

THE ROLE OF NEGOTIATION IN COMMUNICATION

Vannes Winata¹, Vina Angelia Maha², Alberta Ingriana²

¹ Faculty of Humanities and Social Sciences, Digital Business Department, Bunda Mulia University, Indonesia

² Faculty of Health Sciences, Department of Public Health, University of Melbourne, Australia

³ Faculty of Business Management, Department of Management, Dinamika Bangsa University, Jambi, Indonesia

E-mail: ¹⁾ s35220112@student.ubm.ac.id , ²⁾ vinaangeliamaha@gmail.com,
³⁾ alberta.ingriana@unama.ac.id

ABSTRACT

In negotiations, both parties' interests and benefits must be considered. Therefore, communication is the key to productive negotiations. This descriptive qualitative study employs a literature review as its methodology, namely collecting data from various previously published reference sources. According to the study, communication between two parties must convey the same meaning or message. Communication and decision-making are crucial components of negotiations. Good negotiators must possess the communication skills of clarity, precision, and persuasion. The objective of negotiation is mutual comprehension. Negotiators must avoid misunderstandings that can lead to significant communication issues. The significance of developing a desire to comprehend the background, perspective, and qualities of each negotiator for the negotiation process's success. In addition to empathy, negotiators must be able to make the best decisions and propose the best deals. The outcome of this research is that effective communication is crucial to successful negotiations that result in collective decisions.

Keywords: **Communication Effectiveness, Negotiation, Business, Negotiation Perspective, Communication Perspective.**

1. INTRODUCTION

Lobbying and negotiation are two crucial aspects in various spheres of life, including business, politics, diplomacy, law, and other organizations. Both processes are effective methods to achieve goals in a thoughtful and diplomatic manner, as well as create a mutually beneficial agreement for all parties involved. In an increasingly complex and globally connected era like today, the interests and issues faced by individuals, companies, and countries often involve many stakeholders with diverse perspectives. Therefore, the ability to interact with various parties effectively becomes essential in achieving success and achieving goals. (Rosdiani & Khoirunnisa, 2021).

The introduction in this article aims to discuss effective strategies in lobbying and negotiation that can be applied in a variety of contexts. We will explore a variety of techniques and approaches that have been proven successful in helping individuals or groups achieve positive and sustainable outcomes. This article will also highlight the importance of understanding the importance of building strong relationships and mutual trust with the other party during the lobbying and negotiation process. (Rosdiani & Khoirunnisa, 2021).

Trust is a key element in creating an environment conducive to reaching meaningful agreements and achieving the desired outcomes for all parties involved. Through analysis and case examples from various sectors, it is hoped that readers can gain a deeper insight into how to

implement a successful lobbying and negotiation strategy. Thus, it is expected that readers can improve their skills in reaching profitable and sustainable agreements in various real-world lobbying and negotiation situations. (Rosalin, Crisnia Natalia, & Ambulani, 2020).

1.1 PROBLEM FORMULATION

Based on this background, the problems that will be discussed in the next article are formulated to focus more on theoretical studies and discussions later, namely:

1. What is the important role of negotiation?
2. How can negotiation be an effective method in reducing conflict?
3. Is there always negotiation in the Digital Era?

1.2 THEORETICAL STUDIES

The Important Role of Negotiation

Negotiation has an important role in the preparation of a contract, because at the negotiation stage the object and content of the contract are determined. The formation of a contract begins with an offer and acceptance that results in an agreement. An offer is a unilateral declaration of will by which a person intends to introduce his or her will to bind himself in a contract and intends to bind himself to the essential terms of the contract (Rolando, 2025c, 2025f, 2025b; Setiawan & Rolando, 2025; Winata & Rolando, 2025).

In the process of forming a contract, often the offer is not immediately accepted, but often has to be negotiated or bargained over repeatedly. The results of negotiations can be obtained immediately by one negotiation or it is necessary to do several negotiations. In very complex or complex transactions, negotiations are usually done repeatedly and take a considerable amount of time. Sometimes at the initial stage or the beginning of negotiations are carried out by the president directors of the company that holds the cooperation.

The negotiations they do are often just general, not detailed. This can happen because there is a possibility that the chief directors do not have enough time to negotiate or they may not have mastered the details and technicalities. The principle of freedom of contract provides freedom opportunities to all legal subjects who are capable of acting legally to have contractual legal relations with anyone, anywhere, anytime, the form and content are free as long as they do not conflict with laws and regulations, morality and public order (Rolando, 2024b, 2025d, 2025a; Wigayha & Rolando, 2024, 2025).

The existence of this freedom, the idea of a contract occurs with a balanced or proportional bargaining position of the parties, this is also a form of applying the principle of equality in the contract. The bargaining position of the parties is balanced when negotiating during the pre-contract period, so that each party has a balanced bargaining power, so that the agreement can be reached perfectly and there is no defect of will. The principle of freedom of contract is the basis for the formation of a contract, where in the pre-contract stage which is the stage of drafting a contract begins with a negotiation process. The position of the parties in negotiations should ideally be balanced or non-biased, there is no stronger party and no weaker party so that the strong side dictates the weak side.

Negotiation is a preliminary process in making a contract. The goal of the parties to the contract negotiations is only one, namely the achievement of an agreement. Negotiations are carried out before the intentions and objectives of the parties are outlined or included in the contract or transaction takes place. Contract negotiations can have two kinds of properties, namely what can be called positive and negative properties. The negotiation is "positive" or "negative" rather than because it is "good" or "bad".

We only know the choice between smooth and efficient negotiations or protracted negotiations, and that a negotiation can only succeed or fail. Contract negotiation has a "positive" nature, if the negotiators want to reach a contract that is cooperative. Meanwhile, a contract negotiation has a "negative" nature if the negotiators want to achieve a peace. A negotiation to achieve

peace is negative because through negotiation people want to end something negative, namely the dispute or dispute (Mulyono & Rolando, 2025; Rolando, 2024a, 2025e; Rolando & Chondro, 2025; Zahran & Rolando, 2025).

Effective Methods to Reduce Conflict

In life, there are often conflicts that need to be resolved. There are effective methods in conflict resolution that make the problem unravelling and not causing problems for a long time. Conflict is a dispute or conflict that occurs between one party and another party motivated by the desire of one party to fight for rights, values, status, territory and so on. There are eight methods that can be used to resolve conflicts. Each of these methods has a different treatment in dealing with conflicts. The methods to resolve the conflict are divided into eight, namely:

1. Lumping It

Lumping it is a method of solving problems by just letting problems happen. This is because one of the parties failed to get his demands.

2. Avoidance or Exit

Avoidance or Exit is a way of resolving the problem by ending the relationship and leaving the conflicting party. The consideration is due to the limited power possessed by one of the parties, so that breaking the relationship is felt to be able to resolve the conflict.

3. Coercion

Coercion is a method of resolving conflicts by emphasizing their desires and interests to the other party involved in the conflict by coercion. The form of coercion can be in the form of threats, warnings and other things with the aim of pressuring one of the parties.

4. Negotiation

Negotiation is carried out peacefully and amiably, because conflict resolution is carried out by negotiating and finding a solution. This method aims to find a middle ground that will not harm both sides of the conflict.

5. Conciliation

Conciliation is the resolution of conflicts by the union of several parties to the dispute. So it can be said that this method is a peaceful way to eliminate conflicts between several parties.

6. Mediation

Mediation or mediation is a method of resolving problems by presenting a third party who has more authority and is neutral to help resolve conflicts. This third party will help the conflicting party by reaching an agreement.

7. Arbitration

Arbitration is the agreement of the disputing party to raise an issue with a third party. This third party's decision will be the final decision to resolve the conflict.

8. Auction

Adjudication is a conflict resolution that involves the intervention of a third party who has the power to make decisions. The result may be in accordance with the expectations of the conflicting party and may also be beyond the expectations of the party concerned.

Negotiation in the Digital Age

E-commerce is a form of trade transaction that arises due to advances in science and technology. The development of e-commerce in Indonesia also raises new problems. From YLKI data, it was found that complaints against e-commerce ranked third out of 781 direct complaints and 1,038 complaints by telephone. Where one of the main problems is dispute resolution. Laws and regulations in Indonesia do not specifically regulate how to resolve e-commerce disputes. So that the parties have the freedom to choose dispute resolution based on the principle of freedom of contract.

Negotiation is the most basic dispute resolution that is carried out without a third party. So that the confidentiality of the parties is maintained. However, in e-commerce, it is possible for the parties to be in distant places where it takes considerable money and time to conduct meetings and

negotiations in person. Meanwhile, in online negotiations, they are not hindered by place, time limits and costs. The parties are only required to make offers and requests online in determining the selected dispute resolution. Effectiveness and efficiency are so evident in online negotiations. However, in online negotiations, there is no human touch, so there is no emotional aspect between the parties that gives a different impression.

The digital age has revolutionized many aspects of life, including the way we negotiate. Digital platforms such as social media, email, and video conferencing have opened up new opportunities to negotiate with parties around the world. However, these changes also present new challenges that require adaptive and innovative negotiation strategies. This research aims to observe and understand the interaction and negotiation dynamics that occur on digital platforms. Qualitative methods are used to analyze effective negotiation strategies in the digital era through various digital platforms.

Data collection was carried out through in-depth interviews with digital platform users, direct observation of the negotiation process on digital platforms, and literacy review of previous studies. The results show that negotiations are increasingly shifting to online platforms that offer flexibility, broad coverage, and ease of access to information.

However, digital negotiations also face major challenges such as a lack of non-verbal communication, difficulties in building trust, and potential technological disruptions. To create effective negotiations in the digital age, an adaptive strategy is needed that takes into account the unique characteristics of digital negotiations and helps companies reach mutually beneficial agreements. This strategy includes seven steps described by Poerwanto (2014), namely preparation, first contact, assessment, confrontation, conciliation, solution, and post-negotiation.

2. RESEARCH METHOD

The type of research used in this study is a type of normative legal research, which is research that is based on literature data as the main data which is secondary data and in the form of legal materials. Primary legal materials, using laws and regulations, especially the Civil Code. Secondary legal materials, consisting of books, journals, research reports, and scientific articles. The legal materials obtained will be classified and then analyzed using qualitative descriptive analysis.

3. RESULTS AND DISCUSSION

Negotiation is an activity that usually occurs before an agreement is reached by the parties. Negotiations are carried out by at least two parties, where in negotiations there is a bargaining process which begins with an offer from one of the parties, from the offer the parties will bargain for the interests of the parties until reaching a result whether they agree or not. An agreement is reached between the parties if there is acceptance of the offer given, and an agreement can also not be reached if there is no acceptance. There is not a day in our lives that goes by without negotiation. We negotiate all the time, for example entering into transactions with external suppliers, service providers and customers regarding time, price, quality, terms and conditions, and more. Another example is resolving disputes with customers, suppliers, or internally. Often every day unconsciously negotiate, a real example is when in the market to buy groceries, there will be a bargaining process which is a negotiation process regarding the price and number of objects to be sold.

Negotiation is an initial process as an effort to reach an agreement between one party and the other. Negotiation in foreign languages is called negation (English) or pourparler (French), which in Indonesian means "negotiation", with the root word "runding", which means "A serious and in-depth conversation about something". The word "negotiate" means "to talk about something in order to gain an agreement"

The term "negotiation" comes from "negotiation" in English. In our context, Black's dictionary, which is widely used in the world, gives the following definition: "Negotiation is the process of submissission and consideration of offers until acceptable offer is made and accepted. ...

The deliberation, discussion, or conference upon the terms of a proposed agreement; the act of settling or arranging the terms and conditions of bargain, sale or other business transaction." Negotiation is the process of submitting and considering offers until an offer is accepted. Negotiation can also mean deliberations, discussions, or conferences with reference to a draft agreement. It can also mean an action to complete or take care of the provisions and conditions for a bargain, sale and purchase or other business transaction.

Negotiation is a means for the parties to have two-way communication designed to reach an agreement, as a result of differences in views on a matter and motivated by the similarity/difference of interests between them. Nogar Simanjuntak, who translates Gary Goodpaster's opinion in the book Guide to Negotiation and Mediation, says that "negotiation is the process of working to reach an agreement with the other party, a process of interaction and communication that is as dynamic and varied, as subtle and nuanced, as circumstances or that people can achieve." According to Hikmahanto Juwana, negotiation is a process in which parties who have different views on one or several certain things in a business contract compromise on these differences of view

From some of the above definitions, negotiation can be constructed as an activity or bargaining process to discuss the different interests of the parties, and the purpose of this bargaining is to reach an agreement. The occurrence of an agreement is the meeting of the will of the parties, which means that each party accepts their own interests related to the object of the contract that regulates the rights and obligations of the parties. Negotiation is an activity that is carried out consciously, willingly, and heeding the applicable rules, with the intention of discussing disputes, concepts/drafts/contracts to obtain approval/consensus. Negotiation is a form of effective communication with the intention of obtaining what is desired. In negotiations, each party expressed their desires, needs, and reasons for these things.

Negotiation is used in many activities of daily life, such as negotiations in the family between family members, work and in business and making a contract. Negotiating means conducting business transactions through communication or conferences with the intention of reaching a settlement of a dispute. Negotiation is the process of meeting the parties to negotiate or bargain on a matter until an agreement is reached, but negotiations do not always succeed and result in an agreement, or the negotiation fails which means that an agreement between the parties is not reached.

A negotiation can be positive, if it is based on good faith, in the sense that it is carried out based on belief, enthusiasm and honesty without any element of bad intentions or objectives hidden by the parties, in designing and making contracts. Then, negotiations are carried out in an interactive, communicative and effective manner, in the sense that they are carried out consciously, respecting each other's rational and reasonable bargaining positions and arguments from each party which are presented dialogically (crowdsourcing, bidirectional) and dynamic (in the sense of developing according to the direction desired by the parties), in the framework of deliberation to reach a consensus on the intentions and objectives of the parties to make a contract.

Negotiations can also be negative, if they fail to produce mufkat about the intention and purpose of the parties to make a contract, because it is based on bad faith, in the sense that it is carried out dishonestly and contains bad intentions or objectives that are hidden by the parties in designing and making contracts.

The implementation of negotiations is not limited by space and time, meaning that negotiations can be carried out anywhere and anytime, and are not limited by the amount of value negotiated. Negotiations have been reached when there has been a meeting point between the parties regarding what is negotiated. Negotiations do not rule out the possibility of new developments from the results of the negotiations, which are initially not included in the draft negotiations, but then after negotiations can develop into new things. Usually, the parties before negotiating have first prepared what points will be negotiated.

The most important thing in negotiations is not to win or lose, but to try to get both parties to get satisfaction because their wants and needs are both met. The following are the elements of negotiation, namely:

1. Subject element, meaning that there is more than one party who is actively and consciously negotiating;
2. Object element, i.e. the existence of something that is the object of conversation;
3. Objective element, namely for consensus or agreement or satisfaction of both parties;
4. It can happen because there is a conflict or no conflict.

The place of negotiation can be carried out anywhere, determined on the basis of the agreement of the parties to the contract, taking into account the principles of comfort (in the sense of a complete atmosphere and infrastructure according to the need to conduct negotiations) and independence (in the sense of the atmosphere of the physical environment that does not cause psychological "pressure", on the contrary must be able to create a free and independent atmosphere for one of the two parties or both parties to decision-making). Therefore, it is necessary to pay attention to the place where the negotiations are held, determine a place that is comfortable, neutral and beneficial to the parties and determine the right time so that the parties do not rush into negotiations so that the results of the negotiations are achieved properly. Negotiations can be carried out anywhere, anytime and with anyone, as well as the topics discussed in negotiations have no limits.

A negotiation is carried out with the aim of reaching an agreement to form a cooperation contract or also a peace agreement to resolve a conflict/dispute. It is possible that at first the negotiations were carried out simply but it turned out to result in an agreement either related to the formation of a contract or the resolution of the conflict. However, it is also possible that in the end no results will be achieved. Negotiations are carried out by at least two parties, carried out by the party with direct interest or the party representing the interests of others because the person has given power of attorney to him.

A negotiation results in an agreement, and that agreement can have legal consequences and is binding on the parties if the agreement is desired and made by the parties to a contract. Therefore, the negotiating parties must have prepared provisions before negotiating the contract, one of which is to understand the legal basis of the object to be negotiated.

Negotiation is essential in supporting business success. Negotiations are needed as a liaison of interests in order to reach agreements between entrepreneurs and suppliers, entrepreneurs and customers, entrepreneurs and investors and so on. In practice, negotiation requires good communication skills so that the messages and information that a negotiator has can be understood by the interlocutor.

This study aims to find out the relationship between communication skills and negotiation success and explain how a businessman communicates more effectively so that he is able to become a professional negotiator. The qualitative data used in this study is in the form of secondary data, where the data obtained by the researcher has been provided by third parties such as the government, the media, or other organizations outside of the researcher and research participants.

This study shows that the interest in communication skills is associated with negotiation success. Communication skills can make a negotiator subtly persuade the interlocutor to follow the negotiator's will without them realizing it. Of course, this can be achieved with preparation and understanding of the characteristics of the negotiating partner.

4. CONCLUSION

The following is a conclusion in conducting negotiations:

1. The Importance of Preparation: Careful preparation is key to success in negotiations. The parties involved need to conduct an in-depth analysis of their positions, needs, and existing

limitations. Knowledge of the opponent, including their strengths and weaknesses is also very important.

2. Effective Communication: Clear and open communication during the negotiation process can help reduce misunderstandings and create an atmosphere conducive to reaching an agreement. The use of appropriate language and active listening are important elements in communication.
3. Flexibility and Creativity: Negotiations often require compromise. The parties involved must be willing to adapt and find alternative solutions that can meet the needs of both parties. Flexibility in approach can open up opportunities for better deals.
4. Importance of Long-Term Relationships: In many cases, negotiations focus not only on short-term outcomes, but also on long-term relationships between the parties involved. Building trust and mutual respect can increase the likelihood of future collaboration.
5. Evaluation of Negotiation Results: After negotiations are completed, it is important to evaluate the results achieved. This can help the parties to understand what worked and what needs to be improved in future negotiations.

After explaining these conclusions, suggestions for conducting negotiations are also very important. The following are suggestions for negotiations, namely:

1. Conduct In-Depth Research: Before entering negotiations, conduct comprehensive research on the opposing party, industry, and market context. This information will give you an edge in formulating a negotiation strategy.
2. Set Clear Goals: Clearly define the goals you want to achieve in the negotiations. These goals should be realistic and measurable, so that they can serve as a guide during the negotiation process.
3. Develop Communication Skills: Invest time in developing communication skills, including the ability to listen, speak clearly, and read body language. This skill greatly affects the outcome of negotiations.
4. Create a Positive Environment: Try to create a positive and respectful environment during negotiations. This can increase mutual trust and make the process of reaching an agreement easier.
5. Preparing Alternatives: Prepare some alternatives or options that can be put forward during negotiations. This will provide flexibility and show a willingness to compromise.
6. Using the Win of Solution Technique: Focus on finding a solution that benefits both parties. The win-of-solution approach not only increases satisfaction, but also strengthens relationships in the future.

The conclusions and suggestions presented above aim to provide practical guidance for individuals or organizations involved in negotiations. By applying these principles, it is hoped that the negotiation process can take place more effectively and produce a mutually beneficial agreement. Success in negotiations is measured not only by the end result, but also by the quality of the relationship established during and after the process.

REFERENCES

(2019). Mengenal Metode-metode Efektif dalam Penyelesaian Konflik. Kumparan.com. <https://kumparan.com/ragam-info/mengenal-metode-metode-efektif-dalam-penyelesaian-konflik-21e3iPGCtNQ?ref=register>

Ahsan I. F., Santoso L. (2019). Transformasi Negosiasi dalam Penyelesaian Sengketa E-Commerce di Era Digital. Jurnal Hukum e-journal.e-journal.metrouniv.ac.id. <https://doi.org/10.32332/istinbath.v16i2.1703>

Albertina F., Barkah C. S., Novel N. J. A. (2022). Peran Penting Efektivitas Komunikasi Dalam Persepsi. Majalah Bisnis & IPTEK. <https://dx.doi.org/10.55208/bistik.v15i2.262>.

Alhafid M. A., Hardi J. R., Rizaldi H. A., Aditya A. (2024). Strategi Negosiasi UMKM Dapur 66 Dalam Pengembangan Bisnis dan Pemuaasan Pelanggan. Jurnal Studi Komunikasi dan Politik. <https://ojsid.my.id/index.php/JUSKOP/article/view/75>.

Ananda A., Nuraeni Y. (2020). Strategi Komunikasi Organisasi dan Negosiasi Manajemen Dengan Serikat Pekerja Dalam Membangun Hubungan Industrial yang Harmonis. International Journal of Communication, Management and Humanities. http://www.myaidconference.com/uploads/6/2/6/7/62670651/ijcomah_vol_1_issue_2_dec_2020_150121.pdf#page=180.

Ardianto., Guntur F. P., Irwansyah., Niken F. E., Syahrul H. (2020). Praktik Lobi dan Negosiasi Sebagai Bentuk Komunikasi Politik. Jurnal Komunikasi dan Teknologi Informasi komuniti.com. <https://journals.ums.ac.id/index.php/komuniti/article/view/10009>

Arini I. A. D., Paramita I. B. G., Triana K. A. (2020). Ekspektasi, Realisasi dan Negosiasi Tourism Reborn di Masa Pandemi. Jurnal Ilmiah Pariwisata Budaya Hindu. <https://jurnal.stahnmpukuturan.ac.id/index.php/cultoure/article/view/825>

Armeta T., Apriyana T., Katrillah K., Natasha N., Pratiwiyah A. A., Neka A. (2022). Faktor-faktor yang Mempengaruhi Negosiasi dan Manajemen Konflik di Perusahaan Start-Up. Journal of Management. <https://journal.stteamkop.ac.id/index.php/yume/article/view/3451>

Aryansyah J. (2023). Implementasi Teknik Lobi dan Negosiasi yang Efektif dalam Melakukan Bisnis. researchgate.net

Aulia T., Mico A., Gina S., Henri S. S. (2021). Meraih Keberhasilan Negosiasi Bisnis Melalui Berketerampilan Komunikasi. Jurnal Sosial dan Sains. <https://doi.org/10.59188/jurnalsains.v1i5.74>.

Bahaudin I., Juwariyah A., Yanuartuti S. (2021). Negosiasi Performativitas Pedagogis Pembelajaran Musik Generasi Z. Jurnal Pengkajian dan Penciptaan Musik. <https://journal.unesa.ac.id/index.php/Virtuoso/article/view/12312>.

Chairul N. S., Nurwani N., Nurlaila H., Bobby S. N., Suhairi. (2023). Lobi dan Negosiasi dalam Komunikasi Bisnis Membangun Hubungan yang Kuat Mencapai Kesepakatan Bersama. Jurnal Pendidikan jptam.org.

Dinda R. M., Annabilla Z., Khairatun H., Lilik S. (2024). Strategi Negosiasi Efektif di Era Digital Melalui Platform Digital. Jurnal Ilmu Pertahanan, Hukum dan Ilmu Komunikasi. <https://doi.org/10.62383/konsensus.v1i4.284>.

Fatyandri A. N., Chanada E., Riady F., Salim K., Wu V. N. (2022). Manajemen Konflik dan Teknik Negosiasi yang Baik dan Tepat dalam Dunia Industri Makanan dan Minuman. Journal of Management. <https://journal.stteamkop.ac.id/index.php/yume/article/view/3263>.

Fatyandri A. N., Lim V. E., Hendri., Saputra T. A. H. (2022). Faktor-Faktor Yang Memengaruhi Negosiasi Dan Manajemen Konflik Pada Industri Travel. Journal of Management. <https://www.journal.stteamkop.ac.id/index.php/yume/article/view/3211>.

Fatyandri A. N., Veronica M., Lo M., Jacelyn., Widiana P. T., (2022). Faktor-Faktor yang Mempengaruhi Negosiasi dan Manajemen Konflik pada Industri Kecantikan. Jurnal Mirai Management. <https://www.journal.stteamkop.ac.id/index.php/mirai/article/view/2973>.

Fauzi N. B., Sumarni L., Esfandiary S., Balqis K. N. A., Aprihanto A. (2024). Strategi Negosiasi Dalam Menyelesaikan Konflik Organisasi. Jurnal Sosio Humaniora Nusantara. <https://jurnal.yp2n.org/index.php/humanus/article/view/126>.

Huda M., Hidayati N., Umami K., Zubaidi M. S. (2020). Negosiasi dalam Tradisi Penyelesaian Sengketa Kewarisan Keluarga Pada Masyarakat Mataram Jawa Timur. Laporan Penelitian Interdisipliner. https://repository.iainponorogo.ac.id/750/2/Dummy_Negosiasi%20Waris_Huda%26dkk.pdf.

Jannah A. N., Fadly A. (2024). Pengaruh Model ADDIE Berbantuan Media Kinemaster terhadap Kemampuan Menulis Teks Negosiasi. Jurnal Ilmiah Program Studi Bahasa dan Sastra Indonesia. <http://103.242.78.75/index.php/BB/article/view/1010>.

Lubis S., (2022). Meningkatkan Kemampuan Menulis Teks Negosiasi melalui Teknik Wawancara Imajinatif dengan Tokoh Idola. Jurnal Pendidikan Bahasa Indonesia. <https://jurnaltarbiyah.uinsu.ac.id/index.php/eunoia/article/view/1002>.

Lunarindiah G., Nilasari B. M., Amirah E., Haryaningtyas P. (2020). Buku Ajar Komunikasi Bisnis dan Negosiasi. karyailmiah.trisakti.ac.id.

Mahmudah N., (2020). Analisis Karakteristik Khusus Teks Negosiasi. Jurnal Ilmiah Pendidikan Bahasa, Sastra Indonesia dan Daerah. <https://doi.org/10.23969/literasi.v10i1.2062>

Mareta F. (2020). Pengaruh Gaya Kepemimpinan dan Skema Kompensasi Terhadap Penetapan Harga Transfer Penjualan. Jurnal Sains Akuntansi. <https://etd.repository.ugm.ac.id/penelitian/detail/185810>.

Mulyono, H., & Rolando, B. (2025). REINFORCING LOYALTY IN THE RETAIL LANDSCAPE: A SYSTEMATIC REVIEW OF CUSTOMER ENGAGEMENT STRATEGIES. *International Journal of Economics And Business Studies*, 2(2), 1–14.

Nurhadi M., Mujib A., Anugrah A. T., Penyelesaian Sengketa Pasar Modal Melalui Negosiasi. *Jurnal Kajian Hukum Ekonomi Syariah*. <https://journal.uinmataram.ac.id/index.php/muamalat/article/view/7018>

Parmitasari I., (2019). Peran Penting Negosiasi Dalam Suatu Kontrak. *Jurnal Literasi Hukum* [academia.edu](https://jurnal.academia.edu).

Pinem H., Lumbantoruan M. A., Tamara R., Baskoro D. A., Saragih L. S. (2024). Hambatan Komunikasi dan Penyelesaian Konflik Dalam Negosiasi Bisnis. *Student Scientific Creativity Journal*. <https://journal.amikveteran.ac.id/index.php/ssci/article/view/3555>.

Raditya M. H .B., (2020). Negosiasi Kelokalan pada Pop Dawan Nusa Tenggara Timur di Era Internet. *Jurnal Kajian Seni*. <https://core.ac.uk/download/pdf/349541379.pdf>

Ramadhani L. O., Melika K., Juliansyah A. R., Pratama A. A., Sumarni L. (2024). Strategi Lobi dan Negosiasi Dalam Membangun Kepercayaan Sponsorship Studi Kasus : Produk Hydro Coco. *Jurnal Penelitian Mahasiswa*. <https://journal.unimar-amni.ac.id/index.php/Populer/article/view/2343>.

Ramadhani M. A., Kusumaditana A. A., Purnomo A. M. (2024). Kemampuan Negosiasi Pengemudi dan Pelanggan Jasa Angkutan Barang Berbasis Online. *Karya Ilmiah Mahasiswa Bertauhid*. <https://ojs.unida.ac.id/karimahtauid/article/view/13649>.

Rivelino., Mustiari N. K. (2022). Teknik Negosiasi dalam Pelaksanaan Tugas Fungsi Polisi Pamong Praja di Kabupaten Klungkung. *Jurnal Bestari*. <https://jurnalbestari.ntbprov.go.id/index.php/bestari1/article/view/61>

Rolando, B. (2024a). PRICING STRATEGIES AND THEIR EFFECTS ON ONLINE PURCHASING BEHAVIOR: A SYSTEMATIC LITERATURE REVIEW. *International Journal of Economics And Business Studies*, 1(2), 24–36.

Rolando, B. (2024b). THE ROLE OF SOCIAL MEDIA TRENDS IN SHAPING CONSUMER BEHAVIOR AND INCREASING ONLINE SHOP SALES: A LITERATURE REVIEW. *International Journal of Economics And Business Studies*, 1(2), 1–13.

Rolando, B. (2025a). CONTENT MARKETING STRATEGY OF SHOPEE ON SOCIAL MEDIA: AN ANALYSIS OF BRAND AWARENESS ENHANCEMENT. *International Journal of Economics And Business Studies*, 2(2), 54–66.

Rolando, B. (2025b). HOW TIKTOK SHAPES AND INFLUENCES MODERN CONSUMER SHOPPING PATTERNS. *ABDIMAS (Aksi Bakti Dan Dedikasi Ilmiah Untuk Masyarakat)*, 1(1), 29–43.

Rolando, B. (2025c). RETAIL SUPPLY CHAIN MANAGEMENT: A SYSTEMATIC LITERATURE REVIEW ON RISK, SUSTAINABILITY, AND DIGITAL INTEGRATION. *LOGIS (Logistics, Operations and Global Integration Studies)*, 1(1), 1–13.

Rolando, B. (2025d). THE EFFECT OF SERVICE QUALITY AND PRICE ON CUSTOMER LOYALTY IN ONLINE CULINARY BUSINESSES. *International Journal of Economics And Business Studies*, 2(1), 14–32.

Rolando, B. (2025e). THE ROLE OF BRAND AMBASSADORS IN SHAPING BRAND AWARENESS ON DIGITAL PLATFORMS. *International Journal of Economics And Business Studies*, 2(2), 28–42.

Rolando, B. (2025f). ZOOM OR ROOM? A SYSTEMATIC REVIEW ON THE EFFECTIVENESS OF ONLINE VERSUS OFFLINE LEARNING. *EXGEN: Edukasi Untuk Ekselansi Generasi Mendatang*, 1(1), 1–18.

Rolando, B., & Chondro, J. (2025). THE INFLUENCE OF CUSTOMER REVIEWS ON TRUST AND ONLINE PURCHASE DECISIONS: A SYSTEMATIC LITERATURE REVIEW. *International Journal of Economics And Business Studies*, 2(1), 33–59.

Santoso J., Utama I. W., Aditya. (2020). Pelatihan Manajemen Pemasaran Bagi Pengurus Paguyuban Ngeksigondo di Denpasar. *Jurnal Widya Bakti*. <https://widyabhakti.stikom-bali.ac.id/index.php/widyabhakti/article/view/208>

Saputri O. (2023). Kemampuan Berkommunikasi Sebagai Indikator Keberhasilan Lobi dan Negosiasi. [Researchgate.net](https://www.researchgate.net).

Satia A., Liu Li B., Sembiring D. T., Jaya D., Marthino E., Marcus F. (2023). Faktor-faktor yang Mempengaruhi Negosiasi Pada Industri Makanan Cepat Saji. *Journal of Economics and Business*. <https://www.jurnal.ubs-usg.ac.id/index.php/joeb/article/view/129>

Setiawan, B. L. T., & Rolando, B. (2025). MANAGING RETAIL SUPPLY CHAINS: A LITERATURE-BASED REVIEW ON RISK FACTORS, SUSTAINABLE PRACTICES, AND DIGITAL TRANSFORMATION. *LOGIS (Logistics, Operations and Global Integration Studies)*, 1(1), 49–59.

Siagian H. M., Harefa T. (2024). Pengaruh Penggunaan Media Video Transaksi Jual Beli Terhadap Kemampuan Menulis Teks Negosiasi. *Journal of Language Education*. <https://merwinsky.org/journal/index.php/jole/article/view/139>

Silmi N. U., (2023). Apa yang Melatarbelakangi Orang Melakukan Negosiasi? *Kompas.com*. <https://www.kompas.com/skola/read/2023/01/17/150000469/apa-yang-melatarbelakangi-orang-melakukan-negosiasi>

Susanto R. (2024). Pentingnya Berketerampilan Komunikasi dalam Diplomasi dan Negosiasi. *Jurnal Hukum Islam dan Humaniora*. <https://ejournal.yasin-alsys.org/ahkam/article/view/2544>

Susanto R., Gusnawaty., Abbas A. (2021). Pola Tuturan Negosiasi Penjual Sebagai Upaya Meraih Minat Pembeli. *Journal Kendari*. <https://ejournal.iainkendari.ac.id/index.php/al-munzir/article/view/2365>

Suwandi E., Le Xuan T., Zidane., Hendri., Nelson A. (2023). Analisis Proses dan Strategi Negosiasi Dalam Industri Manufaktur. *Jurnal Sains dan Teknologi*. <https://ejournal.sisfokomtek.org/index.php/saintek/article/view/1119>

Syahrani R. A., Fitri A., Husna F., Triantoro D. A. (2023). Negosiasi Identitas Praktik Filantropi Digital Rumah Garda Indonesia. *Jurnal Ilmu Komunikasi dan Kajian Islami*. <https://jurnal.uinsu.ac.id/index.php/komunikasi/article/view/16955>.

Syahroni., Iksan M. (2021). Kajian Negosiasi Lintas Budaya Studi Kasus PT. Djarum. *Jurnal Agribisnis Sains*. <https://ojs.umu-buton.id/index.php/JAS/article/view/72>.

Talitha S., Rosdiana R. (2020). Penerapan Model Project Based Learning dalam Menulis Teks Negosiasi pada Perkuliahan Pengembangan Keterampilan Menulis. *Jurnal Ilmiah Pendidikan*.

Tanza S. M., Karnalim O. (2024). Rancang Bangun Website Negosiasi Harga PT Mulia Kencana Cahaya Baru Menggunakan React JS dan Firebase. *Jurnal Teknologi Komunikasi*. <https://strategi.it.maranatha.edu/index.php/strategi/article/view/500>.

Tinambunan T. M., Siahaan C., (2022). Implementasi Teknik Lobi dan Negosiasi yang Efektif Dalam Melakukan Bisnis. *Jurnal Ilmu Komunikasi scholar.archive.org*.

Wigayha, C. K., & Rolando, B. (2024). THE ECONOMIC AND CULTURAL IMPACT OF SPORTS IN MODERN SOCIETY: A SYSTEMATIC LITERATURE REVIEW. *International Journal of Economics And Business Studies*, 1(2), 14–23.

Wigayha, C. K., & Rolando, B. (2025). DIGITAL CREATORS AS MODERN MARKETERS: EXPLORING THE PROSPECTS AND HURDLES IN THE ONLINE ECONOMY. *ABDIMAS (Aksi Bakti Dan Dedikasi Ilmiah Untuk Masyarakat)*, 1(1), 15–28.

Winata, V., & Rolando, B. (2025). HOW SERVICE EXPERIENCE SHAPES CUSTOMER LOYALTY IN MODERN RETAIL: AN ANALYSIS OF THE LITERATURE. *LOGIS (Logistics, Operations and Global Integration Studies)*, 1(1), 24–36.

Yahya D. R., Fauziah S. (2023). Analisis Prosedur Pembelian dan Negosiasi Bisnis pada PT. Daya Satya Abrasives. *Jurnal Penelitian Bisnis dan Manajemen*. <https://e-journal.nalanda.ac.id/index.php/SAMMAJIVA/article/view/318>.

Zahran, A. M., & Rolando, B. (2025). UNDERSTANDING THE INFLUENCE OF ONLINE REVIEWS ON BRAND REPUTATION IN THE DIGITAL AGE. *International Journal of Economics And Business Studies*, 2(1), 72–94.

Zebua A. Y., Harefa T., Riana R. (2022). Peningkatan Kemampuan Menganalisis Isi Struktur Teks Negosiasi Dengan Model Direct Instruction. *Jurnal Ilmu Pendidikan*. <https://educatum.marospub.com/index.php/journal/article/view/36>