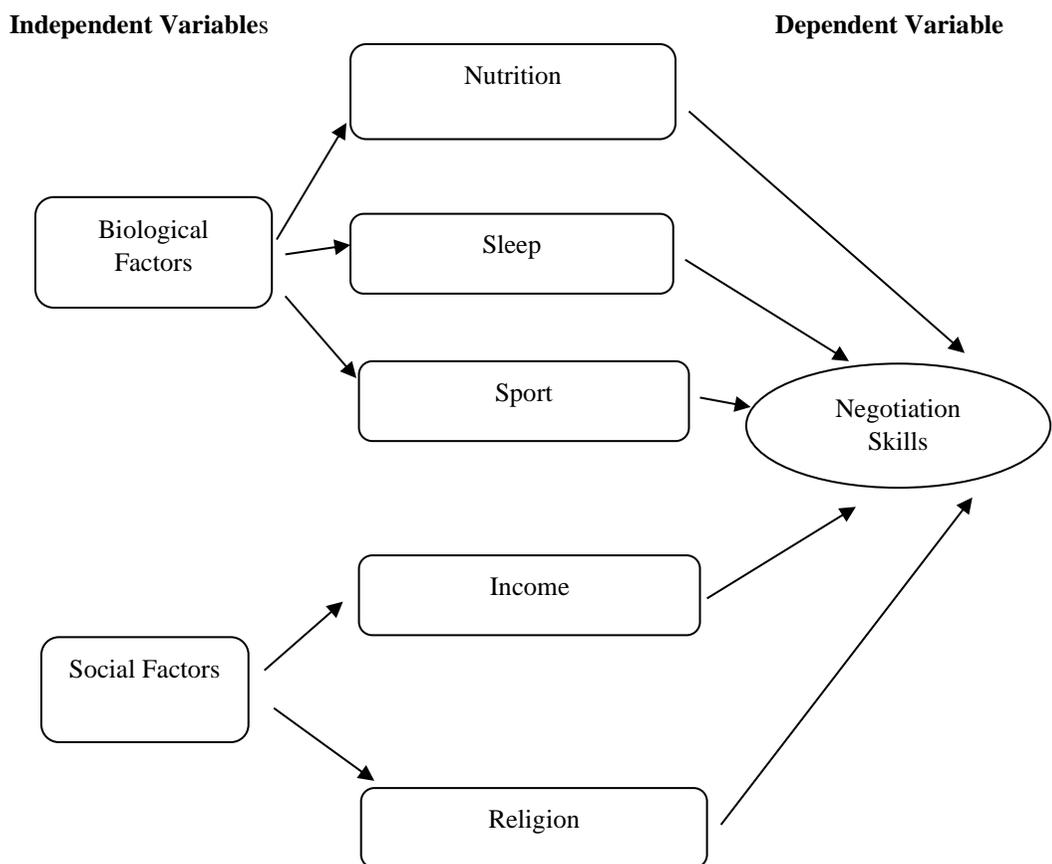
## **2.3. Research Hypotheses**

The study was guided by the following hypotheses:

- H<sub>01</sub>:** There is no significant effect of diet on negotiation skills of labour union leaders in Ogun State, Nigeria.
- H<sub>02</sub>:** There is no significant effect of sleep on the negotiation skills of labour union leaders in Ogun State, Nigeria.
- H<sub>03</sub>:** There is no significant effect of sport on the negotiation skills of labour union leaders in Ogun State, Nigeria.
- H<sub>04</sub>:** There is no significant difference in the negotiation skills of labour union leaders based on their religion.
- H<sub>05</sub>:** There is no difference in the negotiation skills of labour union leaders based on their income.

## **2.6. Conceptual Model**

The diagram below shows the graphical representation of the variables in the study. The study has two independent variables (biological factors and social factors) and one dependent variable (negotiation skills). The biological factors are represented by nutrition, sleep and sport while the social factors are represented by income and religion. This study assumes that nutrition, sleep and exercise will have effect on the negotiation skills of labour union leaders. Also, the study assumes that income level and religion will have effect on the negotiation skills of labour union leaders.



**Figure 2.1: Conceptual Model.**

*Source: Researchers (2022)*

## **2.4. Theoretical Framework**

The theoretical framework of this study is based on behavioural theory of negotiation. Other theories supporting this study are strategic theory of negotiation, structural theory of negotiation and integrative theory of negotiation.

Behavioural theory rests majorly on the role negotiators, personalities or individuals in determining the proceedings and the general outcome of negotiated agreements. According to Pillutla and Nicholson (2004), “behavioural theories may explain negotiations as interactions between personality types that often take the form of dichotomies, such as shopkeepers and warriors or hardliners and soft liners where negotiators are portrayed either as ruthlessly battling for all or diplomatically conceding to another party’s demands for the sake of keeping the peace”.

Another important contribution from the behavioural school of thought is the work on Framing. According to Raiffa (1985), frames refer to the way a problem is described or perceived. This is appropriately captured in the popular saying ‘is the glass half full or half empty’? The way and manner a question is raised can influence the outcome.

Structural theory of negotiations sees negotiated outcomes as a function of the characteristics or structural features that define each particular process of negotiation. These characteristics usually include some features which involve the number of parties and issues to be negotiated (Raiffa, 1985). In structural approach, negotiation is seen as conflict scenario between opponents who maintain different and incompatible goals. One of the main theoretical contributions derived from the structural approach is the theory that power is the central determining factor in negotiations (Bacharach & Lawler, 1981). In this view, the relative power of each party affects their ability to secure their individual goals through negotiations.

Strategic theory of negotiation on the other hand has its origin in fields such as mathematics, decision theory and rational choice theory, and also taps from other areas such as, economics, biology, and conflict analysis. While structural approach focuses more on the role of power in negotiations, the emphasis in strategic models of negotiation is on the role of the goals in determining outcomes (Barge and Craig, 2009). Negotiators are seen as rational decision makers with known alternatives who make choices guided by their calculation of which option will maximize their gains.

Integrative theory of negotiation, in contrast to distributive theory, conceptualize negotiations as interactions with win-win potential. According to Lewicki, Barry and Saunders (2016), “whereas a zero-sum view sees the goal of negotiations as an effort to claim one’s share over a fixed amount of pie, integrative theories and strategies look for ways of creating value, or expanding the pie, so that there is more to share between parties as a result of negotiation. Integrative approaches use objective criteria, look to create conditions of mutual gain, and emphasize the importance of exchanging information between parties and group problem-solving”. Because integrative theory emphasizes problem solving, cooperation, joint decision-making and mutual gains, integrative strategies call for participants to work jointly to create win-win solutions. According to Lande (2015), “the diagnostic phase of this theory describes the series of events and behaviours that take place before actual negotiations begin. In this phase parties evaluate an issue area, ascertain the appropriateness of negotiations, attempt to signal their willingness to negotiate with the other party, and test the other party’s willingness to engage in, and sincerity of purpose and commitment to possible negotiations. In the formula phase, parties knowingly or unknowingly search for a framework or set of mutually agreed upon principles on which to base a potential agreement”.

## **2.5. Empirical Review**

Negotiation has been a power tool in the hands of labour leaders. Therefore, ability to negotiate very well depends on some certain factors. These factors were shown to be biological while some were found to be social. Although series of literature exist on negotiation skills among labour leaders, there is paucity of information on the bio-social determinants of negotiation skill among labour union leaders especially in Nigeria. This study therefore is designed to fill this gap which exists in the body of literature.

Obiekwe and Obibhunun (2019) examined the roles which negotiation play in the lives of labour unions in Nigeria and how this generates industrial harmony and development. They asserted that strong and united labour unions are highly important to industrial and national development of any nation. The study observed that workers join union because of job security, need for adequate wages and benefits, power in group for collective bargaining through negotiation and need to associate with others. The study concluded that disunity and politicization of trade union are major obstacles for the development of strong and stable trade unions which is an integral part of cordial industrial relations and a catalyst for successful negotiation. In addition, a strong and enlightened labour union is vital for good industrial relations system and help to promote the interest of labour union. They recommended, among others, that unions should identify current trend in industrial relations and educate their members to anticipate for the changes brought about by environmental forces affecting industries.

Atkin and Rinehart (2006) examined the effects of negotiation practices, such as coercion and contract formality, on how suppliers and customers perceived the resulting business relationship. They conducted a purchasing negotiation simulation with students in a classroom setting in which participants competed for resources in a mock supply-chain context. The participants were surveyed at key stages of the ongoing negotiation in order to measure their behaviours as a customer supplier relationship developed. Data generated were deployed to measure several hypotheses from the study. The hypotheses were analysed using structural equation modelling. Results demonstrated that the use of coercive techniques by negotiators during negotiation had a negative effect on satisfaction. In addition, the findings showed that, as expected, negotiators entering a negotiation with a cooperative orientation would tend to avoid the use of coercive practices during negotiation.

## **3. METHODOLOGY**

This study adopted survey research design. This design was chosen due to the fact that none of the study's variables was controlled or manipulated. This study only collected information on the variables of interest (bio-social determinants of negotiation skills among labour union leaders).

The population for the study comprised of all the 600 labour union leaders in National Union of Petroleum and Natural Gas Workers (NUPENG) and Nigerian Union of Teachers (NUT) across Ogun State of Nigeria. The sample size of this study included 100 labour union leaders selected across different labour unions in five local government areas located in Ogun East Senatorial District. This study employed convenience sampling technique. The technique was used

because it enabled the researcher to sample union leaders based on how accessible and available, they are to the researchers.

This study employed bio-social factor and negotiation skill scale questionnaire as instrument for data collection. The instrument was developed by the researchers according to the theme of the research and in line with the objectives stated for this study. The questionnaire was structured to contain three sections. Section one contained items on demographic variables of respondents. The second section contained items on bio-social factors affecting negotiation. The third section contained items on negotiation skills. Items in the instrument were scored using multiple scales.

The instrument was subjected to content and face validity to ensure that it actually measure what it was meant to measure and to also determine the extent to which the instrument is relevant to the objectives of the study. To ensure that the instrument was reliable, split-half method of reliability was employed. The researchers conducted pilot study on 10 labour union leaders in Ijebu-Ode Local Government who were not part of the study. The result obtained was split into two and analysed using Cronbach factor. The result of the Cronbach Alpha of 0.89 obtained showed that the instrument was reliable.

This study employed both descriptive and inferential methods of data analysis. Descriptive statistics such as frequency count, simple percentage, mean and standard deviation were employed to analyse the demographic variables of the respondents while inferential statistics such as: multiple regression analysis and t-test were employed to analyse the five null hypotheses formulated for this study.

#### 4. RESULTS AND DISCUSSION

##### 4.1. Test of Hypotheses

**Table 1: Multiple Regression analysis of the effects of biological factors (sleep, diet and sport) on the negotiation skills of labour union leaders.**

	Unstandardized Coefficients			T	Sig.
	$\beta$	Std. Error	Beta		
R=	.768				
R <sup>2</sup> =	.590				
Adj. R <sup>2</sup> =	.580				
(Constant)	9.092	1.572		5.784	.001
Diet	.072	.621	.089	.116	.005
Sleep	.072	.037	.083	1.946	.005
Sport	.024	.031	.047	.0774	.007

Dependent Variable: Negotiation Skills

Source: Calculations based on Researchers' Survey, 2022

The result in Table1 showed that diet, sleep and sport had high positive relationship with the negotiation skills of labour union leaders judging from the R value of 76.8% (.768). The R-square value of 59.0% (.590) the biological factors (diet, sleep and sport) accounted for 59.0% variation in the negotiation skills of labour union leaders in Ogun State. It was shown that diet, sleep and sport accounted for 59.0% changes in negotiation skills of labour union leaders in Ogun State. The adjusted value of 58.0% (.580) showed that the actual variation in negotiation skills of

labour union leaders accounted for by the independent variables (diet, sleep and sport) is 58% while the remaining 42.0% are unexplained variation in negotiation skills of labour union leaders accounted for by variables not considered by this paper.

In terms of separate effect of each independent variable on the criterion variable, it was shown that sleep, diet and sport had positive relationship with negotiation skills of labour union leaders judging from the coefficients of variables represented by  $\beta$  which are .072, .072 and .024. The t-values of .116, 1.946 and .0774 with significant values of .005, .005 and .007 for diet, sleep and sport respectively showed that there was insufficient evidence to support the null hypotheses. Based on the results, the null hypothesis was rejected which necessitated the acceptance of the alternative hypothesis. Hence, it was found that biological factors (diet, sleep and sport) had significant effects on the negotiation skills of labour union leaders in Ogun State, Nigeria.

#### Hypothesis Four

**H<sub>04</sub>:** There is no significant difference in the negotiation skills of labour union leaders based on their religion.

**Table 2: T-test result on the difference in the negotiation skills of labour union leaders based on their religion.**

Variables	N	Mean	SD	T-Cal	T-Val	Df	P
Christianity	78	45.23	7.178	0.278	1.96	251	> 0.05
Islam	22	20.98	6.902				

The result in table 2 above showed that religion is not a determinant of negotiation skills of labour union leaders ( $t_{(2, 98)} = 0.278$ ;  $P > 0.05$ ). This indicates that the t-cal (0.278) is less than t-value (1.96), hence the stated hypothesis was upheld. Therefore, it can be deduced that religion did not determine the negotiation skills of union leaders at 0.05 level of significance. Thus, conclusion was made that there was no significant difference in the negotiation skills of union leaders based on their religion.

#### Hypothesis Five

**H<sub>05</sub>:** There is no significant difference in the negotiation skills of labour union leaders based on their income.

**Table 3: T-test result on the difference in the negotiation skills of labour union leaders based on their income.**

Variables	N	Mean	SD	t-Cal	t-Val	Df	P
Below 60,000	9	6.01	3.092	2.437	0.196	251	< 0.05
60,000-100,000	29	21.73	3.572				
100,000-500,000	25	20.08	2.483				
Above 500,000	37	32.37	2.156				

The result in table 3 above showed that income ( $t_{(2,98)} = 2.437$ ;  $P < 0.05$ ). This indicates that the t-cal (2.437) was greater than t-value (1.96), hence the stated hypothesis was rejected. Therefore, it was deduced that income is a determinant of labour union leaders' negotiation skills. Thus, conclusion was made that there was significant difference in the negotiation skills of labour union leaders based on their income.

#### **4.2. Discussion of Findings**

This study was designed to appraise bio-social factors as determinants of labour union leaders' negotiation skill using sleep, diet and sport to represent biological factor, religion and negotiation as social factor. Five hypotheses guiding this study were analysed using multiple regression analysis and t-test.

Result showed that diet had significant effect on negotiation skills of labour union leaders. This result agreed with the findings of Shonk (2021) who found significant relationship between diet and negotiation. Shonk (2021) affirmed that when people are hungry, they tend to be more focused on their own immediate needs. As a result of the above, they may have trouble focusing on anything else or especially the needs of others, a state that leads to a sense of psychological entitlement. In addition, hunger gains achieved during a negotiation could back fire in the long term if our sense of entitlement leads others to view us as dishonest and uncooperative. It can be inferred from this submission that whether present hunger or a case where one is habitually not properly fed, it tends to develop a sense of entitlement of which its consequence is most of the time negative.

Zitek and Jordan (2019) also found out in their experiments that undergraduate students felt a greater sense of entitlement when they were hungry than when they were not. The researchers defined entitlement as the sense that one is more deserving of positive outcomes than other people are. A sense of entitlement can have numerous consequences, most of them negative. Entitled individuals tend to behave selfishly and have difficulty taking the perspective of others. They also are more likely than others to be dishonest and to have trouble getting along with others.

However, the result disagreed with the findings of Keough (2017) who submitted that diet does not necessarily determine negotiation skills.

Result also revealed that sleep had a significant effect on negotiation skill of labour union leaders. This result agreed with the conclusion of Tram and Routon (2018) who found significant relationship between sleep and negotiation skills.

It was also found that sport had significant effect on negotiation skill of labour union leaders. This result gave credence to the findings of Mandolesi et al (2018) who found that much evidence shows that physical exercise (PE) determines enormous benefit on both cognitive functioning and well-being. It also supports an excerpt from an article by the Urology of Virginia on how exercise improves cognitive function and overall brain health. The excerpt reads thus: Exercise can help boost thinking and memory indirectly by improving one's mood and reducing stress, depression and anxiety.

Lack of sleep have the capacity to make a human feel uncoordinated and foggy-headed. Not having a clear head can affect your decision-making. According to the American Academy of

Sleep Medicine, lack of sleep can impair your ability to combine your emotions and your mental functions. If you are sleep-deprived, you are more likely to make bad judgement. Sleep deprivation may be due to late-night preparation sessions, prolonged meetings, tight schedules, excessive workload, and poor time management. According to Ariely (2008), sleepiness can impede your negotiation strengths. When sleepy you are more likely to cede the upper hand and walk away with an unfavourable agreement.

The finding also corroborates the work of Smith, Edmed, Staton, Pattinson and Thorpe (2019) who asserted that one of the ways sleep affect the labour union leader is through cognition. Cognition defines how people understand a particular situation and how they act as a result. Cognition affects what people see, hear, how they remember events, and how they react to those events. When one is sleepy, most of one's cognitive abilities decrease. For instance: speed of processing information slows down, ability to multitask weakens, ability to recognize patterns withers, ability to remember instructions long enough to accomplish a task dissolve etc. A loss of cognitive abilities can affect perception, language skill, motor skill and social skill all of which are important when at the negotiating table.

Moreover, result showed that there was no significant difference in the negotiation skill of labour union leaders as a result of religion. Trust building is the most influential factor in negotiating between two sides. The stronger this factor appears, the greater the chance will be for negotiators to cooperate (Obiekwe & Obibhunun, 2019). Studies have suggested that religious backgrounds can have a direct impact on the confidence and process of negotiation. Such tendencies generally do not prevent a contract or an agreement from being concluded; however, there are reasons to believe that religious affiliations reduce the negotiation process and give more confidence to decision makers.

Researchers have found that religious authorities are reluctant to negotiate what goes against their religious affiliations, even if these tendencies should not be expressed in an important or profitable negotiation (Obiekwe & Obibhunun, 2019). In other words, for such leaders, the preservation of values is preferred over economic interests, as they are willing to maintain their faith in business ties where religious beliefs are generally ignored or concealed.

The difference in negotiation from a secular and religious perspective is the purpose of the negotiation and the means employed to achieve the desired outcome (Low, 2020). Western and secular discourses have a predominantly materialist approach and use all means to realize national interests. In this regard, the law and government institutions define the well-being of a society in the interest of the public and strive to achieve this ideal. The principles of this school are fundamentally materialistic, which can prevent the emergence of ethics in international relations.

As shown by scholars like Low (2020), religious beliefs may not have a direct impact on the motivation of negotiators, they can have positive and constructive results for both parties, especially in interactions and social relationships. Religious beliefs and views shared by individuals can also create an emotional bond between them, thereby encouraging them to persuade one another. International relations experts have also found that the process of negotiating in groups that do not share opinions is longer and more divisive. It is worth noting that, while religious beliefs can lead to some kind of intimacy between the negotiators, it will impose restrictions on them, if they are confronted with a different religion. This study refuted the submission of Richardson and Rammal (2017) who reported significant difference in negotiation skills of labour union leaders based on religion.

Lastly, this study found that there was significant difference in negotiation skill of labour leaders based on their income level. According to Simmons and Birchall (2008), individuals who battles poverty, especially early in life or for an extended period, are at risk of a host of adverse health and developmental outcomes through their life. Poverty in childhood is connected with lower school achievement; worse cognitive, behavioural, and attention-related outcomes; higher rates of delinquency, depressive and anxiety disorders; and higher rates of almost every psychiatric disorder in adulthood. Poverty in adulthood is linked to depressive disorders, anxiety disorders, psychological distress, and suicide.

The above asserted is confirmed by Wang, Cai, Qian and Peng (2014) where they asserted that depressed patients due to poverty show abnormal decision-making behaviour in a social interaction context. Several possible explanations, such as increased sensitivity to fairness, negative emotional state and disturbed affective cognition, have been proposed to account for the abnormal social decision-making behaviour in patients. This study supported the findings of Lande (2015) who found similar result while the result negated the findings of Keough (2017) who reported contrary result.

## **5. CONCLUSION AND RECOMMENDATIONS**

Negotiation skill is a compulsory attribute of labour union leaders. These skills enable the leaders to represent their members properly in relation to their wellbeing during collective bargaining process with their employer. However, despite some labour union having these attributes, there are still conflicts in industrial sector. This study looked at the several factors affecting the negotiation skills of labour union leaders. Factors such as sleep, diet, sport, religion and income were considered. Based on this, five hypotheses guided this study and these were analysed using simple regression and t-test analysis.

Based on the findings of this study, it was concluded that diet was a potent determinant of negotiation skill of labour union leaders. This implied that good diet would improve the negotiation skill of the labour union leaders. Meanwhile, poor diet would have adverse effect on the negotiation skills of labour union leaders in Ogun State.

Also, this study concluded that sleep was a potent determinant of negotiation skills of labour union leaders in Ogun State. This implied that a quality sleep would improve the negotiation skills of labour union leaders in Ogun State but lack of sleep or rest could impede the negotiation skills of labour union leaders in Ogun State.

Moreover, this study found that sport was a potent determinant of negotiation skills of labour union leaders in Ogun State. This implied that a good and quality exercise improves negotiation skills of labour union leaders in Ogun State. However, lack of skills could have negative effect on the negotiation skills of labour union leaders in Ogun State.

More so, religion was not a potent determinant of negotiation skills of labour union leaders in Ogun State. This implied that irrespective of labour union leaders' religious faith, their negotiation skills remained unchanged. Also, income was a potent determinant of negotiation skills of labour union leaders in Ogun State. This implied that labour union leaders with high income have better negotiation skills but low-income labour union leaders may have low negotiation skill.

Based on the findings and conclusion of this study, the following policy recommendations were made in order to improve the negotiation skills of labour union leaders in Ogun State:

- i. It is advisable for labour union leaders to eat well and ensure that they eat balance diet as this gives them more strength and make, they physically fit for negotiation processes with the employers.
- ii. Labour union leaders should ensure that they engage themselves in exercises as this could enhance their physical strength and mental alertness for better negotiation.
- iii. It is important for labour union leaders to have a good sleep as this would make them to have more strength and reduce their stress level for better collective bargaining through negotiations with employers of labour.
- iv. There is need for labour union leaders to be adequately compensated as this could improve their negotiation skills and enhances working conditions of their members.

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