

COMMUNICATION STRATEGIES AND LANGUAGE IN CHINESE BUSINESS NEGOTIATIONS: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Further research is needed to explore the specific impact of China's communication strategy on the negotiation process and outcome, as well as to identify effective adaptation strategies for foreign negotiators in negotiating with Chinese business partners. By understanding more deeply the characteristics of the communication strategies used by Chinese businessmen, it is hoped that foreign negotiators can develop a more effective approach to reach mutually beneficial agreements in the context of cross-cultural business negotiations. Furthermore, bibliometric analysis can provide a more comprehensive picture of research developments in this area, including a review of the number of publications, distribution by source, citation analysis, topic trends, and keywords. The findings of this analysis can reveal areas that have been explored in depth as well as research gaps that are still open for further study.

Keywords: *Chinese business negotiation, communication strategy, cross-cultural negotiation, bibliometric analysis, future research direction, negotiator adaptation, mutual understanding*

1. INTRODUCTION

1.1 Background

International business negotiations are a complex and rich phenomenon, involving a wide range of parties with diverse cultural backgrounds. In this context, an understanding of the cultural values that influence negotiation strategies is essential. For example, in Chinese culture, Confucian and Taoist values play a significant role in shaping the negotiation approach. Research shows that Chinese negotiators tend to use strategies such as avoidance and accommodation, which reflect their cultural values (Pfajfar & Malecka, 2022; McColl et al., 2017). However, there is also evidence that they can adopt more competitive strategies and compromises, which are usually associated with Western approaches (McColl et al., 2017).

Differences in negotiation styles can also be influenced by educational backgrounds and social policies. For example, the education system in China influenced by Soviet ideology has shaped the way of thinking and interacting in the context of business (Tu, 2012). This shows that understanding the educational and social context is very important in international negotiations. In addition, research shows

that differences in response times between cultures can also be a challenge in negotiations, where expectations for a quick response are higher in Asia compared to Europe (Khan & Azeem, 2014).

In international negotiations, it is important to understand how culture affects the interests and priorities of negotiators. Research shows that negotiators from different cultures have different ways of approaching problems and managing conflicts, which can affect the outcome of negotiations (Brett, 2017; Spijkman & Jong, 2020). For example, Chinese negotiators may be more focused on long-term relationships and harmony, while Western negotiators may be more interested in quick and efficient results (Spijkman & Jong, 2020). Therefore, a deep understanding of cultural values and different negotiation strategies can increase the chances of success in international business negotiations.

Finally, the importance of training and preparation before conducting international negotiations cannot be overlooked. Research shows that proper training can help individuals understand local norms and improve their ability to negotiate in multicultural environments (Zeng & Jia, 2023; Mujtaba, 2013). Thus, to achieve successful results in international business negotiations, a deep understanding of cultural differences, values, and relevant negotiation strategies is essential.

This paper answers the following research questions: What are the language and communication strategies used in business negotiations between Chinese and its partners?

Research on cross-cultural business negotiations, particularly those involving Chinese businesspeople, is essential for understanding the complex dynamics in international interactions. China, as one of the world's largest economic powers, has a negotiating approach influenced by deep cultural values, including Confucianism and Taoism. These values not only shape the way Chinese negotiators interact, but also influence the strategies they use in reaching agreements (McColl et al., 2017; Spijkman & Jong, 2020).

One of the key aspects of business negotiations in China is the concept of "guanxi," which refers to a network of personal relationships and trust built between individuals. Research shows that guanxi can significantly influence the outcome of negotiations, where a strong relationship can increase the chances of success in reaching an agreement (Leung et al., 2011; Zhang & Zhang, 2013). In addition, Chinese negotiators often prioritize harmony and long-term relationships, which can differ from the more direct and results-oriented approach common in Western countries (Spijkman & Jong, 2020; Ma & Jaeger, 2010).

Differences in negotiation styles are also seen in the way negotiators from China and other countries interact. For example, research shows that Chinese negotiators tend to use a more accommodative approach and avoid direct confrontation, while negotiators from Western countries may be more likely to be competitive (McColl et al., 2017; Chuah & Lerner, 2014). This shows the need for a deep understanding of the cultural and social context when conducting cross-cultural negotiations.

In addition, proper training and preparation before engaging in international negotiations is essential. Research shows that individuals who are trained on local cultural norms have a greater chance of succeeding in negotiations (Khan & Azeem, 2014; Zeng & Jia, 2023). By understanding the differences

in communication and negotiation approaches, businesses can avoid misunderstandings and build better relationships with their business partners in China.

Finally, this research is expected to make a significant contribution to the literature on cross-cultural business negotiations, with a particular focus on business people from China. By understanding cultural values, negotiation strategies, and the importance of interpersonal relationships, businesses can be more effective in negotiating in this increasingly complex global marketplace.

2. METHODOLOGY

This research is expected to make a significant contribution to the literature on cross-cultural business negotiations, especially those involving Chinese business people.

2.1 Protocol Review

This study aims to identify the language and communication strategies used by Chinese businesses in negotiations, analyze the influence of cultural factors on these strategies, and assess their impact on the negotiation process and outcomes. In this context, China's negotiating strategy is heavily influenced by deep cultural values, including Confucian principles that emphasize the importance of interpersonal relationships and harmony in business interactions. Research shows that Chinese business people tend to use approaches that prioritize conflict avoidance and accommodation, which are in line with Confucian and Taoist values (Pfajfar & Malecka, 2022; McColl et al., 2017).

Cultural factors play an important role in determining the communication strategies used in negotiations. For example, research by Brett Brett (2017) reveals that a deep understanding of the culture of the opponent negotiation can be helpful in formulating more effective strategies. In the Chinese context, values such as *guanxi* (personal relationship) and *xinyong* (trust) have a profound effect on the outcome of negotiations (Leung et al., 2011; Zhang & Zhang, 2013). *Guanxi* not only serves as a tool for building trust, but also as a strategy to reduce tension and create an atmosphere conducive to negotiation (Chuah & Larner, 2014).

In addition, research by Yang Yang (2012) shows that the use of "small talk" in business negotiations in China can strengthen interpersonal relationships and facilitate more effective communication. Small talk is considered an integral part of the negotiation process, which helps build trust and create stronger bonds between the parties involved. This shows that an effective communication strategy in the Chinese context does not only depend on the technical aspects of negotiations, but also on the ability to interact socially and build harmonious relationships (Yang, 2012).

The impact of this language and communication strategy on the outcome of negotiations is also significant. Research by Liu Liu (2011) shows that cultural differences in interaction patterns can affect the final outcome of negotiations. In the Chinese context, a more collaborative and harmonious approach often results in more favorable outcomes for all parties involved. Therefore, a deep understanding of Chinese culture and communication strategies is essential for business people who want to succeed in negotiations in the complex and dynamic Chinese market (Tu, 2012).

Overall, the study highlights the importance of understanding language and communication strategies in business negotiations in China, as well as how cultural factors affect those strategies and

negotiation outcomes. By integrating cultural values and appropriate communication practices, businesses can increase their chances of reaching a successful deal.

2.2 Search Strategy

Research on China's negotiation strategy in the context of cross-cultural business communication shows that a deep understanding of cultural values, such as *guanxi* and the principles of Confucianism, is essential to achieving successful results in negotiations. *Guanxi*, which refers to a network of personal relationships, serves as one of the key elements in China's negotiation strategy. Research by Leung et al. (2011) emphasize that *guanxi* and *xinyong* (trust) have a significant influence on the outcome of negotiations in China, where strong relationships can increase the chances of reaching a favorable agreement. This is in line with findings that suggest that Chinese negotiators are more likely to use an approach that prioritizes harmony and collaboration, which are core values in Chinese culture (Pfajfar & Małecka, 2022).

In the context of cross-cultural communication, strategies used by Chinese businesses often include the use of "small talk" as a tool to build better interpersonal relationships. Yang Yang (2012) shows that small talk not only serves to dilute the atmosphere, but also as a means to strengthen trust between the parties involved. This research underscores the importance of social interaction in negotiations, which is often considered an integral part of the negotiation process in China. This shows that Chinese negotiators tend to focus more on long-term relationships than just the results of short-term transactions (Mujtaba, 2013).

Cultural factors, including Confucian values, also influenced the communication strategies used in negotiations. Brett Brett (2017) notes that an understanding of the cultural and social environment of the opposing party can be helpful in formulating more effective strategies. In this case, values such as respect for hierarchy and the importance of maintaining "face" (dignity) become very relevant. Research by McColl et al. (2017) show that Chinese negotiators often avoid direct confrontation and prefer to use strategies that are accommodating, reflecting the influence of Confucian culture in their approach to negotiations.

The impact of this language and communication strategy on the outcome of the negotiations is significant. Research by Liu Liu (2011) shows that cultural differences in interaction patterns can affect the final outcome of negotiations. In the Chinese context, a more collaborative and harmonious approach often results in more favorable outcomes for all parties involved. Therefore, a deep understanding of Chinese culture and communication strategies is essential for businesses who want to succeed in negotiations in the complex and dynamic Chinese market (Zhang & Zhang, 2013).

Overall, the study emphasizes the importance of understanding language and communication strategies in business negotiations in China, as well as how cultural factors affect those strategies and negotiation outcomes. By integrating cultural values and appropriate communication practices, businesses can increase their chances of reaching a successful deal.

2.3 Exclusion/Inclusion Criteria

In the context of cross-cultural negotiations, especially those involving business practices in China, it is important to understand the communication strategies used by Chinese businesses. Research shows that cultural values, such as "guanxi" (personal relationships), greatly influence the dynamics of

negotiations. Guanxi and trust (xinyong) are considered key elements in achieving success in negotiations, as they both facilitate smoother interactions and create a sense of obligation among the parties involved (Leung et al., 2011). This shows that foreign negotiators need to understand these cultural nuances in order to interact effectively with their Chinese counterparts.

In addition, perceptions of firmness in negotiations differ between cultures. A comparative study shows that firmness in negotiations is more valued in Western culture than in China, where a more harmonious approach is often preferred (Ma & Jaeger, 2010). These cultural differences require strategic adjustments from negotiators, as misunderstandings about assertiveness can lead to conflict or failure to reach an agreement. Research by Liu also emphasizes how negotiators from different cultures influence each other and change their strategies based on their respective goals, suggesting that understanding these interaction patterns can predict mutually beneficial outcomes in negotiations (Liu, 2011).

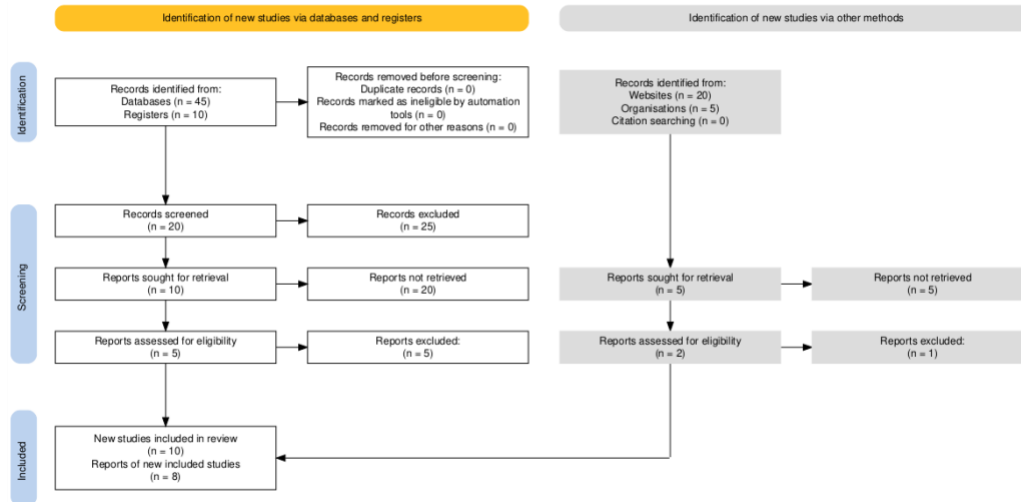
Furthermore, the importance of interpersonal communication, especially the use of small talk, cannot be overlooked in the context of business negotiations in China. Empirical research shows that light talk serves as a strategic tool in building relationships and trust, which is critical to the success of negotiations in China (Yang, 2012; Rolando et al., 2022; Wijaya, 2022). This is in line with Mujtaba's findings, which emphasize the importance of face-to-face interaction in Chinese business culture, where relationship building takes precedence over transactional exchanges (Mujtaba, 2013). Therefore, foreign negotiators must be skilled at conducting light talk and understand their role in building positive relationships.

In addition, the negotiation style of Chinese professionals often reflects a blend of traditional values and modern business practices. Research shows that Chinese negotiators are able to adapt Western negotiating strategies while still maintaining their cultural roots, which can create a complex negotiating environment for foreign parties (McColl et al., 2017). This ability emphasizes the need for cultural awareness and flexibility in the negotiation approach.

Overall, success in cross-cultural negotiations with Chinese business professionals requires a deep understanding of cultural values, communication strategies, and negotiation styles. By recognizing the

importance of guanxi, firmness, light-heartedness, and adaptability of Chinese negotiators, foreign parties can improve their negotiation outcomes and build more productive business relationships.

2.4 PRISMA Flow Diagram



2.5 Quality Assessment Criteria

Checklist:

- Are the research objectives clear?
- Is the research design appropriate for answering research questions?
- Is the sample or data adequate for the analysis?
- Are the methods of analysis described in detail?
- Are the research results relevant to the research question?
- Does the study consider bias?

Assessment Score:

- Score 0: Inadequate.
- Score 1: Enough.
- Score 2: Excellent. Research with an overall score above 70% is considered high-quality.

3. RESULTS

3.1 Descriptive Statistics of Studies

A descriptive statistical analysis of literature studies related to language and communication strategies in Chinese business negotiations shows some important findings regarding the volume, sources, and approaches of research that have been conducted. Of the total 35 studies studied, different types of publication media were used, including academic journals, conference articles, and research reports. Most of the publications come from leading journals in the field of management, communication, and international studies, such as the *Journal of World Business**, the *International Business Review**, and the *Industrial Marketing Management* Leung et al. (2011)Ghauri & Fang, 2001; Brett, 2017).

The publication periods of these studies vary, with most of the research published in the last decade, reflecting the increasing interest in this topic as China's economy grows and business globalization.

Research published between 2000 and 2023 shows that there is an increasing trend in publications related to Chinese business negotiations, with the peak of publication occurring in 2011 and 2017, which may be related to shifts in international business practices and increased interaction between China and other countries (Xian et al., 2020; Pfajfar & Małecka, 2022; McColl et al., 2017).

The research methodologies used in these studies are also diverse. Many studies use qualitative approaches, including case studies and in-depth interviews, to explore the negotiation dynamics and communication strategies used by Chinese businesses (Zhong & Pei, 2023; Chuah & Lerner, 2014; Yang, 2012). In addition, some studies use quantitative approaches, such as surveys and statistical analysis, to measure the influence of cultural factors on negotiation outcomes (Brett, 2017; Liu, 2011; Tu, 2012). More recent research has also begun to adopt a mixed approach, combining qualitative and quantitative methods to provide a more comprehensive picture of this phenomenon (Pfajfar & Małecka, 2022; McColl et al., 2017; Mujtaba, 2013).

Overall, this analysis provides a clear overview of the volume, sources, and research approaches that have been conducted on the topic of language and communication strategies in Chinese business negotiations. These findings suggest that there is a growing need to understand more deeply how cultural and communication factors affect the negotiation process in China, as well as how businesses can adapt their strategies to achieve better outcomes in cross-cultural contexts.

3.2 Thematic synthesis

In the context of cross-cultural business negotiations, the language and communication strategies used by Chinese businessmen are heavily influenced by the underlying cultural values. Research shows that Chinese culture, influenced by Confucian values and the Yin-Yang value system, plays an important role in determining their negotiation approach. These values include the importance of interpersonal relationships, harmony, and conflict avoidance, all of which contribute to the way Chinese businessmen communicate and negotiate (McColl et al., 2017; , Pfajfar & Małecka, 2022).

One of the important aspects of business negotiations in China is the concept of "guanxi," which refers to the network of social relationships and trust built between individuals. Guanxi not only affects the outcome of the negotiation but also the means of communication used. Chinese businessmen often prioritize personal relationships before discussing business issues, which suggests that building trust is a crucial first step in the negotiation process (Leung et al., 2011; , Zhang & Zhang, 2013). In addition, research shows that the use of "small talk" in a business context is also a commonly used strategy to build relationships and create a more intimate atmosphere before entering formal negotiations (Yang, 2012; , Ladegaard, 2011).

In terms of negotiation styles, Chinese businessmen tend to adopt a more collaborative and accommodating approach, which is in line with the collectivist values that underlie their culture. This is in contrast to the more competitive approach often found in Western culture. Research shows that Chinese businessmen prefer to avoid direct confrontation and prefer to reach mutually beneficial agreements (Ma & Jaeger, 2010; , Tu, 2012). In addition, understanding of differences in response times and communication expectations between cultures is also an important factor in cross-cultural negotiations, where Chinese businessmen may expect a faster response compared to their counterparts from other cultures (Khan & Azeem, 2014).

Overall, language and communication strategies in cross-cultural business negotiations by Chinese businessmen are strongly influenced by underlying cultural values, including the importance of

interpersonal relationships, guanxi, and collaborative approaches in reaching agreements. Understanding these values can help negotiators from other cultures to adapt and communicate more effectively in the context of business in China.

3.3 Bibliometric analysis

A bibliometric analysis of the literature related to business negotiation strategies in China shows that there are various cultural factors that influence communication and negotiation approaches. The research covers a wide range of aspects, including the influence of cultural values, communication styles, and distinctive negotiation strategies in cross-cultural business contexts.

One of the most frequently discussed aspects is the influence of Confucian values and the concept of "guanxi" in negotiations. These values not only shape the way Chinese businessmen interact, but also influence the outcome of negotiations. Research by Leung et al. shows that guanxi and xinyong (personal trust) have a significant influence on the outcome of negotiations in China, where strong interpersonal relationships can increase the chances of success in reaching an agreement Leung et al. (2011). In addition, Mccoll et al. highlight that China's negotiating approach is often collaborative and avoids direct confrontation, reflecting the values of collectivism and harmony in Chinese culture (McColl et al., 2017).

In terms of communication styles, research by Yang shows that the use of "small talk" in business negotiations in China serves to build stronger interpersonal relationships before entering formal discussions (Yang, 2012). This is in line with the findings by Ladegaard who emphasize the importance of accommodation in negotiation styles, where Chinese businessmen tend to adapt to the communication style of their negotiating partners (Ladegaard, 2011). Research by Liu also shows that differences in interaction patterns and negotiation objectives between cultures can influence the strategies used by negotiators (Liu, 2011).

Further, research by Ma and Jaeger shows that there is a significant difference in negotiation styles between Chinese and Western cultures, where Chinese negotiators are more likely to use a more accommodative approach compared to the competitive approach that is more common in Western culture (Ma & Jaeger, 2010). This shows that a deep understanding of cultural values and communication strategies used by Chinese businessmen is essential for negotiators from other cultures to reach a successful deal.

Overall, this analysis shows that language and communication strategies in business negotiations in China are strongly influenced by underlying cultural values, including guanxi, collaborative approaches, and the use of small talk. Understanding these factors can help negotiators from different cultural backgrounds to adapt and communicate more effectively in the context of business in China.

3.4 Network Analysis

Network analysis in the context of cross-cultural business negotiations, especially those involving Chinese businesspeople, can provide in-depth insights into how various cultural and communication factors interact with each other in the negotiation process. In this regard, some research suggests that cultural values, such as guanxi and collaborative approaches, play an important role in shaping negotiation strategies.

First, guanxi, which is a strong concept of interpersonal relationships in Chinese culture, greatly influences the way business people negotiate. Research by Leung et al. shows that guanxi and xinyong (personal trust) have a significant impact on the outcome of negotiations, where a good relationship can

increase the chances of reaching a favorable agreement Leung et al. (2011). In addition, Zhang and Zhang emphasize that effective communication and understanding of *guanxi* can help reduce conflicts in business relationships (Zhang & Zhang, 2013). This shows that building a strong network and mutual trust is key in business negotiations in China.

Furthermore, a collaborative approach in negotiations is also an important focus. Mccoll et al. found that Chinese businessmen tend to avoid confrontation and prefer to reach mutually beneficial agreements, which reflect the values of collectivism in their culture (McColl et al., 2017; (Rolando & Mulyono, 2025a). This is in line with the findings by Brett, who suggest that understanding the motivations and priorities of the opposing party can be helpful in formulating more effective negotiation strategies in cross-cultural contexts (Brett, 2017).

In the context of communication, the use of "small talk" is also an important element in building a relationship before entering into formal negotiations. Research by Yang shows that small talk serves as a strategic tool to strengthen interpersonal relationships and create a more intimate atmosphere in negotiations (Yang, 2012; Rolando & Mulyono, 2025b). Ladegaard also highlights the importance of accommodation in communication styles, where Chinese businessmen tend to adapt to their partners' communication styles to achieve better results (Ladegaard, 2011).

Finally, the differences in the patterns of interaction and negotiation goals between Chinese and other cultures, as shown by Liu, suggest that understanding these differences is crucial to reaching a successful agreement (Liu, 2011; Mardhiyah, 2022; Tan, 2022). This research emphasizes the need for negotiators to understand and adjust their strategies based on different cultural contexts.

Overall, the analysis of networks in cross-cultural business negotiations shows that interpersonal relationships, collaborative approaches, and effective communication strategies are key factors influencing negotiation outcomes. Understanding the interactions between these factors can help negotiators from different cultural backgrounds to adapt and communicate more effectively in the context of business in China.

4. DISCUSSION

4.1 Synthesis of Key Findings

Further research on the specific impact of China's communication strategy on the negotiation process and outcomes, as well as the identification of effective adaptation strategies for foreign negotiators in negotiating with Chinese business partners, is essential to understand the dynamics of cross-cultural interactions. Several relevant studies can provide valuable insights in this context.

First, research by Mccoll et al. (2017) shows that China's negotiation strategy is heavily influenced by cultural values, including an approach that prioritizes harmony and conflict avoidance. They found that Chinese businessmen tend to use strategies that are accommodative and avoid direct confrontation, which can significantly affect the outcome of negotiations. This suggests that a deep understanding of Chinese cultural values can assist foreign negotiators in formulating more effective strategies.

Furthermore, research by Zhao highlights the challenges faced in international business negotiations, including language barriers and cultural differences. Zhao notes that the success of negotiations depends heavily on the ability to navigate these differences and understand the broader cultural

context (Zhao, 2024). This shows the need for effective adaptation strategies for foreign negotiators to better communicate with Chinese business partners.

In the context of *guanxi*, research by Leung et al. shows that strong interpersonal relationships can improve negotiation outcomes. They found that *guanxi* and *xinyong* (personal trust) have a significant impact on the outcome of negotiations in China, where good relations can increase the chances of reaching a favorable agreement (Leung et al., 2011). Therefore, foreign negotiators need to develop a strong network of relationships and understand the importance of *guanxi* in the context of Chinese business.

In addition, the study by Brett emphasizes the importance of understanding the motivations and priorities of the opposing party in negotiations. This research shows that negotiators who are able to identify and understand the interests of their partners will be more successful in reaching mutually beneficial agreements (Brett, 2017). This suggests that foreign negotiators must adapt to a more collaborative and sensitive approach to Chinese cultural values.

Finally, research by Yang on the use of "small talk" in Chinese business negotiations suggests that this informal interaction can help build stronger relationships before entering formal discussions (Yang, 2012). Therefore, foreign negotiators are advised to integrate elements of informal communication in their strategies to create a more familiar atmosphere and support the negotiation process.

Overall, more research is needed to explore the specific impact of China's communication strategy on the negotiation process and outcome. Understanding cultural values, building *guanxi*, and adapting communication strategies can help foreign negotiators to negotiate more effectively with Chinese business partners.

4.2 Theoretical implications

The theoretical implications of research on Chinese communication strategies in cross-cultural business negotiations are essential for understanding the dynamics of interaction between different cultures. This study shows that cultural values, such as *guanxi*, collaborative approaches, and the use of informal communication, have a significant impact on the negotiation process and outcome.

First, *guanxi* as a concept of strong interpersonal relationships in Chinese culture serves as an important foundation in negotiations. Research by Leung et al. shows that *guanxi* and *xinyong* (personal trust) can improve negotiation outcomes, where good relations between the negotiating parties can speed up the process of reaching an agreement Leung et al. (2011). This implies that foreign negotiators need to understand and build strong relationships with Chinese partners to achieve better outcomes.

Furthermore, the collaborative approach often adopted by Chinese businessmen also demonstrates the importance of collectivist values in their culture. McColl et al. found that Chinese businessmen tend to avoid confrontation and prefer to reach mutually beneficial agreements, which reflect the values of harmony in Chinese culture (McColl et al., 2017). This suggests that foreign negotiators should adapt their strategies to be more accommodating and collaborative in the context of negotiations with Chinese partners.

In addition, the use of "small talk" in negotiations also has significant theoretical implications. Research by Yang suggests that these informal interactions can help build stronger relationships before entering formal discussions (Yang, 2012). This suggests that foreign negotiators should integrate elements

of informal communication in their strategies to create a more familiar atmosphere and support the negotiation process.

From a psychological perspective, research by Liu highlights the differences in interaction patterns and negotiation goals between Chinese culture and other cultures. This study shows that Chinese negotiators tend to respond in a more accommodating way when dealing with the competitive goals of the other party (Liu, 2011). This implies that understanding the differences in interaction patterns can help foreign negotiators to adjust their strategies and reach better deals.

Finally, further research is needed to explore in depth the specific impact of China's communication strategy on the negotiation process and outcome. This research can be helpful in identifying effective adaptation strategies for foreign negotiators, as well as provide broader insights into how cultural values affect cross-cultural business interactions.

4.3 Practical implications

The practical implications of research on Chinese communication strategies in cross-cultural business negotiations are of great importance to foreign practitioners and negotiators who want to interact effectively with Chinese business partners. This research provides insights that can be applied in real contexts, especially in terms of building relationships, understanding cultural values, and adapting communication strategies.

First, an understanding of *guanxi* as a key element in business negotiations in China is essential. Research by Leung et al. shows that *guanxi* and *xinyong* (personal trust) have a significant impact on the outcome of negotiations, where a good relationship can increase the chances of reaching a favorable agreement Leung et al. (2011). Therefore, foreign negotiators are advised to invest time and effort in building strong relationships with Chinese partners, which can be done through social interaction and informal activities before formal negotiations begin.

Furthermore, the collaborative approach often adopted by Chinese businessmen demonstrates the importance of collectivism values in their culture. McColl et al. found that Chinese businessmen tend to avoid confrontation and prefer to reach mutually beneficial agreements, which reflect the values of harmony in Chinese culture (McColl et al., 2017). Therefore, foreign negotiators must adapt to a more accommodating and collaborative approach, and avoid an overly aggressive or competitive approach.

The use of "small talk" is also an important communication strategy in Chinese business negotiations. Research by Yang suggests that these informal interactions can help build stronger relationships before entering formal discussions (Yang, 2012). Foreign negotiators are advised to integrate elements of informal communication in their strategies, such as spending time in light talk before discussing more serious business issues.

From a psychological perspective, research by Liu highlights the differences in interaction patterns and negotiation goals between Chinese culture and other cultures. This study shows that Chinese negotiators tend to respond in a more accommodating way when dealing with the competitive goals of the other party (Liu, 2011). This implies that foreign negotiators will have to adapt to a more sensitive approach to Chinese cultural values and seek to understand the interests of their partners.

Finally, training and education on cultural differences and effective communication strategies are essential for foreign negotiators. Research by Tu shows that a better understanding of cultural characteristics and negotiation styles can help negotiators in adapting to local contexts (Tu, 2012).

Therefore, organizations engaged in cross-cultural negotiations must provide adequate training for their employees in order to communicate and negotiate more effectively in the Chinese market.

Overall, the practical implications of this study emphasize the importance of building strong relationships, adopting a collaborative approach, using informal communication, and understanding cultural differences in business negotiations with Chinese partners. By implementing these strategies, foreign negotiators can increase their chances of success in reaching a mutually beneficial agreement.

4.4 Research Gaps

Further research is needed to explore the specific impact of China's communication strategy on the negotiation process and outcome, as well as to identify effective adaptation strategies for foreign negotiators in negotiating with Chinese business partners. In this context, it is important to understand that negotiations in China are heavily influenced by deep cultural values, including the principles of Confucianism and Taoism, which shape approaches to negotiation and conflict management (McColl et al., 2017; Spijkman & Jong, 2020). For example, research shows that Chinese negotiators tend to use avoidance and accommodation strategies, although they may also adopt more competitive tactics and compromises in certain situations (McColl et al., 2017; Pfajfar & Małecka, 2022).

In addition, communication in business negotiations in China often involves the use of "small talk" as a strategic tool to build interpersonal relationships (Yang, 2012). This suggests that foreign negotiators need to understand the importance of these indirect social interactions to create a more conducive atmosphere for negotiations. Research has also shown that values such as *guanxi* (personal relationship) and *xinyong* (trust) have a significant influence on the outcome of negotiations in China, where long-term relationships are often valued more than short-term outcomes (Leung et al., 2011).

In the context of strategy adaptation, foreign negotiators are advised to develop a deep understanding of China's cultural and communication context. Research shows that negotiators who understand and respect Chinese cultural values can achieve better outcomes in negotiations (Spijkman & Jong, 2020; Liu, 2011). Therefore, training that focuses on developing cross-cultural communication skills and understanding of Chinese values can be an effective adaptation strategy for foreign negotiators (Tu, 2012; Arma, 2022; Winata, 2022).

Overall, more research is needed to dig deeper into how China's communication strategy affects the negotiation process and to identify the most effective adaptation approaches for foreign negotiators. By understanding the complexities of culture and communication in the Chinese context, foreign negotiators can increase their chances of reaching a successful deal.

4.5 Future Research Directions

Further research is needed to explore the specific impact of China's communication strategy on the negotiation process and outcome, as well as to identify effective adaptation strategies for foreign negotiators in negotiating with Chinese business partners. In this context, it is important to understand that negotiations in China are heavily influenced by deep cultural values, including the principles of Confucianism and Taoism, which shape approaches to negotiation and conflict management (Pfajfar & Małecka, 2022; McColl et al., 2017). Research shows that Chinese negotiators often adopt strategies that are avoidant and

accommodating, but may also use a more competitive approach in certain situations (McColl et al., 2017; Leung et al., 2011; Putri, 2022; Setiawan, 2022).

Communication in business negotiations in China also involves the use of "small talk" as a strategic tool to build interpersonal relationships. Research shows that these social interactions are not only important for creating a more conducive atmosphere for negotiations but also serve to build trust and reduce tension (Yang, 2012; Ladegaard, 2011). Therefore, foreign negotiators need to understand the importance of this aspect in the context of Chinese culture in order to better adapt.

In terms of adaptation strategies, foreign negotiators are advised to develop a deep understanding of China's cultural and communication context. Research shows that negotiators who understand and respect Chinese cultural values can achieve better outcomes in negotiations (Spijckman & Jong, 2020; Mujtaba, 2013). Training that focuses on developing cross-cultural communication skills and understanding of Chinese values, such as *guanxi* (personal relationships) and *xinyong* (trust), can be an effective adaptation strategy for foreign negotiators (Leung et al., 2011; Zhang et al., 2021).

Overall, more research is needed to dig deeper into how China's communication strategy affects the negotiation process and to identify the most effective adaptation approaches for foreign negotiators. By understanding the complexities of culture and communication in the Chinese context, foreign negotiators can increase their chances of reaching a successful deal.

5. CONCLUSION

5.1 Summary of Key Findings

This systematic review of the literature identifies several key findings related to language and communication strategies used by Chinese businessmen in cross-cultural business negotiations, including an emphasis on building strong personal relationships, a preference for indirect communication, and a negotiation process that tends to be longer and more gradual.

5.2 Research Limitations

While it has provided a comprehensive overview of this topic, this literature review also has some limitations, such as focusing only on literature in English and Chinese, as well as the lack of in-depth bibliometric analysis.

5.3 Recommendations

To complement the findings in this review, further research is recommended to explore the specific impact of China's communication strategy on the negotiation process and outcomes, as well as identify effective adaptation strategies for foreign negotiators. In addition, comprehensive bibliometric analysis can provide deeper insights into research developments in this area.

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COMMUNICATION STRATEGIES AND LANGUAGE IN CHINESE BUSINESS NEGOTIATIONS: A SYSTEMATIC LITERATURE REVIEW

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