

**NEGOTIATION STRATEGIES ON ORGANISATIONAL PERFORMANCE :A CASE  
OF UGANDA WILDLIFE AUTHORITY**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT  
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**UGANDA CHRISTIAN  
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DECLARATION

I, Ijonu Christine, hereby declare that this dissertation titled "*Negotiation strategies on organization performance "case study of Uganda wildlife authority"*" is my original work and has never been submitted to any academic institution for any award. Credit has been given to all other writers' works that were used in any part of this research.

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**APPROVAL**

This dissertation titled Negotiation Strategies on Organization Performance case study of Uganda wildlife authority has been submitted by **Ijonu Christine** to the school of business in partial fulfillment of the requirements of the award of Bachelor of Procurement and Logistics Management of Uganda Christian University with my approval as the Supervisor.

Signed..... *Comfort* ..... Date..... *22/04/2025* .....

Mrs. Tumuhanye Comfort (Supervisor)

**DEDICATION.**

I would like to dedicate this research report to my dear parents' Mr. Nelson Enyagu and Mrs. Juliet Kahunde who have greatly supported me physically, financially with great encouragement, love and care to complete this research. May God greatly reward their works abundantly?

I also dedicate this work to my supervisor Mrs. **Tumhamye Comfort** who has been guiding me through the data collection and analysis & presentation of results which yielded these results. Thank you and May God reward your efforts.

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I cannot forget my special friends, Liz and Gracious for moral support. May the good Lord reward you abundantly?

## **LIST OF ACRONYMS**

<b>AOP</b>	Annual Operation Plan
<b>CA</b>	Conservation Area
<b>CAM</b>	Conservation Area Manager
<b>EIA</b>	Environmental Impact Assessment
<b>EMRU</b>	Ecological- Monitoring and Research Unit
<b>GIS</b>	Geographic Information System
<b>GMP</b>	General Management Plan
<b>HQ</b>	Headquarters
<b>IBA</b>	Important Bird and Biodiversity Area
<b>IUCN</b>	International Union for Conservation of Nature
<b>MoU</b>	Memorandum Of Understanding
<b>MTWA</b>	Ministry of Tourism Wildlife and Antiquity
<b>NEMA</b>	National Environment Management Authority
<b>NGO</b>	Non-Governmental Organization
<b>PM</b>	Procurement Manager
<b>QECA</b>	Queen Elizabeth Conservation Area
<b>RMNP</b>	Rwenzori Mountains National Park
<b>RAPPAM</b>	Rapid Assessment and Prioritization of Protected Area Management
<b>RS</b>	Resource Sharing
<b>SRF</b>	Systematic Recognizes Survey
<b>SWIC</b>	Senior Warden Incharge
<b>UPDF</b>	Uganda People Defense Force
<b>UWA</b>	Uganda Wildlife Authority
<b>WCC</b>	Warden Community Conservation
<b>WCS</b>	Wildlife Conservation Society
<b>WWF</b>	World Wildlife Fund for Natura

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## **Abstract**

The purpose of the study was to investigate on impact of negotiations on organizations performance a case study of Uganda wildlife authority.

The tourism industry is faced with many domestic and foreign competitors. Hence In order to outperform other regional rivals in the tourism industry, the Uganda Wildlife Authority's negotiating tactics need to be investigated and enhanced.

This study adopted a descriptive cross-sectional study design which involved the implementation of both quantitative and qualitative research approaches to gather information from the field. The study sample size was 60 and it was determined using Fischer's *et al.*, (1998) formula. Data was collected using questionnaires and it was analysed using SPSS to generated the descriptive statistics

The findings of this study highlighted the significant role negotiation strategies play in enhancing the operational performance of the Uganda Wildlife Authority (UWA). A substantial majority of respondents (69%) acknowledged the importance of negotiation in managing costs, ensuring regulatory compliance, and fostering long-term partnerships. The study further established a strong link between effective negotiation strategies and improved performance at Uganda Wildlife Authority (UWA).

## CHAPTER ONE

### 1.0: INTRODUCTION

This chapter looked at the background of the study, statement of the problem, purpose of the Study, specific objectives, research questions, scope of the study, significance of the study and conceptual frame work.

### 1.1: Background of the study.

Hospitality workers must learn the art and skill of negotiation. The establishment and upkeep of enduring relationships with all stakeholders is just as important to the success of hospitality enterprises as profitability (Tamayo, 2011). According to Ganesan (1993), parties to a dispute employ negotiation methods as patterns of interaction to reach an agreement. A collaborative decision-making process between two or more parties is called negotiation (Pruitt, 2013). According to Beenen and Barbuto (2014), negotiators typically employ the two fundamental bargaining strategies of distributive and integrative. Customers, clients, suppliers, and employees are just a few of the parties that hospitality businesses, managers, and staff regularly have to deal with and negotiate with (Mahmoud, 2015).

The economy has been greatly impacted by globalization in recent years, and cross-cultural commercial talks have become more crucial. As the world grows increasingly interconnected, many firms are looking to expand overseas ( Zhang et al 2009). Going global calls for not only extensive technical proficiency but also the ability to communicate with individuals from various cultural and ethnic backgrounds. There are significant differences in the negotiation styles depending on the culture. International negotiation is defined as a negotiation between several nations and areas (Sunier, 2003, p. 30). They have distinct histories and cultural traditions as a result of the world's political and economic systems.

According to Sebenius (2002), cultural differences can have a big and unexpected impact on business discussions. In any market, negotiating is a crucial component of business development. According to Hollensen (2001), in the corporate sector, a lack of understanding of cultural differences can negatively affect both negotiating and commercial success. Cultural values and

ideas influence how each person behaves, so it's critical to recognize and comprehend other cultural perspectives.

This facilitates successful communication with people and helps to prevent conflict of any kind. Johansson (2000) claims that the global economy has created a business climate that forces organizations to start thinking about their operations from a worldwide viewpoint rather than just the traditional domestic market. Recognizing that every company will eventually engage in negotiations, whether they be for a straightforward business transaction, a supplier's counter offer, or collective bargaining (Imai 2010).

In Uganda, the negotiating stage lays the groundwork for successful long-term cooperation. However, the confrontational, position-maximizing negotiating style that defines many corporate partnerships can make alliance negotiations difficult to manage.

Negotiations are viewed by the Uganda Wildlife Authority primarily as a way to establish connections that will facilitate productive cooperation between the partner businesses and, ultimately, enhance their performance. One agency that deals with the tourism industry is the Uganda Wildlife Authority. This body negotiates with several stakeholders, including tour operators, tourists, hoteliers, communities, and other government agencies. The parties' intention to establish a strong basis for their relationship and a constructive environment for the collaboration should be reflected in the negotiations. This research therefore seeks to understand negotiation strategies at Uganda Wildlife Authority.

## **1.2: Statement of the problem.**

Negotiation is a strategy used by businesses in Uganda to expand, particularly in regions where competition is difficult. The tourism industry is a tough one with many domestic and foreign competitors. In order to outperform other regional rivals in the tourism industry, the Uganda Wildlife Authority's negotiating tactics need to be strengthened. Uganda has a great tourism potential but now receives less visitors than other East African nations like Rwanda, Kenya, and Tanzania. As the leader in Uganda's tourist industry, UWA need outstanding tools and negotiation methods to generate some unique insights with other parties. The main participants' demeanor and strategy throughout the negotiation can be a positive indicator of the nature of the eventual relationship that led to improvement of organizations performance. It's on this

background that this study seeks to examine negotiation strategies used by Uganda Wildlife Authority to improve its performance.

### **1.3: Purpose of the study**

The purpose of the study was to investigate on impact of negotiations on organizations performance a case study of Uganda wildlife authority.

### **1.4: Objectives of the study**

- To examine the challenges encountered by negotiators in Tourism business at UWA?
- To establish the strategies for effective negotiation to enhance organizations performance at UWA?
- To examine the relationship between negotiation and organizational performance at UWA?

### **1.5: Research questions**

- What are the challenges encountered by negotiators in business at UWA?
- What are the strategies for effective negotiation to enhance organizations performance at UWA?
- What is the relationship between negotiation and organizational performance at UWA?

### **1.6: Scope of the study**

The scope of the study covered the following;

#### **1.6.1: Time scope.**

The research was carried out for the period of three (3) months starting April, May and June, 2024 this was appropriate enough for the researcher to compile the information required to complete this research.

#### **1.6.2: Geographical scope**

The research was carried out at Uganda wildlife authority head quarter offices, Plot 7 Kiira Road, Kamwokya, Kampala - Uganda due to its convenience and easy accessibility to the researcher (Figure.1.). Uganda Wildlife Authority is semi-autonomous entity charged with responsibility of protecting wildlife in and outside the protected areas of Uganda. Its main objective is to conserve, economically develop and sustainably manage the wildlife and protected areas of Uganda in partnership with neighboring communities and other stakeholders for the benefit of the people of Uganda and the global community. The research was done at the headquarters of 10 national parks, 12 wildlife reserves and 13 community wildlife areas where all the policy and decisions makers of the organization are based.

### **1.6.3: Subject scope**

The investigation was limited to impact of negotiations on organizations performance in Kampala using Uganda wildlife authority as a case study.

### **1.7: Significance of the study**

The study is significant to

The study may be useful to policy makers because it will help in identifying key challenges encountered during negotiations which might be instrumental in revising the organizations performance. In addition, the study may provide new practical insights useful for planning, monitoring and evaluating the negotiation processes that can stimulate organizations performance.

The findings may help the management of Uganda wildlife authority to design, relevant approaches for developing staff competences in negotiation professionalism.

The study maybe useful to the researchers for effective communication, conflict resolution, and untimely advancement of research projects.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0: INTRODUCTION**

This chapter presents a review of existing literature related to negotiation strategies and their impact on organizational performance. It explores perspectives from various authors and examines relevant theories and empirical studies on the subject. The review is structured around key research objectives, including the challenges encountered by negotiators in business, effective negotiation strategies that enhance organizational performance, and the relationship between negotiation and organizational success. The researcher utilized journals, books, and credible online sources to gather relevant literature for the study.

### **2.1: Definition of Key Variables**

**Negotiation Strategies:** Negotiation strategies refer to structured approaches and techniques used by individuals or organizations to achieve mutually beneficial agreements. These strategies help in resolving conflicts, optimizing outcomes, and fostering long-term partnerships in business transactions (Pon Staff, 2004).

**Organizational Performance:** Organizational performance measures the effectiveness and efficiency of a company in achieving its objectives. It includes financial outcomes, operational efficiency, customer satisfaction, and overall market competitiveness (Rodney Jones, Courtney Bir, Brent Ladd, 2023).

#### **2.1.1: Negotiation Strategies**

An agreement that is acceptable to all parties involved is the goal of an organized conversation between two or more people. In order to reach a mutually advantageous conclusion, parties may need to make sacrifices throughout the give-and-take process. Business transactions, employment contracts, international interactions, and contractual agreements between businesses are just a few of the situations in which negotiations take place. Pon Staff (2004) asserts that meticulous preparation, unambiguous communication, and a calculated approach to juggling conflicting interests are necessary for fruitful negotiations.

Compromise-based tactics, cooperative problem-solving, and competitive negotiating are all examples of successful negotiation techniques. When resources are limited or getting the greatest deal is a top concern, a competitive strategy is employed, which concentrates on optimizing individual profits. A collaborative approach, on the other hand, places more emphasis on identifying win-win solutions that improve corporate sustainability and create enduring connections. In order to get the best results, research by Rodney Jones, Courtney Bir, and Brent Ladd (2023) emphasizes the significance of modifying negotiating strategies according to the circumstances, parties involved, and intended outcomes.

### **2.1.2: Organizational Performance**

Effective and efficient achievement of a company's strategic goals is reflected in its organizational performance. It includes a number of aspects, such as innovation, customer happiness, staff involvement, operational efficiency, and financial stability. Through the acquisition of advantageous contracts, the reduction of procurement expenses, and the development of fruitful relationships with stakeholders, effective negotiation techniques greatly improve organizational performance.

Competitive advantage and sustainable growth are the results of a well-organized negotiating process that improves decision-making, lowers operational risks, and guarantees regulatory compliance. Research shows that firms that spend money on good negotiators and negotiation frameworks typically have better results in terms of resource optimization, stakeholder involvement, and cost control. Through the alignment of negotiating tactics with overarching business objectives, organizations can enhance their overall performance and sustain a competitive advantage in the marketplace.

### **2.2: Challenges encountered by negotiators in business.**

Negotiation is more challenging in markets with low competition, claim etal (2000). As a result, the buyer's position is weakened and the supplier's is strengthened. The purchasing and supply management professional needs to have a stance with which they are willing to end the negotiation and identify alternatives as part of the negotiation process.

As stated by Thompson, et al (2001) Ineffective communication leads to ineffective bargaining. Therefore, the rule that should always govern financial talks is clarity. It is helpful to start the negotiation process by clearly outlining the guidelines and procedures that will direct the conversations in order to promote clarity throughout the process. These should cover topics including the length and schedule of the talks, the sequence in which people speak, the information sharing between the parties, the handling of administrative concerns, and the function of committees and substitutes. This exercise will also provide the opportunity to build habits and standards which help to create a secure and predictable environment, to avoid delays when problems arise, and to resist the unwarranted exertion of pressure.

The basic concerns presented by Raiffa's prescriptive framework prompted behavioral decision researchers to begin addressing them ( Bazerman and Moore 2008). In order to determine the obstacles facing the main negotiator and what may be anticipated from other parties, behavioral choice researchers discovered the systematic ways in which people deviate from reason. The idea of "rationality" in Raiffa's literature and behavioral choice researchers' work did not assume anything about the negotiator's values; rather, it assumed that they pursued their own goals as best they could. Since each party has goals to achieve, this influences negotiations.

The amount of authority a buyer has will influence how aggressively he bargains. In order to maintain low pricing and encourage improvements to their products and services, buyers are likely to take advantage of the natural competition among suppliers as it grows. It should also be more plausible for the buyer to use aggressive bargaining strategies when multiple suppliers are interested in the purchase contract. Many of these tactics contain implicit or explicit threats, such as implying that the seller faces the possibility of losing the contract. Power imbalances increase the use of threats and punishments, which increases the likelihood of conflict escalation, in contrast to power balance ( Giebels & Van De Vliert, 1998).

Perdue & Summers (1991) state that the buyer should have less need to resolve issues with any particular supplier or group of suppliers due to the increased effectiveness of aggressive bargaining brought on by intense supplier competition. The marginal benefits of doing so in these circumstances may also not be worth the expense.

Several departures from rationality have been highlighted as predicted in negotiations, building on work in behavioral decision theory (Kahneman and Tversky 1979). Researchers discovered, for instance, that negotiators frequently base their numerical estimates in negotiations on unrelated information, such as manipulated listing prices or arbitrary numbers (Northcraft and Neale 1987), are unnecessarily influenced by the positive or negative frame in which they view risks (Neale and Bazerman 1985; Bazerman, Magliozzi, and Neale 1985), rely excessively on readily available information at the expense of important but less salient information (Neale 1984), and have an excessive amount of confidence in their ability to achieve favorable outcomes (Neale and Bazerman 1985).

The application of behavioral choice research quickly evolved into an investigation of potential extra biases that could be brought about by negotiations' competitive nature. Negotiators sometimes overlook opportunities for mutually advantageous trade-offs between the parties because they believe that negotiations are a fixed-sum game (the so-called fixed-pie) (Bazerman et al., 1985).

Negotiation cannot occur without communication, claim De Dreu & Van Kleef (2004). As you actively listen, pay attention to what is being said. You can hear what they're trying to communicate, feel their feelings, and comprehend their perspective by listening. If the other person's meaning is unclear to you, ask them to clarify it or to repeat concepts. A cattle producer might inquire about your receiving program, for example, if you have wheat pasture and are considering leasing it to a stocker operator. He may need to outline a reception program or provide a list of the choices (holding, feeding, vaccination, etc.) that the cattle producer deems necessary. Listening actively enhances both what you hear and what they say.

A negotiation is not a debate; speak with the other party! Instead of talking about them, talk about you. Instead of focusing on what they did, explain a problem by how it affected you. Saying "I feel let down" rather than "You broke your word" is one example. Talk with intention and use all of your words (Radzevick and Moore 2008).

According to Gelfand and Christakopoulou (1999), interdependence can make someone more inclined to correctly forecast the needs, desires, and potential behaviors of others, much like low

power people. This opinion is supported by numerous studies. According to Erber and Fiske (1984), outcome reliance led to increased attention to details that contradicted one's preconceived notions about another individual. According to Copeland (1994), people who are at a power deficit are more motivated to make an impression than people who are at a power advantage. According to the theory, those with less authority could try to affect their circumstances by controlling their positive self-perceptions (Goodwin, Gubin, Fiske & Yzerbyt, 2000).

De Dreu & Van Kleef (2004) revealed that negotiators with less power ask more diagnostic than leading questions, and more belief-congruent than incongruent questions, when facing a competitive rather than cooperative partner.

Parties frequently believe that the opposing side is purposefully exaggerating its position when they cannot agree on what is fair. On the other hand, studies have shown that it is very typical and predictable for parties to prioritize their own opinions, which leads to a motivational bias that views justice through a self-serving prism (Diekmann et al. 1997). Negotiators are egotistical, as demonstrated by Thompson and Lowenstein (1992), and the more egocentric the parties involved, the greater the chance of a stalemate. Studies that employed monetary rewards for performance and in a variety of negotiation settings have successfully reproduced this finding (Babcock et al. 1995).

Furthermore, Thompson and Loewenstein (1992) discovered that egocentrism is actually increased when more (neutral) information is provided. Individuals who were given more information tended to predict what a fair outcome would be more extreme. Lastly, self-serving recall bias was also demonstrated by study participants, who were more likely to recall information that benefited them. According to David Messick and Keith Senz (1983), preferences are established through the vulnerable process of reflection. Ambiguous circumstances make negotiating and fairness questionable.

Overestimating their influence over unpredictable events is the root cause of negotiators' optimism (Kramer 1994). Even though it is illogical, negotiators in prisoner dilemma games act as though their choices will influence the other party's simultaneous decisions (Shafir and

Tversky 1992; Morris et al. 1998). Parties may cooperate in one-shot prisoner dilemma games because they believe that their cooperation will encourage cooperation from the opposing side. Social costs can also result from positive illusions. Kramer (1994) discovered that poor negotiators disparage their more successful peers by blaming their achievements on unethical and uncooperative negotiation strategies.

Early research shown that anger increases the likelihood that negotiators will reject lucrative offers in ultimatum games (Pillutla and Murnighan 1996) and makes them more self-centered in their choices (Loewenstein et al. 1989). Recent research has shown that even emotions unrelated to the negotiations, or incidental emotions, can have a significant impact on negotiations, whereas previous work concentrated on assisting negotiators in becoming more conscious of their emotions, such as fear and anger, in order to control them during crucial negotiations (Adler, Rosen, and Silverstein 1998).

### **2.3: Strategies to ensure effective negotiation.**

According to Lewicki et al. (2002), purchasing and supply management specialists should handle or spearhead any major supplier negotiations that their company requires. The buying and supply management specialist is in charge of making sure that the person who is going to negotiate is adequately trained and equipped for the task.

The partners' first discussions should concentrate on determining shared interests and establishing agreement on the alliance's fundamental strategic goals, according to Bazerman (1995). To clinch a contract, there should be no pressure. In an attempt to reach a rapid agreement, negotiators may overlook the relational and operational challenges of managing the business in favor of concentrating on the partnership's legal and financial features. Spelling out mutual benefits can also help negotiators uncover unrealistic expectations.

According to Lynch (2003), the negotiation should have identified the proprietary knowledge that needs to be protected. Therefore, managers should make sure their competitive advantage is sufficiently protected before revealing proprietary data and ensure that the negotiators have received adequate training on what is appropriate to share and when. Ideally, the technology to

be revealed should be patentable, and sensitive information should be covered by confidentiality agreements to prevent potential partners from exploiting disclosures in a way that would be competitive. It's a good idea to balance how much information and capabilities are revealed with what the partner discloses.

First, appropriate behavior at every stage can aid in overcoming a lot of challenging circumstances. The capacity to actively think and listen is one of the most crucial abilities to develop. Think critically generally by listening intently, clarifying things with questions, and analyzing and connecting statements and inquiries to the underlying interests. R. Lynch (2003) Asking questions is beneficial because, whereas statements create resistance, questions produce answers. Speaking is an additional crucial ability to develop. Generally speaking, communicate to be understood by being loud, clear, and concise; explaining how and why you came to your stance; and treating the other side as equals while understanding their interests and acknowledging their valid concerns.

Saner (2000) urges that Negotiation tactics, including fallback positions, must be thoroughly developed before to negotiations, and only technical personnel should be actively involved. No final commitment should be stated at the conclusion of the negotiations. For this reason, government officials and politicians shouldn't be present at negotiations. To find time to reevaluate the negotiation outcomes and ultimately validate them at a higher level of authority, it is strongly advised that negotiating teams report back to these higher authorities upon their return to their respective home nation

According to Tan,(2004) Consultations with pertinent government and nongovernmental organizations should be conducted externally. Coordinated development efforts from all pertinent stakeholders are necessary for effective sustainable development. To realize the best development strategy, it is crucial to have a solid grasp of how the negotiation fits into the country's larger development plan. To find out how the impending negotiations might support or undermine their efforts, it is crucial to speak with other pertinent parties. Gaining knowledge about your position in the power structure and how it either helps or hinders your capacity to negotiate is also beneficial. The negotiating team may be in a better position to resist pressure to end talks too soon if they improve contact with other pertinent parties.

According to Mclean (2010), developing a deeper understanding of other cultures can help us recognize their similarities and differences, deal with and adapt to cultural differences so that offense is not committed, recognize and comprehend the reasons behind people's actions and behaviors, and work proactively with cultural differences to create outcomes that are mutually satisfying and unifying.

Managers may choose to seek out expert consultants to help with the discussions when working in a foreign business culture (Usunier, 2003). In order to better comprehend the possible agreement and facilitate it, consultants who are familiar with the business procedures and culture of the foreign environment and who have relationships and credibility in the field of the proposed venture can occasionally be of great assistance. However, using a consultant to put the transaction together is seldom the greatest option. A corporation is unlikely to be able to execute a deal successfully if it lacks the capacity to make the business and strategic choices that precede it.

Tan (2004) asserts that discussions should enable the parties to learn more about one another, define mutual aims and objectives, and clarify anticipated advantages. It is important to attempt to avoid giving legal considerations and technicalities, decision-making procedures, and ownership formulas too much attention at this point. Instead, concentrate conversations on operations planning, goal clarity, hiring, resource requirements, reporting systems, cost controls, and desired outcomes.

Sebenius (2002) contends that many of the major issues that were exposed might have been avoided with cultural diplomacy training. International negotiators are inclined to rely on their own subjective cultural presumptions in the absence of such training. They will disregard rather than examine beliefs and presumptions, reduce rather than consider cultural differences, impute reasons characteristic of their shared culture rather than understanding those of other cultures, and essentially negotiate with themselves.

When possible, CIPS advises purchasing and supply management specialists to try to find a solution that works for everyone. Even if the benefits of the negotiation are rarely evenly distributed, if suppliers feel like they have "lost," it may negatively impact their relationship with the purchasing and supply management professionals, making any negotiated gains short-term successes.

According to Lewis (2005, p. 27), while engaging in international talks, people often just consider their country's culture; nevertheless, other aspects including educational, racial, gender, and religious cultures must also be considered. Karakowsky et al. (2006) concur and add that these factors are all "cross cultural" and have an effect on how people behave. Therefore, it is necessary to consider all aspects of culture in order to become a better negotiator.

#### **2.4: The relationship between negotiations management and organizational performance.**

As businesses expand internationally and jobs are outsourced, employees are forced to deal with people from other nations on a daily basis. Establishing a trading relationship between partners requires the business process of negotiation (Yuan and Turel 2004). When using Internet-based technology to acquire products and services, partners must regularly negotiate, which typically entails complex negotiations (Cerquides et al 2007). The negotiation process has emerged as a major topic in the literature, especially in the field of procurement, thanks to sophisticated web-based technologies like the Internet and extranets (Aguiler et al., 2008).

According to Kurtzberg and Medvec (1999), negotiation can affect a variety of relationship components, including the parties' relationship, communication, and degree of trust. Issues affecting negotiation have an impact on the sourcing process between partners in the procurement network, as many actors, including the supplier and the procurer, are involved in the negotiation process. Thus, preparation's quality, scope, and sincerity are crucial factors that influence the negotiation process as a whole. Effective solutions necessitate innovative and adaptable behavior, which the negotiation process inherently tends to obstruct. By putting the negotiator in a better position to listen critically, respond creatively, and act decisively, negotiation helps make up for this. Because high-quality products are acquired at a reasonable cost, it also lowers risks like fraud and enables negotiators to build up corporate profits.

When beginning a business discussion, preparation is essential because it is clear that unsuccessful negotiations can result in financial losses or even the liquidation of the company, as was the case with Enron. Research, including learning as much as possible about the party or parties that will be on the other side of the table, is a crucial component of negotiation preparation, according to Zhang et al. (2009, p.103). Negotiators can improve their business performance and earnings by knowing how to get the results of international business negotiations and the aspects that are pertinent to the process (Peng, 2008).

Models of negotiation provide some insight in this regard. Bargaining and negotiation are typically described by negotiation models as a process that involves information sharing, cooperative problem solving, and persuasion (Alexander, Schul & McCorkle, 1994). Both social exchange theory (Druckman, 1977) and exchange theory (Bagozzi, 1978) provide theoretical vantage points upon which most industrial negotiation research is based. According to this framework, three constructs negotiator characteristics, situational characteristics, and the characteristics of the negotiation process itself interact intricately to determine negotiation outcomes, such as whether or not an agreement is reached, the level of buyer and/or seller satisfaction, and profits (Campbell, Graham, Jolibert & Meissner, 1988).

According to this perspective, situational and negotiating traits influence both process-related behaviors and performance results (Alexander et al., 1994). The procurement expert can gain a better understanding of the problem and the spectrum of acceptable (and undesirable) outcomes through negotiation. This builds the self-assurance required for a favorable result. Full stakeholder support for the negotiated conclusion is ensured by approaching the discussions with a comprehensive understanding of the requirements of the stakeholders (i.e., service, quality, etc. in addition to price).

The question of how to divide the available benefits between the two parties is addressed by distributive bargaining, often known as aggressive or competitive negotiating (Walton & McKersie's, 1966). Distributive bargaining is more precisely defined by the employment of zero-sum or "win-lose" strategies, including positional commitments, excessive demands, promises,

and persuasive arguments, as well as the communication of implicit or explicit threats (Pruitt & Lewis, 1975). For topics that both sides value equally, distributive approaches may be appropriate (i.e. distributive issues). Distributive strategies, however, have been argued to be ineffective when applied improperly to integrative problems and to create a combative atmosphere during negotiations (Lax & Sebenius, 1986).

## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This chapter explains and describes how the research was carried out. It focused on the research design, target population, sampled population, sample size data collection, data analysis and ethical considerations.

#### 3.1 Research design

This study adopted a descriptive cross-sectional study design which involved the implementation of both quantitative and qualitative research approaches to gather information from the field, however, quantitative method of data collection dominated or was largely used and emphasized in the collection of data because it was more accurate in terms of data collection and yet again more reliable in terms of research results. This meant that quantitative research design was only used for expressing the numerical information captured during the study which could be easily expressed in words. This comprised of mainly statistical information expressed in words.

#### 3.2 Research population

A population can be defined as a complete collection of all elements (units) that are of interest to the researcher. The study population was the people working with Uganda Wildlife Authority and based at UWA headquarters offices. In this study, the target population was the top-level management and the middle management employees of all the department of Tourism and Business management, Marketing, reservations, procurement and legal unit. A total of 60 staff were targeted during the study.

#### 3.3: Sample Size Determination

Fischer's *et al.*, (1998) formula was used to determine sample size

$$n = \frac{Z^2 pq}{d^2}$$

Where;

n=desired sample size (if the target population is greater than 10,000)

Z= the standard normal distribution at 95 % confidence level (standard value of 1.96)

P=Estimated prevalence of HTN complications of 50%

q=1-p

d=level of precision (Set at + or-5% or 0.05)

Substitution these figures for the above formula

$$n = \frac{(1.96)^2 (0.5) (0.5)}{(0.05)^2} = 60$$

### **3.4: Sampling technique.**

Simple random sampling method was used to get the required sample size.

### **3.5: Data Collection Tools**

Research instruments included a self-administered questionnaire administered directly to the respondents. These assisted to capture the necessary information to address the research questions. The questionnaires were pre-coded and took into consideration the research objectives of the study.

### **3.6: Data Collection**

The study employed the use of questionnaire to collect data using Kobo collect tool used by 1 field research assistants. At the end of each day, completed questionnaires were checked for completeness, consistencies and uploaded to the data base for analysis. Each interview took about 6-10 minutes. Data was cleaned manually and stored in the computer. The research assistant was trained to assist the researcher in speedy collection of data. The research assistant was selected among the staff of Uganda Wildlife Authority.

### **3.7: Data Analysis and Presentation**

Once data was collected, it was edited to ensure consistency across the respondents and location of any omissions; it was summarized, coded and entered into a computer. Data was analysed using Excel and Kobo collect tool. Chi square statistics was used to test association between the variable's significance level was tested at 95% level of confidence meaning that ( $p < 0.05$  at 5% confidence interval CI). Descriptive statistics such as means and frequencies was calculated for respective characteristics whereas statistical significance of association was determined by Chi square statistics. Findings was presented in form of graphs and tables.

### 3.8: Ethical Consideration

Study participants were approached early and thought their consent prior to the data collection stage. The right to participate in the study or not rests with the respondents and this was respected at all times during the study. Every respondent was informed that it is their right to choose whether to participate in the study or not and even withdraw from the study at any time. This did not affect their work schedules. No inducements or a reward was given to participants to join the study. Confidentiality and anonymity were maintained at all times. No identifying data was recorded and all information given was used strictly for research purposes only and data collected was stored, analysed and reported in formats that won't allow identification of the individual participant. There were no invasive procedures carried out on the participants, so no physical risks were encountered.

## CHAPTER FOUR:

### DATA ANALYSIS, INTERPRETATION, AND PRESENTATION OF FINDINGS

#### 4.0 Introduction

This chapter presents the analysis, interpretation, and presentation of data obtained from 60 respondents at the Uganda Wildlife Authority. The data was gathered using a questionnaire and focused on key demographic characteristics such as gender, age, level of education, length of service, and the department to which the respondents belong. Additionally, the findings explore the challenges faced in negotiations and the strategies employed to enhance organizational performance.

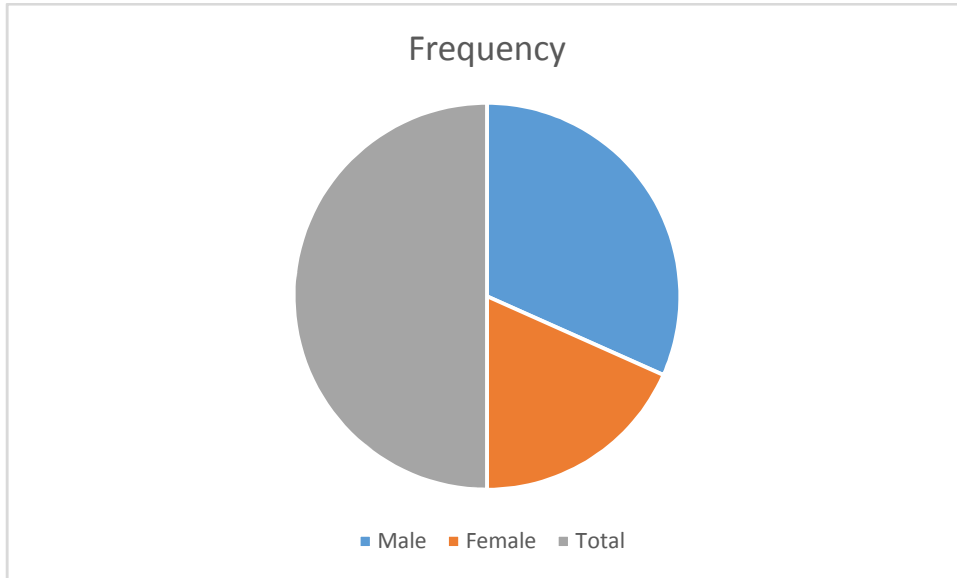
#### 4.1 Findings on Demographic Characteristics of Respondents

The following table illustrates the gender distribution of the respondents

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	38	63%
Female	22	37%
Total	60	100

From the data, it is evident that the majority of respondents (38 or 63%) were male, while 22 (37%) were female. This suggests that there may be a gender imbalance within the Uganda Wildlife Authority, with a higher representation of male employees. This could be linked to the nature of the roles and responsibilities within the organization, which may favor male candidates, possibly due to physical demands or traditional biases in some departments.

**Figure 1: Gender Distribution of Respondents**



#### **4.1.1. Age Bracket**

The age distribution of the respondents is as follows:

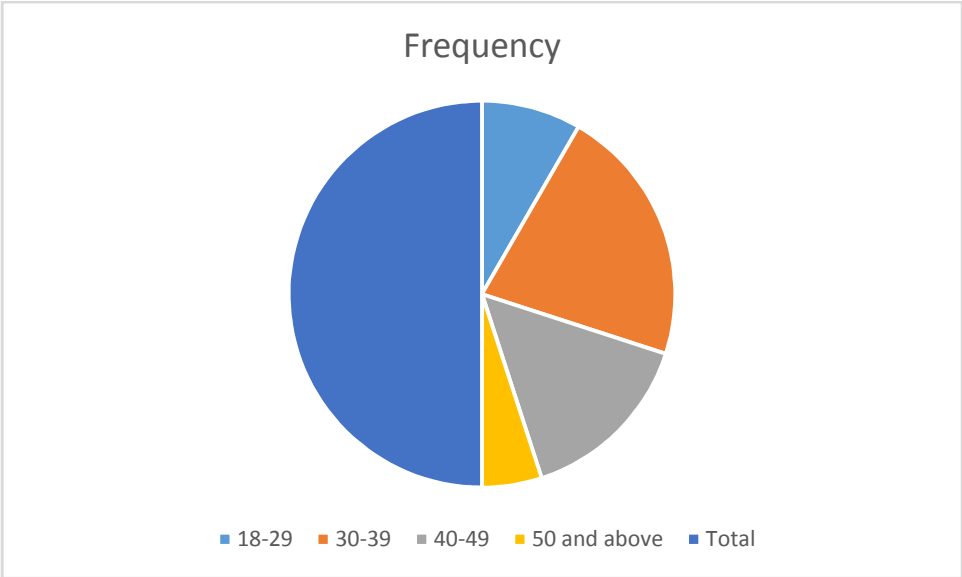
<b>Age Bracket</b>	<b>Frequency</b>	<b>Percentage (%)</b>
18-29	10	17%
30-39	26	43%
40-49	18	30%
50 and above	6	10%
Total	60	100

The data indicates that the majority of respondents (26 or 43%) fall within the 30-39 age bracket, followed by 18 (30%) within the 40-49 bracket. This shows a workforce that is relatively experienced, with a significant proportion of employees possessing a combination of maturity and expertise. The organization benefits from the input of employees with a broad range of work

experience, especially in negotiation settings where strategic and experienced decision-making is crucial.

**Figure 2: Age Bracket Distribution of Respondents**

(Include pie chart for visual representation)



The data indicates that the majority of respondents (26 or 43%) fall within the 30-39 age bracket, followed by 18 (30%) within the 40-49 bracket. This shows a workforce that is relatively experienced, with a significant proportion of employees possessing a combination of maturity

and expertise. The organization benefits from the input of employees with a broad range of work experience, especially in negotiation settings where strategic and experienced decision-making is crucial.

### **Figure 2: Age Bracket Distribution of Respondents**

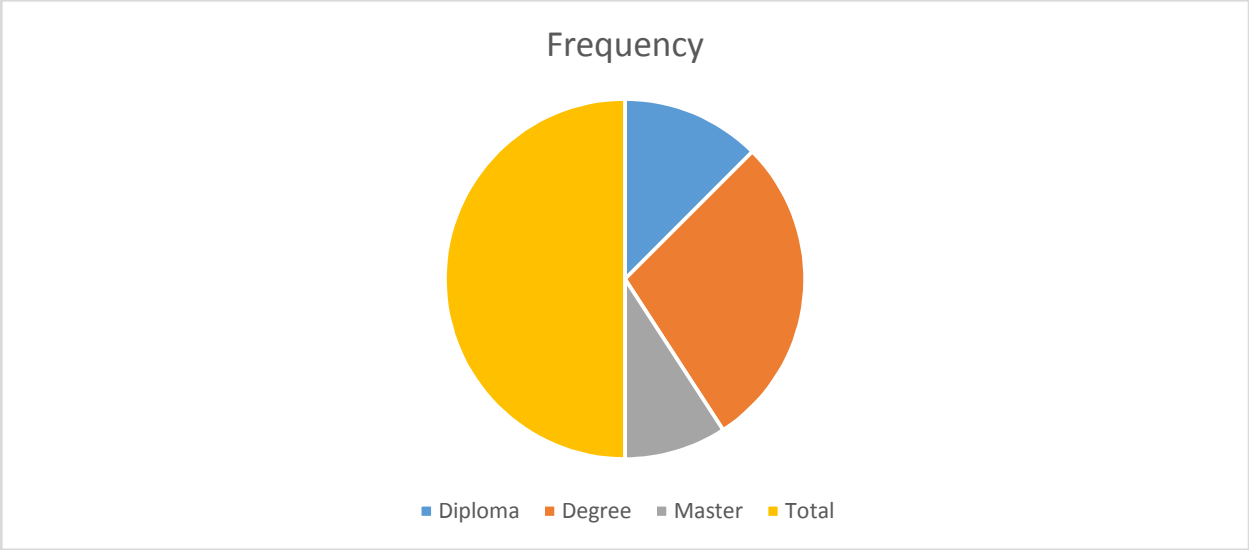
(Include pie chart for visual representation)

#### **4.1.2 Level of Education**

The educational qualifications of the respondents are displayed in the table below:

<b>Level of Education</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Diploma	15	25%
Degree	34	57%
Master	11	18%
<b>Total</b>	<b>60</b>	<b>100%</b>

The findings show that the majority of respondents (34 or 57%) hold a degree, followed by 15 (25%) with a diploma and 11 (18%) with a master's degree. This implies that the Uganda Wildlife Authority employs a highly educated workforce, which contributes to the organization's ability to implement strategic negotiation techniques, thus enhancing overall organizational performance.



4.1.3 Length of Service in the Organization

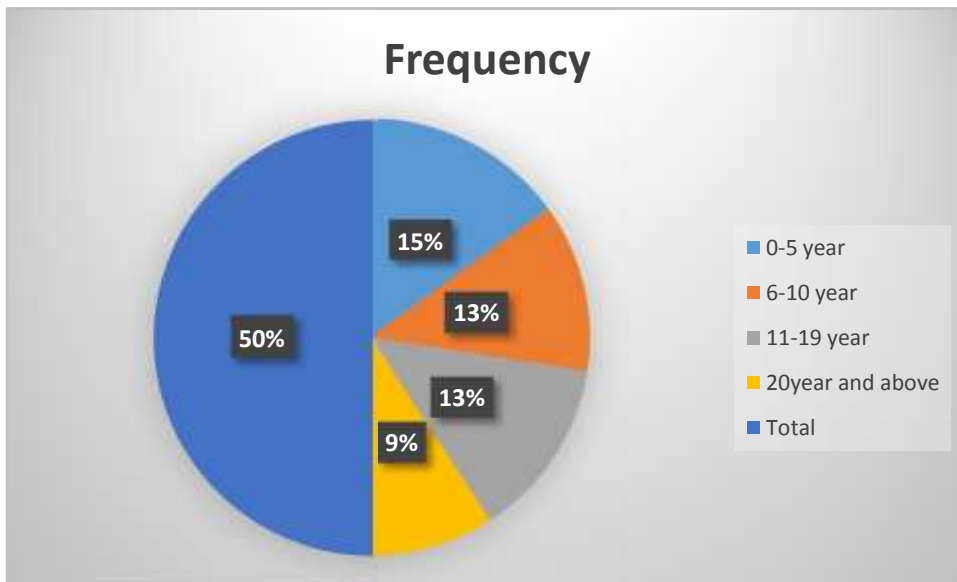
The length of service of the respondents within the Uganda Wildlife Authority is as follows:

Length of Service	Frequency	Percentage (%)
0-5 year	18	30%
6-10 year	15	25%
11-19 year	16	27%
20year and above	11	18%
Total	60	100

The data indicates that the majority of respondents (18 or 30%) have worked with the organization for 0-5 years, followed by 16 (27%) with 11-19 years of service. This distribution highlights that the Uganda Wildlife Authority has a mix of relatively new and experienced

employees. The presence of long-serving employees provides a wealth of institutional knowledge, which can significantly influence the effectiveness of negotiation strategies, while newer employees bring fresh perspectives to the process.

**Figure 4: Length of Service Distribution of Respondent**

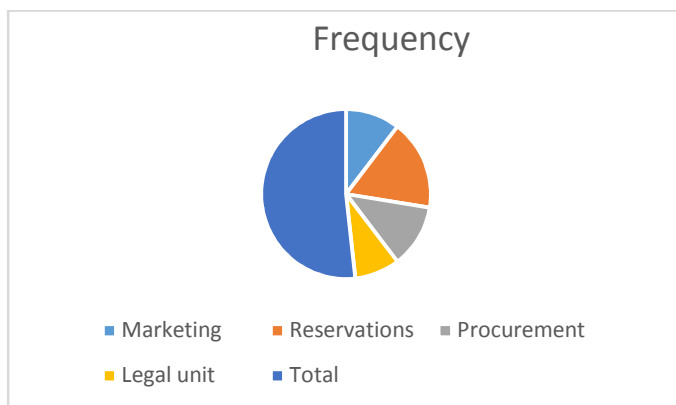


#### 4.1.4 Departments of the Respondents

The distribution of respondents across various departments within the Uganda Wildlife Authority is as follows:

Department	Frequency	Percentage (%)
Marketing	12	20 %
Reservations	20	33%
Procurement	14	23%
Legal unit	10	24%
<b>Total</b>	<b>60</b>	<b>100</b>

As shown, the logistics department has the highest number of respondents (20 or 33%), followed by operations (14 or 23%) and accounting (12 or 20%). The distribution reflects a diversified workforce, with employees from various departments that contribute to the organization's strategic goals. Negotiation strategies likely vary across these departments, where logistics and operations may deal more with resource management and coordination, while accounting and marketing may focus on financial negotiations and public relations.



#### 4.2 Findings on the Challenges Faced in Negotiation Strategies at Uganda Wildlife Authority

Below are the responses from the respondents in relation to the challenges faced in implementing negotiation strategies. The responses follow the same scale: SA – Strongly Agree, A – Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree.

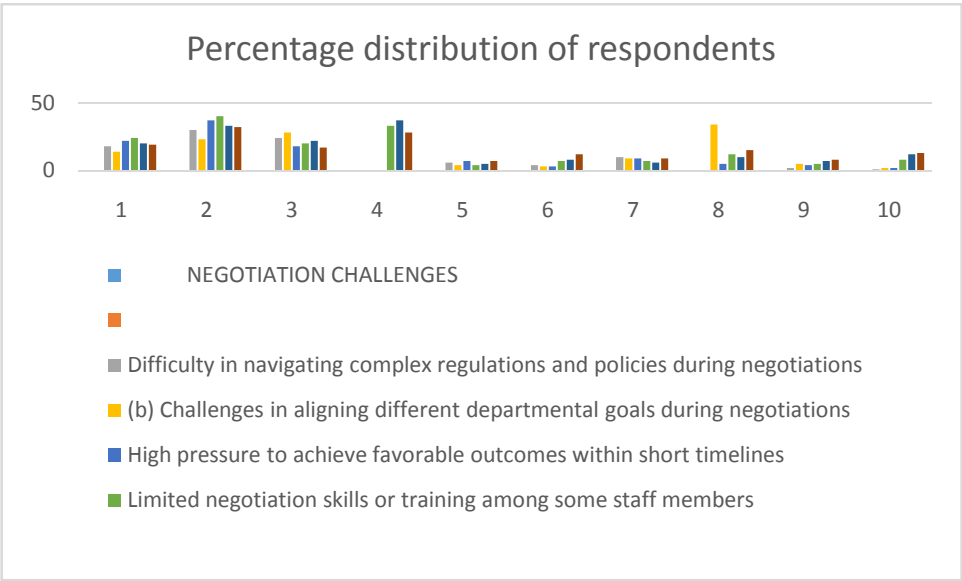
SN	NEGOTIATION CHALLENGES	SA		A		NS		D		SD	
		F	%	F	%	F	%	F	%	F	%
(a)	Difficulty in navigating complex regulations and policies during negotiations	18	30%	24	%	6	4%	10	%	2	1%
(b)	(b) Challenges in aligning different departmental goals during negotiations	14	23%	28	%	4	3%	9	34%	5	2%
(c)	High pressure to achieve favorable outcomes within short timelines	22	37%	18	%	7	3%	9	5%	4	2%
(d)	Limited negotiation skills or training among some staff members	24	40%	20	33%	4	7%	7	12%	5	8%
(e)	(e) Resistance from external stakeholders during negotiations	20	33%	22	37%	5	8%	6	10%	7	12%
(f)	Political interference affecting negotiation outcomes.	19	32%	17	28%	7	12%	9	15%	8	13%

From the table, the following challenges are evident:

Navigating Complex Regulations: 30% of respondents strongly agreed, and 40% agreed, that the complexity of regulations and policies presents a challenge during negotiations. This reflects the difficulty in negotiating within a heavily regulated environment, which can hinder the speed and flexibility of negotiations. Aligning Departmental Goals: 23% strongly agreed, and 47% agreed, that aligning different departmental goals during negotiations is a significant challenge. This

highlights the importance of internal coordination before external negotiations to ensure all parties within the organization are working towards the same objectives. Pressure to Achieve Outcomes: 37% of respondents strongly agreed, and 30% agreed, that high pressure to achieve favorable outcomes within short timelines is a challenge faced during negotiations. This can sometimes result in suboptimal agreements or hasty decisions that may not benefit the organization in the long term. Limited Negotiation Skills or Training: 40% of respondents strongly agreed, and 33% agreed, that limited negotiation skills among staff are a challenge. This implies a need for continuous training to improve negotiation capabilities and enhance overall performance. Resistance from External Stakeholders: 33% of respondents strongly agreed, and 37% agreed, that resistance from external stakeholders is a common challenge. Overcoming such resistance is critical to ensure successful negotiations that align with the organization’s goals. Political Interference: 32% of respondents strongly agreed, and 28% agreed, that political interference affects the outcome of negotiations. This can complicate the negotiation process and hinder the Uganda Wildlife Authority's ability to achieve desired outcomes in some cases.

**Figure 7: Challenges in Implementing Negotiation Strategies at Uganda Wildlife Authority**  
 (Include pie chart for visual representation.)



### 4.3 Findings on the Role of Negotiation Strategies in Enhancing Organizational Performance at Uganda Wildlife Authority

Below are the responses from the 60 respondents, indicating their views on various negotiation strategies employed within the Uganda Wildlife Authority? The responses are based on the following scale: SA – Strongly Agree, A – Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree.

The findings reflect how various negotiation strategies influence the organization’s performance, highlighting key areas where negotiations impact operational effectiveness and the achievement of organizational goals.

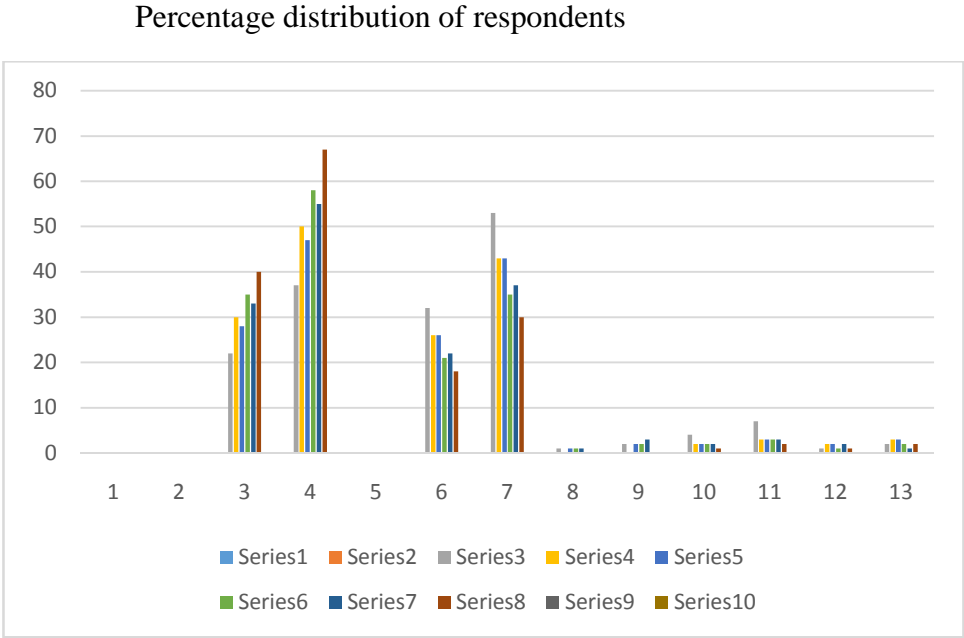
SN	NEGOTIATION STRATEGY	SA		A		NS		D		SD	
		F	%	F	%	F	%	F	%	F	%
(a)	Engaging in effective negotiation to resolve disputes and improve internal cooperation	22	37%	32	53%	1	2%	4	7%	1	2%
(b)	Utilizing negotiation skills to secure favorable contracts and funding for projects	30	50%	26	43%	0	0	2	3%	2	3%
(c)	Negotiating to reduce operational costs and improve resource allocation	28	47%	26	43%	1	2%	2	3%	2	3%
(d)	Building strong relationships with stakeholders through effective negotiation	35	58%	21	35%	1	2%	2	3%	1	2%
(e)	Using negotiation to improve interdepartmental coordination and achieve organizational goals	33	55%	22	37%	1	3%	2	3%	2	1%
(f)	) Negotiating with government and regulatory bodies to ensure compliance and support	40	67%	18	30%	0	0	1	2%	1	2%

The table above illustrates the respondents' views on the role of negotiation strategies within Uganda Wildlife Authority. From the results, several key points stand out:

**Dispute Resolution and Internal Cooperation:** 37% of respondents strongly agreed that effective negotiation plays a crucial role in resolving disputes and fostering cooperation within the organization. Additionally, 53% agreed, highlighting the

importance of collaboration in organizational success. **Securing Contracts and Funding:** 50% of the respondents strongly agreed that negotiation skills are critical in securing favorable contracts and funding for various projects within the Uganda Wildlife Authority. This suggests that negotiation is a key tool in ensuring the financial and operational sustainability of the authority. **Reducing Operational Costs:** 47% of respondents strongly agreed that negotiating to reduce operational costs is an essential strategy for enhancing efficiency. This shows that strategic negotiation in resource allocation can significantly improve the financial performance of the organization. **Building Stakeholder Relationships;** 58% of respondents strongly agreed that effective negotiation is essential in building strong relationships with external stakeholders. Such relationships can lead to improved partnerships and increased collaboration, benefiting the overall performance of the organization. **Interdepartmental Coordination;** 55% of the respondents strongly agreed that negotiation enhances interdepartmental coordination and helps achieve the organization's goals. This shows that internal negotiations play a crucial role in aligning departmental objectives with the overall mission of the Uganda Wildlife Authority. **Negotiating with Government and Regulatory Bodies;** 67% of the respondents strongly agreed that negotiation with government bodies is essential to ensure compliance with regulations and secure support for operational activities. This highlights the importance of negotiation in navigating the complex regulatory environment in which the Uganda Wildlife Authority operates.

**Figure 6: The Role of Negotiation Strategies in Organizational Performance at Uganda Wildlife Authority.**



#### 4.4 Findings on the Impact of Negotiation Strategies on Organizational Performance at Uganda Wildlife Authority

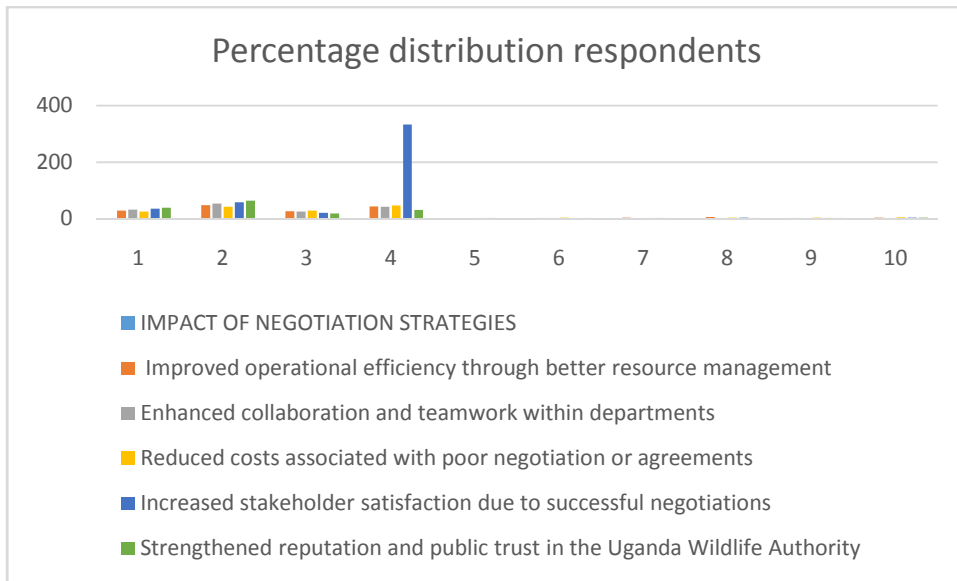
Below are the responses from the respondents in relation to how negotiation strategies impact organizational performance. The responses are presented in the following table:

SN	IMPACT OF NEGOTIATION STRATEGIES	SA		A		NS		D		SD	
		F	%	F	%	F	%	F	%	F	%
(a)	Improved operational efficiency through better resource management	28	47%	26	43%	1	2%	3	5%	2	3%
(b)	Enhanced collaboration and teamwork within departments	32	53%	25	42%	1	2%	1	2%	1	2%
(c)	Reduced costs associated with poor negotiation or agreements	25	42%	28	47%	2	3%	2	3%	3	5%
(d)	Increased stakeholder satisfaction due to successful negotiations	35	58%	20	33%	2	1%	2	3%	2	3%
(e)	Strengthened reputation and public trust in the Uganda Wildlife Authority	38	63%	18	30%	1	2%	1	2%	2	3%

The data shows that negotiation strategies have a significant impact on the performance of Uganda Wildlife Authority:

% agreed that negotiation strategies enhance collaboration and teamwork within departments, fostering a more unified approach to achieving organizational goals. Cost Reduction: 42% strongly agreed, and 47% agreed that effective negotiation strategies help reduce costs, contributing to better financial management and operational sustainability. Stakeholder Satisfaction: 58% strongly agreed, and 33% agreed that successful negotiations increase stakeholder satisfaction, which is vital for maintaining positive relationships and trust.

Reputation and Public Trust: 63% strongly agreed, and 30% agreed that negotiation strategies strengthen the organization’s reputation and p Operational Efficiency: 47% strongly agreed, and 43% agreed that negotiation strategies improve resource management and operational efficiency. Collaboration and Teamwork: 53% strongly agreed, and 42public trust, key factors in long-term success.



**CHAPTER FIVE:**  
**DISCUSSIONS, SUMMARY, CONCLUSION, AND RECOMMENDATION OF THE FINDINGS**

**5.0 Introduction**

This chapter provides a discussion, summary, conclusion, and recommendations based on the findings of the study. The findings explore the impact of negotiation strategies on organizational performance at Uganda Wildlife Authority (UWA), along with the challenges and strategies for effective negotiation.

**5.1 Discussion of the Findings**

**5.1.1. Negotiation Strategies at Uganda Wildlife Authority**

The research findings indicate that negotiation strategies play a crucial role in the operational performance of Uganda Wildlife Authority. One of the key roles identified is effective negotiation with external stakeholders, which helps in optimizing costs and ensuring the smooth execution of projects. The study revealed that 39% of respondents strongly agreed and 56% agreed that UWA negotiates key factors, such as procurement contracts, resource allocation, and partnerships, efficiently. This aligns with previous literature by Pazago (2024), who suggests that negotiation is vital in obtaining favorable terms and reducing operational costs in organizations.

Further, 47% of the respondents strongly agreed and 39% agreed that negotiation strategies help in building lasting relationships with external partners, including government bodies and NGOs. This supports the findings of Murphy & Daley (2020), who argue that successful negotiation strategies facilitate cooperation, fostering long-term partnerships and enabling organizations to achieve their goals.

69% of respondents strongly agreed and 28% agreed that negotiation strategies enhance organizational decision-making, ensuring that all agreements are fair, sustainable, and in compliance with UWA's objectives. This corresponds with the perspective of the World Trade Organization (2023), which highlights the importance of negotiations in aligning organizational goals with stakeholder interests.

42% of respondents strongly agreed and 42% agreed that strategic negotiations ensure UWA complies with regulatory frameworks and standards. This echoes findings from the Journal of International Logistics (2022), which asserts that negotiation is integral to adhering to regulations, ensuring legal compliance, and safeguarding organizational integrity.

### **5.1.2 Challenges Faced by UWA in Implementing Effective Negotiation Strategies**

The study highlighted several challenges faced by Uganda Wildlife Authority in implementing effective negotiation strategies. A significant challenge was navigating the complexities of legal and policy frameworks. 33% of respondents strongly agreed and 44% agreed that understanding the intricacies of policy and regulatory requirements during negotiations is a major hurdle. This finding aligns with Suntrics (2023), which notes that the complex nature of regulations can create difficulties during the negotiation process, especially for organizations that rely on external stakeholders.

Furthermore, 25% of respondents strongly agreed and 50% agreed that there is intense competition among various stakeholders, making it difficult for UWA to secure favorable terms. This is consistent with Morris Mukandi (2018), who suggests that market dynamics, such as competition and the supply-demand imbalance, often make negotiations challenging for public sector organizations.

Another challenge identified was the rapidly changing landscape of negotiation protocols. 33% of respondents strongly agreed and 28% agreed that technological advancements and shifts in negotiation processes make it difficult for UWA to keep pace. This finding aligns with John Garland (2020), who discusses how technology and globalization affect negotiation strategies in the public sector, making standardization of processes difficult.

The research also found that 53% of respondents strongly agreed and 38% agreed that time constraints and the need for quick decisions often lead to ineffective negotiations, resulting in rushed agreements. This supports the findings of WordPress (2023), which emphasizes that time pressure during negotiations can lead to mistakes, poor decision-making, and missed opportunities.

### **5.1.3 The Relationship between Negotiation Strategies and Organizational Performance at UWA**

The research results demonstrate a strong relationship between negotiation strategies and organizational performance at Uganda Wildlife Authority. 56% of respondents strongly agreed and 39% agreed that effective negotiation strategies lead to better resource management and successful project implementation. This corresponds with the study by Skiba & Karas (2022), who argue that effective negotiations contribute to organizational success by ensuring that resources are optimally allocated, thus improving performance.

36% of respondents strongly agreed and 42% agreed that strategic negotiations help manage costs by optimizing logistics and ensuring compliance with regulations, avoiding fines and penalties. This aligns with Kim & Lee (2022), who suggest that organizations that employ skilled negotiators experience reduced operational costs, better resource utilization, and increased efficiency in their activities.

Further, 27% of respondents strongly agreed and 36% agreed that effective negotiation strategies reduce costs associated with contracts, procurement, and external partnerships. This finding is supported by Elias et al. (2020), who stress that well-executed negotiations streamline operations, reduce waste, and lead to cost-saving opportunities.

25% of respondents strongly agreed and 33% agreed that effective negotiation strategies enhance UWA's performance by improving stakeholder relationships and reducing conflicts. This aligns with Mwale & Karumba (2018), who argue that improved negotiation strategies lead to better coordination among stakeholders, reducing delays and risks associated with operational performance.

## **5.2 Summary of the Findings**

The findings of this study highlight the significant role negotiation strategies play in enhancing the operational performance of the Uganda Wildlife Authority (UWA). A substantial majority of respondents (69%) acknowledged the importance of negotiation in managing costs, ensuring regulatory compliance, and fostering long-term partnerships. These strategies enable UWA to

optimize resource allocation and strengthen relationships with key stakeholders, ultimately contributing to the organizations overall efficiency and sustainability.

Despite these benefits, the study also uncovered various challenges that UWA faces in implementing effective negotiation strategies. The organization must navigate complex regulatory frameworks, which can sometimes hinder the negotiation process. Additionally, UWA operates in a highly competitive environment, where multiple stakeholders, including conservation organizations and private entities, vie for limited resources and funding. Rapid technological advancements further add to the complexity, requiring continuous adaptation and innovative approaches to negotiation.

Nevertheless, the study establishes a strong link between effective negotiation strategies and improved organizational performance. When properly implemented, these strategies enhance resource management, streamline costs, and improve stakeholder engagement. By addressing the identified challenges and refining negotiation approaches, UWA can further strengthen its ability to achieve its conservation and operational goals, ensuring long-term sustainability and effectiveness in managing wildlife resources.

### **5.3 Conclusion**

In conclusion, the research underscores the pivotal role of negotiation strategies in enhancing the operational performance at Uganda Wildlife Authority. The study demonstrates that effective negotiation leads to cost savings, stronger stakeholder relationships, and improved decision-making processes. However, the challenges faced by UWA, such as complex regulations and competition, hinder the full potential of negotiation strategies. Overcoming these challenges will ensure that UWA can achieve better outcomes in its operational performance.

### **5.4 Recommendations**

- Based on the study's findings, the following recommendations are proposed for Uganda Wildlife Authority to improve its negotiation strategies and, consequently, its operational performance:

- Investing in Negotiation Training and Development, UWA should invest in staff training programs that focus on developing negotiation skills, including understanding complex regulatory frameworks and effective communication with stakeholders.
- Leveraging Technology for Enhanced Negotiation Processes, UWA should integrate technology tools that assist in tracking negotiation outcomes, automating processes, and ensuring compliance with regulations, thereby improving the efficiency of negotiations.
- Staying Informed about Market Dynamics and Regulatory Changes, UWA must continuously monitor changes in policies, regulations, and market trends to ensure their negotiation strategies remain relevant and effective.
- Improving Time Management and Decision-Making, UWA should implement structured timelines for negotiations to reduce time pressure and ensure that decisions are made thoughtfully and based on informed discussions.