

**NEGOTIATION STRATEGY AND SUSTAINABLE MARKETING PERFORMANCE IN THE
NIGERIAN AVIATION SECTOR**

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Abstract

The aim of this study is to investigate the relationship between negotiation strategy and sustainable marketing performance in the Nigerian aviation sector. This study used a structured questionnaire designed in five Likert scale of strongly disagreed to strongly agree to collect data from respondents in the Nigerian aviation sector. The questionnaire distributed and retrieved were analysed with statistical tools such as mean, standard deviation and Pearson product moment correlation. From the analyses, the study found different degree of positive and statistically significant relationship between negotiation strategy and sustainable marketing performance used in this study (stakeholder value and product acceptability). Based on the findings of the study, we conclude that high level of negotiation strategy used as an anti-crisis strategic marketing management approach in crisis situation brings value for all stakeholders involved in a business and also encourages the acceptance of products offered to public both within and across national frontier by the Nigerian aviation sector. Recommends the use of negotiation strategy by managers in the Nigerian aviation sector to achieve sustainability of marketing performance.

Introduction

Business environment is largely experiencing high level of competition that gives concern for survival and intensive drive to outperform industry partners in satisfying stakeholders need. Kotler, Armstrong, and Opresnik (2018) averred that the quest for industry dominance in crisis situation should not primarily focused on customer satisfaction but must entail total satisfaction of all stakeholders in business with respect to the Economic status, environmental safety and social responsibility of organisations under attack towards its stakeholders. Again, the conduct of business with interest on safe environment, better economic status and social responsibility is affixed on sustainable marketing outcome via marketing activities that satisfy today's stakeholder needs not compromising the future needs of the next generation of stakeholders (Nguyen, 2022). Sustainable marketing performance is key to business survival and success because it does not just look at customer satisfaction but the entire satisfaction of all stakeholders that affects business performance and decisions affect business activity.

The effective achievement of sustainability in marketing performance in a crisis situation requires the development and implementation of a type of anti-crisis strategic marketing management skill called negotiation (De Janasz & Watkins, 2013). The Nigerian business sectors need adopt a good negotiation strategy to gain sustainable marketing performance if they intend to stay relevant in their operating environment for a long term (Mills, 2019; Chebet, Rotich & Kurgat, 2015). Though marketing performance is achieved in the Nigerian aviation sector yet the sector often encounters mistrust from its stakeholders due to some short comings that are beyond their control and negotiation strategy is an action needed in reinstalling trust and service acceptability. However, Scholars archetypally viewed negotiation as conflict resolution where bilateral or multilateral parties

with diverse interests work together to create a jointly acceptable agreement (McKersie & Walton, 2015; Lande, 2015). A good negotiation skill gives businesses a competitive edge and power to break down barriers, relieve tension as well as create a conducive atmosphere for business to survive even in the face of crisis. According to Chebet, Rotich and Kurgat (2015), negotiation skill is seen as an important key that drives business excellence in the 21st century in Kenya amidst the growing crisis. This implies that the growing crisis in business today increases ability of organizations to articulate their strategies and successfully positions the firm using negotiation strategy.

Theoretical foundation

The supporting theory for this study was predicated on stakeholder theory and proposed by Freeman in 1984. It states that firms should consider the various interests of all stakeholders in decision making to enable them achieve success and survive in its business operation. The stakeholder theory addresses the need to balance the claims of shareholders with those of other stakeholders. Sweeney (2009) also explains that stakeholders provide subtle resources such as social acceptance as well as more obvious contributions such as capital, labour, and revenue. This theory proposes that firms can effectively create value if they establish a good relationship with stakeholders who can affect and be affected by their activities (Freeman, 1984).

Stakeholder theory allows top managers' role in forming networks to enable them reach out to both the internal and external stakeholders to know their values, choices, and what will benefit or harm them, while carrying out business operations especially in a crisis situation. The stakeholder theory suggests that if an organization adopts this theory as a unit of analysis the relationships between its business and the groups and individuals who can affect or are affected by it then such an organization has a better chance to deal effectively with problems embedded in the environment (Harrison & Bosse, 2013). Halal (2000) also accentuates that these resources are greater than the financial investments of shareholders by roughly a factor of ten. The risks that confront stakeholders are not only financial in nature but include others such as employment, quality products and services and environmental challenges. If the firm goes into bankruptcy, employees do not only lose their jobs but also retirement package and health benefits as well, customers also lose what they used to enjoy from the offerings of the firm and livelihoods of residents of the community in which the firm is located, are also affected.

This theory is relevant to this study as it highlights how firms can use its internal resources to position itself in a way that makes her superior to competitors. Sustainable marketing performance of a firm can be likened to the tangible and intangible outcome of the firm which explains their unique nature as compared to their competitors as a culture of a firm can thus be likened to the intangible resource of the firm which explains their unique nature as compared to that of competitors. The stakeholder theory supports our study as it would help marketing managers and organizations policy makers to initiate policies that will help them negotiate and deliver mutual value for the business organization and the physical environment where the business operates.

Negotiation strategy

Negotiation is described as an action between parties in business that yields commitment without compromise or allowing one entity to throw its power over the other in terms of decision making that governs the relationship between the entities involved (Greenhalgh & Lewicki 2015). Negotiation is used to underwrite some aspect of life (business) by providing answers for both trivial and significant agreements reached by organisations as well enables decision making in an organisation with a joint interaction that helps achieve a profitable business existence (Keough, 2017; Low, 2009). This definition implies that entities that are involved in negotiation do not necessarily have conflict between them rather might have a common problem that needs their collective action to solve in order to achieve sustainable performance. Negotiation strategy is a predetermine approach or prepared plan of action to achieve a goal or objectives to make a contract.

Negotiation strategy is an action plan taken between two or more entities enabling them to reach an agreement that will yield satisfaction and enhance sustainability in marketing performance of an organisation (Åge & Eklinder-Frick, 2017). Organisation that employs negotiation strategy use it to address collaboration, competition compromise, and avoid crisis in business to ascertain the parties that agrees and those that disagree (Akinlua. 2020; Sollish & Semanik, 2015). Negotiation strategy occurs at two different levels namely: inter-business level and market level (Ingerson, DeTienne & Liljenquist, 2015). At inter-business level, it involves two or more different marketing entities while at the market level concerns itself with two or more customers. Similarly, Sebenius (2015) classify negotiation strategy into integrative negotiation strategy and distributive negotiation strategy. Integrative negotiations strategy is also known as interest-based bargaining or a win-win bargaining where stakeholders collaborate to find a win-win solution to crisis or engagement.

According to Lande (2017) integrative negotiation strategy focuses on generating values over conjointly beneficial agreement that ensures no walking away feeling like a loser or neglect by either of the parties involve. Pon (2021) avers that integrative negotiation strategy is use by organisation to create additional value, make useful trades and puts together services that exceeds stakeholder expectation at the negotiating table. This implies that to uncover a stakeholder hidden interest, there is need to listen carefully with empathy in order to assess their diverse needs. On the other hand, Distributive negotiation strategy is a competitive strategy that encourages one party gain only ((Batra, 2017). Distributive negotiation strategy is described as a zero-sum negotiation strategy because its assets distributed are fixed. This plan of action is concern with one party and not the entire stakeholders in the business environ.

Thomas, Manrodt and Eastman (2015) asserts that most organisations structured their negotiation strategy as cycles of offer and counter offer as well as acceptance and rejection for the continuous achievement and mutually acceptable outcome. A structured negotiation strategy is an engagement that includes a minimum of two parties with clash of interest that agrees to join forces in achieving an outcome. It is the engagement between parties that generate the offer and counter-offers for participating parties. Shonk (2020) discussed in line with business, affirms that to reach a peaceful end of any crisis, organisations should apply three negotiation strategies from the realm of business that will help stakeholders mend their partnership, avoid the expenses of lawsuit, create value that will satisfy all stakeholders involve in the negotiation as well as sustain marketing performance. Kong and Yao (2019) asserted that for negotiation strategy to be apply between two parties confronted by crisis be it with same cultural or different cultural background, trust has a key role to play.

Concept of Sustainable marketing performance

Numerous researchers have focused on marketing performance but not on sustainable marketing performance. Sustainable marketing performance is not just the outcome of marketing activities in the environment but encompasses the outcome of marketing activity in the economic, social and environmental outcome used in satisfying todays stakeholders not compromising the need of the next generation of stakeholders of the business. The desire of every marketing-oriented organisation is to attain higher and better performance through its marketing activities. Baumgartner and Rauter (2017) defined sustainable marketing performance as a situation whereby a firm gives value to its stakeholders needs as well complies with the environmental, societal and economic standard that benefit its existence now and in the future. Firms sustainable marketing performance is based on internal and external factors which helps in maintaining the core skill of an organisation (Sheikh, Rana, Inam, Shahzad & Awan, 2018).

Sustainability in marketing performance creates economic, social and environmental value that contributes positively to the organisation by generating sustainable reports that balance financial, environmental and social performance in measuring success (Alghasawneh, Akhorshaideh, Alharafsheh, Ghasawneh, Al-Gasawneh & Al-Hadid, 2021). The contemporary marketing performance of an organisation is not just concern with satisfaction of customers at a profit but

incorporate the richness of knowledge flow in information at a high level that is beneficial to all business stakeholders (Tomaszek & Muchacka- Cymerman, 2020). An environment that experiences crisis as a major habit, seek ways to reach competitive advantage that will enable them survive by sustaining such advantage through sustainability. Sustainability suggests maintaining the wellness of an entity over a period of time, perchance an open-ended period (Lagoarde-Sergot, 2015). Sustainability is an important concept that focuses on the ethicality of business practices and the importance of owning the impacts of business practices which stands on three pillars known as environmental, economic and social (Wang, Yang, & Chang, 2021).

Several scholars avers that sustainable marketing performance creates an even and systematic platform for marketing oriented and non-oriented organisations to meet stakeholders (customers, suppliers, government, employees, society) needs at the same time, making the organisation completely successful in being environmentally, socially and economically responsible (Vázquez-Cano, De la Calle-Cabrera, Hervás-Gómez, & López- Meneses, 2020; Ortiz & Castillo Renteria, 2020; Guedim 2020; Restrepo Zea & Ramirez Gomez, 2020; Mugunzya & Rankhumise, 2020).

However, scholars argued that defining and measuring sustainable marketing performance in a globalized state is a challenge for sectors of an organisation (Lim, 2016; Kemper & Ballantine 2019). Measuring sustainable marketing performance is never the same with measuring traditional marketing performance that takes into consideration customers satisfaction but business survival is hinged on the satisfaction of the entire stakeholders who impacts and get impacted by business activities. The internal and external drivers of sustainability such as legal necessity, pressure from society, culture of both society and organisations, strategy and resources need be respectively used and pay attention to in creating a lasting relationship between business and its stakeholders (Kemper & Ballantine 2019). This study measures sustainable marketing performance with product acceptability and stakeholder value.

Product acceptability

Product is described as all mechanisms and features required by organisations to provide value and satisfaction for end users (Jain & Jain, 2022). Other scholars also defined product in various ways, all pointing to the tangibility or intangibility features of it. Han (2012) elucidates that in identifying features of a product, there is need to recognize and examine the sensitivity of consumer requirements now and in the future, which could be the core to satisfaction and achievement of set objectives for all stakeholders of an organisations. Howbeit, product in this context is classify as services rendered by airlines in the Nigerian aviation sector. Acceptability on the other hand is defined as the quality of knowledge or the quality of an experience characterized by a positive attitude towards a thing. Hence product acceptability is defined according to Wang, Yang, & Chang, (2021) as the willingness of a society to embrace a product or services of an organisation.

Product acceptability is defined as the confirmation that a product offered to the market meets its required specification and is useable for its purpose. The acceptance of a product gives firms competitive advantage and so, measures sustainable marketing performance by combining the elements of sustainability into marketing approaches via the development of economic, social and environment concern as well as shifting attention away from sole satisfaction of consumers present needs and profitability (Wang, 2021). Anić and Antolović (2019), posit that for sustainable outcome of marketing activity, the success and survival of organisations need be recognized as an essentiality in product acceptance which is an indicator of sustainable marketing performance in the business culture. Again, Mosca, Van De Velde, Bult, Boekel and Stieger, (2015) averred that product acceptance or rejection is determined by corresponding consumer needs and expectation.

Quality is one determining factor to the acceptability rate for a product by stakeholders and firms are embracing different strategies that helps minimise rejection in the development and reintroduction of products offered to the market (Arbelaez-Garces, Rakotondranaivo, & Bonjour 2016; Jiang et al., 2015). Hence, acceptability is an approach that concerns giving thorough products with assortment of features and prices to stakeholders, the stakeholders (customers,

employees, environment, supply chains, distribution channels etc) will pick among the products features and prices that will satisfy their desired needs and wants- in this respect, the entire organisation practice marketing that satisfies present and potential customer as well is responsible socially to all stakeholders not overlooking the operating environment. Acceptability of a product in the airline operating firms depends on the price, quality, service availability and service performance.

Stakeholders value

There is a census on general thoughts as to who qualifies as potential or actual stakeholders of an organization, they include persons; neighborhoods; institutions; groups; organizations; society; and the environment (Magassouba, Tambi, Alkhlaifat & Abdullah, 2019). Different scholars described stakeholders as group(s) that claims ownership, right or interests in corporation and its activities (Dentoni, Bitzer & Passucci, 2016; Dell'Anna, Bottero, Becchio, Corgnati & Mondini, 2020; Cardeal, Hose, Ribeiro & Gotze, 2020). Njogus (2016) defined stakeholders as any group who can affect or is affected by the achievement of marketing objectives of an organisation. This implies that organisational situations are influenced based on stakeholders personal or cultural interest. Value on the other hand is a concept with dynamic difficulty. Sidorchuk (2015) define value as an item with empirical content that gives a fair return on exchanges made. Cardeal, Hose, Ribeiro and Gotze (2020), defined value as meaningful engagement with key stakeholders, and opportunities as well as threats facing the organization.

An organization aspiring for growth must integrate value creation into its purpose, strategy and business model, recognizing all resources, capitals and relationships with stakeholders. Naturally, the aim of a company is to create value for stakeholders. This means that value is not only defined by a company but also, by stakeholders of a business. To define a company's value involves establishing and prioritizing stakeholders, understanding how they are relevant to the organization's purpose and strategy, and assessing how to balance their respective needs and expectations (Dell'Anna, Bottero, Becchio, Corgnati & Mondini, 2020; Shonk, 2022). Effective stakeholder engagement allows a breadth of perspectives from different stakeholders to inform on the issues which are most pertinent to the resilience of the business and critical to its long-term success (Waghmare, Bhalerao & Wagh, 2016). Earlier on, Freeman (2010) explained that "no stakeholder stands alone in the process of value creation. Hence, we understood that each stakeholder has a knowledge of what is best for him and has a choice power on value acquisition, this value would be anything worth to the stakeholder and each group of a stakeholder would have an individual utility function that may, or may not, be concomitant with other groups in the process of value creation.

Central to Stakeholder Value Perspective is the social responsibility of an organizational in satisfying its stakeholders while pursuing joint interests and economic symbiosis. Value can only be delivered when outputs from business model deliver stakeholder outcomes in a satisfactorily manner as well as long term economic profitability (Dell'Anna, Bottero, Becchio, Corgnati & Mondini, 2020). It is also important to note that when stakeholders consider ecological and social outcomes of a business valuable, such business is half way to its success. Stakeholder value creation and delivery entail efficacious decision-making processes, including profitability planning, improvement and project appraisal. Freudenreich, Ludeke-Freund and Schaltegger (2020) acknowledge the active role that each stakeholder plays in value creation processes, emphasized that the outcome of stakeholders' perception of value plays significant role in determining how successful a business organization will turn out. Hence, all relevant stakeholders need be engaged in identifying and solving sustainability issues as part of sustainability value creation processes. Long (2017) classify airline stakeholders into internal and external that includes airlines owners, employees, tenants, passengers, government authorities, local communities, suppliers, media and unions. stakeholder value is the overall value of an organisation seen from different perspective. Customer perspective, audit perspective, employee perspective, supplier perspective.

Negotiation strategy and sustainable marketing performance

The business operational environment span of authority is often less than its responsibility that encourages a charge with mission success while relying on stakeholders' inputs and safety. Ahmad, Danish, Ali, Ali and Humayou (2019) averred that the success of any organisation is directly or indirectly affected by the performance of all stakeholders that the organisation engages with, whether or not those stakeholders are dealing directly with customers or not. Asante-Asamani, Elahee and MacDonald (2021) examined how goal orientation affects negotiation strategy from a 500 fortune global firms based in France using partial least squares structural equation modelling (PLS-SEM), found learning and performance goal orientation to significantly relate with integrative negotiation strategy and distributive negotiation strategy in two opposite directions. Learning orientation showed a positive relationship with integrative negotiation strategy and a negative relationship with distributive negotiation strategy while performance goal orientation relates positively with distributive negotiation strategy and negatively relates with integrative negotiation strategy.

Tumwebaze, Wandiba, Olutayo and Christine (2020) carried out an investigation on the exploration of negotiation strategy on employee performance in KCCA, Uganda. Data was retrieved from a sample size of 222 technical staff of KCCA using simple random sampling and regression analysis approach. The study found the level of negotiation and employee performance to be satisfactory and revealed negotiation to have a significant effect on employee performance as a conflict resolution strategy. Furthermore, they also revealed that every unit change in negotiation significantly predicts employee performance alteration. This implies that the application of a good negotiation strategy sure will advance employees performance in an organisation. Park, Rahman, Suh and Hussin (2019) empirically examined integrative bargaining with argumentation-based negotiation in Korea of 49 software agents to human interaction using partial least square structural equation model (PSL-SEM version 3.2.8) and an independent sample means T-test to analyse, found a significant positive relationship between integrative bargaining and negotiation. The study further examined the influence of trust specifically, integrity on the independent and dependent variable, and found integrity not to have a positive influence on the relationship between integrative settlement as a dimension of integrative bargaining and negotiation strategy.

Dereska (2019) investigated the relationship between negotiation strategies and negotiation performance within intercultural communication with specifics on the use of integrative strategy and distributive strategy as element of negotiation strategies as well as the effect of these strategies on negotiation performance within intercultural communication. Multiple Regression analysis was used to analyse the relationship between negotiation (integrative and distributive) strategies and negotiation performance and the influence of intercultural awareness on the relationship between negotiation strategies and negotiation performance. The study result revealed that integrative negotiation strategy significantly and positively influences negotiation performance outcome compared to distributive negotiation strategy. Distributive negotiation strategy not only have less influence on negotiation performance but revealed a negative association with the performance of negotiation outcome. Also, when intercultural awareness was used to mediated the relationship between integrative negotiation strategy and negotiation performance out, it was found that integrative strategy significantly losses influence over the negotiation performance outcome.

Liu, Ma, & Liang (2019) examined personality effect on the endorsement of ethically questionable negotiation strategies specifically business ethics in Canada and Chinses businesses. Data were drawn from 400 business professionals to examine the relationship between the personality traits (emotional stability, extraversion, agreeableness, conscientiousness and openness to experience) and perceived appropriateness of negotiation strategies in both cultures using hierarchical regression analysis. The result reveals Canadian individuals that are highly conscientious, extraversion and open-minded are more disposed to adopting ethically questionable negotiation strategies and individuals with emotional stability and agreeableness are less likely to adopt ethical questionable negotiation strategy. The result from China culture reveals that agreeableness and

emotional stability are negatively associated with endorsement of the ethical questionable negotiation strategies. The result implies that personality trait strongly affects the endorsement of ethically questionable negotiation strategies both in China and Canada though in two distinct directions.

Adeleke, Akintola, Onodugo, Akintimehin, & Ike (2019) investigated the effect of forward integration strategy on the organizational growth of selected banking and insurance firms in Nigeria which specific was to examine the nature of the relationship between direct marketing and the firm's profitability. Data were collected through a self-administered questionnaire and hypothesis tested with Pearson product-moment correlation coefficient at 0.05 level of significance. The finding revealed a high and very significant positive relationship between direct marketing activities and profit growth in most of the selected banking organisations.

Lieg-Ching (2018) conducted an empirical study of business negotiation styles in China with an objective to investigate the level of concern for self on business conflicts, concern for others on business conflicts, concern for self on friend conflicts, concern for others on friend conflicts, concern for self on business negotiation and friend conflicts, concern for others on business negotiation and friend conflicts. The study indicated accommodation, collaboration, competition and avoidance as element to negotiation style using multiple regression as a statistical tool to test the level of concern for each element on the different concern level. The result revealed a significant but different degree of concern for business conflict existing in Chinese. Thus; concern for self and others on business conflict in China revealed individual avoidance, collaboration and competitiveness to have positive significant effects on negotiation skills relating to business conflict while individual and group accommodation has no significant effect on negotiation skills. Under concern for self and others on friend conflicts in China, individual avoidance, collaboration and competitiveness showed a significant and positive effect on negotiation skill while accommodation has no significant effect on conflict negotiation skills. Again, concern for self and others on business negotiation and friend conflict showed that individual and group competitiveness, collaboration and avoidance have significant effects on negotiation resolution skills indicating that avoidance, collaboration and competition can significantly explain the difference experience in negotiation strategy. Hence concern for self, revealed a significant positive relationship with business negotiation and the handling of friend conflicts. Accommodation in china has no significant effect on negotiation resolution skills on conflicts between business and friends.

Ho₁: There is no significant relationship between negotiation strategy and stakeholder value.

Ho₂: There is no significant relationship between negotiation strategy and product acceptability.

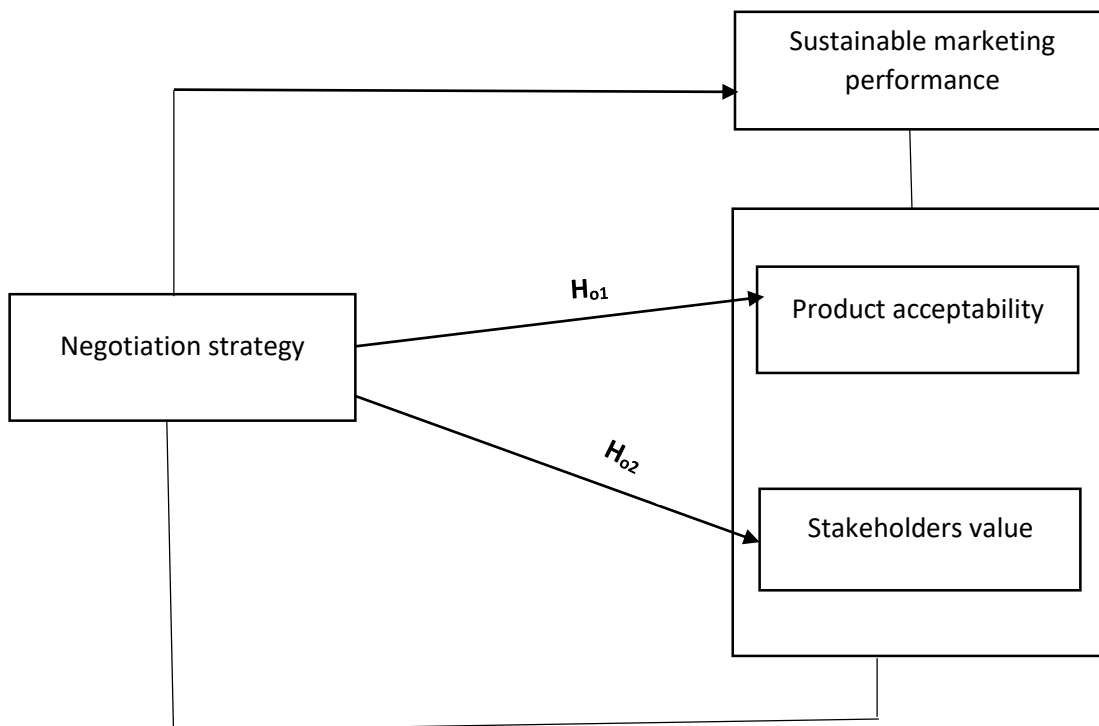


Fig 1: Operational Framework of Hypothesized Relationship between Negotiation Strategy and Sustainable Marketing Performance.

Sources: Researchers Conceptualization from Reviewed of Literature (2022).

Methodology

The study adopted an explanatory survey research design with correlational style of analysis to examine the relationship between negotiation strategy and sustainable marketing performance in a socio-economic environment. The examination of the study was done at organisational level comprising of different airline firms within the Nigerian aviation sector. 14 operating airlines made up the population of the study with 3 top managerial staff of operational manager, marketing manager and liaison manager across the six geopolitical zones in Nigeria totally about 252 respondents. The respondent defined above was drawn from the respective sample size which was equal to the population with a cluster sampling technique. Cluster sampling technique was used because the population was spready divided across the nation Cluster sampling technique was used because it reduces cost and increases efficiency of sampling since the population of the study was spread out across the nation Nigerian.

Data for the study were collected via primary source with questionnaires that were self-administered to 252 managerial staff of the 14 operating airlines in the Nigerian aviation sector. 239 copies were retrieved out of which 233 were considered fit for the study and 6 copies were seen as invalid due to spoilage. The 5-point Likert scale with: SA-Strongly Agree, A-Agree, U-Uncertain, D-Disagree, SD-Strongly Disagree was used to develop the answer options for the questionnaire. Data gathered through the questionnaire were analysed with both mean, standard deviation, frequency distribution, percentage table, Pearson product moment correlation and partial correlation.

Table 1: Reliability Analysis of items on all variables

S/N	Variables	Number of Items	Factor loadings	Cronbach's Coefficients	Alpha
1	Negotiation strategy	4	0.901	0.907	

2	Stakeholder value	4	0.850	0.943
3	Product acceptability	4	0.983	0.848

Source: SPSS Output from Survey of questionnaires

From table 1, it can be observed that a high correlational coefficient that surpass the threshold standard of 0.70 indicating a high reliability and validity.

Findings with descriptive statistics

Table 2: Negotiation Strategy

	N	Sum	Mean	Std.	Skewness	Kurtosis		
	Statisti	Statisti	Statisti	Deviation	Statisti	Std.	Std.	
	c	c	c	Statistic	c	Error	Statistic	Error
Works together with other organizations to create a better business environment?	233	981	4.21	1.243	-1.709	.159	1.751	.318
Works with other organizations in a way that yields commitment without compromise or allowing one entity to throw its power over the other in terms of decision making that governs the relationship between the entities involved?	233	921	3.95	1.208	-1.404	.159	1.048	.318
Interacts with other organizations for the benefit of both parties?	233	977	4.19	1.153	-1.746	.159	2.258	.318
Identifies other organizations that have similar problems with a view to solving them collectively?	233	966	4.15	1.028	-2.027	.159	4.137	.318
Valid N (listwise)	233							

Source: SPSS output from field survey, 2022

Table 2, shows a high mean score of the questionnaire items ranging over 3.00, this means that greater number of the respondents agreed and strongly agreed to the research question with

respect to negotiation strategy. However, question 1 which explores the extent to which organisation work with one another to create a better business environment has the highest sum of 981; highest mean score of 4.28. This shows that question 1 has the strongest influence on the variables. However, question 1 has the highest standard deviation of 1.243, which means question 1 has the most data variation. Furthermore, the skewness statistics are all negative indicating a negatively skewed distribution with scores concentrating on the high end of the scale. Also, standard errors of skewness are 0.159 which shows that, the distribution is not skewed to a significant degree. In the area of the kurtosis, the results showed a positive kurtosis indicating a relatively peaked distribution. Values of the standard errors of kurtosis are less than 2 indicating that the value is high but not significant. This type of distribution is actually a desirable outcome because it shows that only few responses are on the lower side of the scale.

Table 3: Descriptive Statistics of Stakeholder Value

	N	Sum	Mean	Std.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Deviation	Statistic	Std.	Statistic	Std.
	c	c	c	n	c	Error	tic	Error
Does your firm consider several groups in our value creation process?	233	942	4.04	1.188	-1.561	.159	1.558	.318
Monitor the impact of our operations on our host communities?	233	941	4.04	.907	-1.792	.159	3.935	.318
The optimum level of return in our organization is determine by the value we create for stakeholders?	233	933	4.00	.926	-1.749	.159	3.457	.318
We pay tax to the government as a way of giving value	233	966	4.15	1.191	-1.644	.159	1.747	.318
Valid N (listwise)	233							

Source: SPSS output from Field Survey, 2022.

Table 3, describes the high mean scores of the questionnaire items ranging over 3.00, this means that greater number of the respondents agreed and strongly agreed to the research question with reverence to stakeholder value. However, it can be seen that question 4 determine the extent to which the operating airlines in the Nigerian aviation sector pay taxes to the government as a way of giving value. Question 4 has the highest sum of 966 and highest mean score of 4.15 which shows that question 4 has the strongest influence on the variables. However, question 4 has the highest standard deviation of 1.191, which means question 4 has the most data variation.

Furthermore, the skewness statistics are all negative indicating a negatively skewed distribution with scores concentrating on the high end of the scale. Also, standard errors of skewness are 0.159 which shows that, the distribution is not skewed to a significant degree. In the area of the kurtosis,

the results showed a positive kurtosis indicating a relatively peaked distribution. Values of the standard errors of kurtosis are less than 2 indicating that the value is high thou not significant. This type of distribution is actually a desirable outcome because it shows that only few responses are on the lower side of the scale.

Table 4: Descriptive Statistics of Product Acceptability

	N	Sum	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Our products perform up to customer specification?	233	1017	4.36	1.030	-2.021	.159	3.575	.318
Customers/clients always have full information about our offerings?	233	949	4.07	1.170	-1.656	.159	1.986	.318
Market offerings are clearly, accurately and honestly communicated to stakeholders?	233	985	4.23	.833	-2.254	.159	7.209	.318
Our product gives us competitive advantage?	233	950	4.08	.892	-2.210	.159	6.035	.318
Valid N (listwise)	233							

Source: SPSS output from Field Survey, 2022.

Table 4, depicts high mean scores of the questionnaire items ranging over 3.00, this indicates that greater number of the respondents agreed and strongly agreed to the research question with reverence to product acceptability. Though, it can be seen that question 1 which explore the extent to which operational airlines in the Nigerian aviation sector consider the performance of their product on product acceptability, has the highest sum of 1017; highest mean score of 4.36. This shows that question 1 has the strongest influence on the variables. However, question 2 has the highest standard deviation of 1.170, which means question 2 has the most data variation. Furthermore, the skewness statistics are all negative indicating a negatively skewed distribution with scores concentrating on the high end of the scale. Also, standard errors of skewness are 0.159 which shows that, the distribution is not skewed to a significant degree. In the area of the kurtosis, the results showed a positive kurtosis indicating a relatively peaked distribution. Values of the standard errors of kurtosis are less than 2 indicating that the value is high thou not significant. This type of distribution is actually a desirable outcome because it shows that only few responses are on the lower side of the scale

Test of hypothesis

H₀₁: There is no significant relationship between negotiation strategy and stakeholder value.

Table 5: Correlational Analysis on the Relationship between Negotiation Strategy and Stakeholder Value

		Negotiation Strategy	Stakeholder Value
Negotiation Strategy	Pearson Correlation	1	.735**
	Sig. (2-tailed)		.000
	N	233	233
Stakeholder Value	Pearson Correlation	.735**	1
	Sig. (2-tailed)	.000	
	N	233	233

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Researchers data 2022, (SPSS output, version 23.0)

H₀₂: There is no significant relationship between negotiation strategy and product acceptability

Table 6: Correlations Analysis on the Relationship between Negotiation Strategy and Product Acceptability

		Negotiation Strategy	Product Acceptability
Negotiation Strategy	Pearson Correlation	1	.820**
	Sig. (2-tailed)		.000
	N	233	233
Product Acceptability	Pearson Correlation	.820**	1
	Sig. (2-tailed)	.000	
	N	233	233

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Researchers data 2022, (SPSS output, version 23.0)

Discussion of findings

From the analysis of the result from SPSS output showed on table 5, the coefficient of correlation $r = 0.735$ depicts strong positive statistically significant relationship between negotiation strategy and stakeholder value at a probability value of $0.000 < 0.05$ (level of significance). To this, the null hypothesis that states there is no significant relationship between negotiation strategy and stakeholder value in the Nigerian aviation sector were rejected and an alternate hypothesis accepted. Again, table 6 reveals a correlational coefficient (r) of 0.820 at a probability value of $0.000 < 0.05$; indicating a very strong and statistically positive significant relationship between negotiation strategy and product acceptability in the Nigerian aviation sector. This result in table 6 allows for the rejection of the null hypothesis H_{02} and an acceptance of an alternate hypothesis. The findings of this study are in agreement with findings of scholars who examined similar studies. In this regard, Asante-Asamani, Elahee and MacDonald (2021) found in their investigation of how goal orientation affects negotiation strategy from a 500 fortune global firms based in France that negotiation strategy (integrative and distributive) statistical and significantly affected by goal orientation (learning orientation and performance orientation). Learning orientation showed a positive relationship with integrative negotiation strategy and a negative relationship with distributive negotiation strategy while performance goal orientation relates positively with distributive negotiation strategy and negatively relates with integrative negotiation strategy.

Similarly, Tumwebaze, Wandiba, Olutayo and Christine (2020) carried out an investigation on the exploration of negotiation strategy on employee performance in KCCA, Uganda. The study found the level of negotiation and employee performance to be satisfactory and revealed negotiation to have a significant effect on employee performance as a conflict resolution strategy. More so, the

result of this study aligns with Park, Rahman, Suh and Hussin (2019) who examined integrative bargaining with argumentation-based negotiation in Korea and found a significant positive relationship between integrative bargaining and negotiation strategy. Dereska (2019) investigated the relationship between negotiation strategies and negotiation performance within intercultural communication. The study result revealed that integrative negotiation strategy significantly and positively influences negotiation performance outcome compared to distributive negotiation strategy. Distributive negotiation strategy not only have less influence on negotiation performance but revealed a negative association with the performance of negotiation outcome. Also, when intercultural awareness was used to mediated the relationship between integrative negotiation strategy and negotiation performance outcome, there was no significant influence of integrative strategy over negotiation performance outcome.

Findings of this study is in agreement with the findings of Liu, Ma, & Liang (2019) who examined personality effect on the endorsement of ethically questionable negotiation strategies specifically business ethics in Canada and Chinses businesses. The result revealed that individuals who ethically question negotiation strategies are highly conscientious, extraversion and open-minded while individuals with emotional stability, agreeableness are less likely going to question ethical negotiation strategies. Lieg-Ching (2018) conducted an empirical study of business negotiation styles in China with an objective to investigate the level of concern for self on business conflicts, concern for others on business conflicts, concern for self on friend conflicts, concern for others on friend conflicts, concern for self on business negotiation and friend conflicts, concern for others on business negotiation and friend conflicts. The result revealed a significant but different degree of concern for business conflict existing in Chinese.

Thus; concern for self and others on business conflict in China revealed individual avoidance, collaboration and competitiveness to have positive significant effects on negotiation skills relating to business conflict while individual and group accommodation has no significant effect on negotiation skills. Under concern for self and others on friend conflicts in China, individual avoidance, collaboration and competitiveness showed a significant and positive effect on negotiation skill while accommodation has no significant effect on conflict negotiation skills. Again, concern for self and others on business negotiation and friend conflict showed that individual and group competitiveness, collaboration and avoidance have significant effects on negotiation resolution skills indicating that avoidance, collaboration and competition can significantly explain the difference experience in negotiation strategy. Hence concern for self, revealed a significant positive relationship with business negotiation and the handling of friend conflicts. Accommodation in china has no significant effect on negotiation resolution skills on conflicts between business and friends. However, Park et.al (2019) avers that negotiation strategy enhances persuasiveness of an offer and encourages customers to buy products knowing there is either a win-win or win-loss angle to purchase.

Conclusion and recommendations

Based on the results of the study and given the extent of its consistency with similar studies, we conclude that negotiation strategy used as an anti-crisis strategic marketing management significantly relates with sustainable marketing performance in the Nigerian aviation sector. This study concluded that high level of negotiation strategy used as an anti-crisis strategic marketing management approach in crisis situation brings value for all stakeholders involved in a business and also encourages the acceptance of products offered to public both within and across national frontier by the Nigerian aviation sector. Also, we recommend that managers within the Nigerian aviation industry apply negotiation strategy in settling crisis to avert its effect before, during or after their occurrence to achieve sustainable marketing performance.

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