

THE IMPORTANCE OF COMMUNICATION PROCESS IN NEGOTIATION

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ABSTRACT

Negotiations that involve two or more parties in reaching an agreement cannot go off from the communication in its process. Therefore, excellent and practical communication skills will make negotiations effective as well. This study aims to analyze the importance of the communication process in negotiation through the qualitative descriptive method, or more accurately, a secondary data analysis method using existing data, and then express into words that describe the essential role of the communication process in negotiation. The study results showed that negotiation, as one business activity involving two or more parties in its process, cannot be separated from communication to reach a mutual agreement. Therefore, communication is exchanging messages from one party to another. Therefore, communication plays a vital role in negotiations. A negotiator with good communication skills must be able to convey a message that the other party quickly understands and also be able to read or understand the intent of the message sent by another party, both verbally and non-verbally. Thus, both parties can compromise so that an agreement meets each party's needs as expected. Based on the results obtained, the communication process in negotiations is one of the critical success factors that aim to reach an agreement beneficial for each party involved.

Keywords: communication, negotiation, bargaining, business, third party, strategy.

INTRODUCTION

In everyday life, humans constantly interact with other human beings to fulfill their needs, including communicating. Communicating makes human beings referred to as social creatures who cannot go off from the role of others. Wibowo and Muktiyo (2015) stated that communication is an essential activity in human life, and communicating spends approx 70% of our time. Moreover, communication skills reflect one's success, and lack of communication hinders personality development.

From the beginning of the day to the end days, there must be activities where we communicate in it, both verbally and non-verbally. For example, complaining about still

feeling very sleepy when have to leave home in the early morning, saying "hi" when passing your neighbors, sending messages to a friend on social media, ordering food at a restaurant, giving a like or comment on someone's post, smiling at someone in the street, and many more are forms of communication in our daily life.

However, not only in personal life activities but in the scope of business that includes many activities related to various parties, both members of the organization and external parties need to be separated from communication in its implementation. For example, without realizing it, a business competition that becomes more competitive requires all business actors to innovate to beat the competitors and win the competition constantly. Therefore, one of the actions that an organization can take is to cooperate with other parties. Thus, the communication skills possessed by each member will affect the organizational process of achieving goals.

According to Maksymets & Adamovych (2021), communication skills allow for increasing the effectiveness of professional skills, help build self-confidence in the workplace in carrying out professional activities or communicating with colleagues, establishing business contacts, and many more. For instance, in terms of marketing, A business actor can avoid misunderstandings in selling their products because of good communication (Sunrise, 2020).

Negotiation is one of the business activities that can only conduct through communication. Negotiation is a business activity closely related to the bargaining process involving other parties to reach a reasonable agreement for the organization. Thus, without communication in the process, the agreement that will attain will not be as previously expected, where it is very potential that the result will only benefit one party without any refutation from the other party to reach a fairer agreement.

The background above illustrates the direction of the study in this research, which will discuss the essential role of communication in the negotiation process, where communication can be said to be one of the critical success factors in obtaining a profitable agreement for the organization. Therefore, this study aims to analyze the importance of communication process in negotiation.

METHOD

The research method used in this study is a qualitative descriptive method or, more accurately, a secondary data analysis method where the data used attain from existing data. Thus, the data collection method used in this study is a literature review conducted by researching, reading, analyzing, evaluating, and summarizing various literature. The literature in this study came from various previous research that is still relevant to the problem of this research: the importance of the communication process in negotiation. Furthermore, the data collected is analyzed and expressed in words describing the essential role of the communication process in negotiation.

RESULTS AND DISCUSSION

Communication: Definition, Components, Process, Characteristics, Barriers

Tazkiya et al. (2021) stated that communication is the delivery of information through exchanging thoughts, messages, or information with signals, visuals, speech, writing, or behavior. When communication generates feedback, it is referred to as communication, in which the similarity of meaning of the people involved plays the most crucial role. Through this process, individuals can make adjustments with their interlocutors as a result of a process called transmitting and receiving. The next thing expected after the communication process is carried out is to get results by the purpose of the communication. However, no communication goes from sender to receiver in the same form as the sender intended. No matter how hard we try, the message will never be what we say but what they hear (Prabavathi & Nagasubramani, 2018).

According to Prabavathi & Nagasubramani (2018), there are several characteristics of communication, including (1) human activity-related, in which communication is essential in leading a meaningful human life; (2) involves two or more parties, where the one who sends a message is called sender, and the one who receives it is called receiver; (3) can be a one-way or two-way process, wherein two-way communication, there is feedback from the receiver after he receives the message from the sender, while in one-way communication it does not; (4) in the organization, communication flows in various patterns, such as upward direction, downward direction, horizontal direction, and others; (5) media or channel based, where a particular medium utilized in every communication activity, it can be written, oral, and non-verbal or a combination of verbal and non-verbal media.

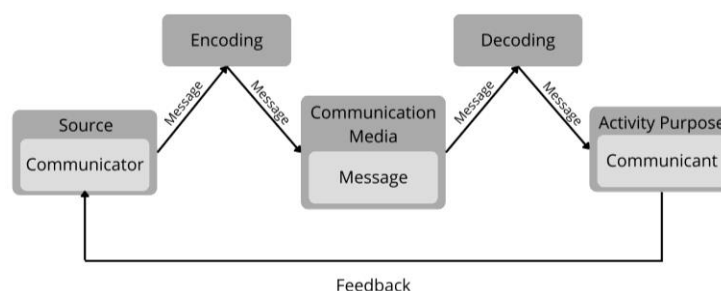


Figure 1. The Process of Communication
Source: Writer, 2022

Pratikto (in Lani, 2021) stated that the communication process consists of several components in it, which can be called a communication activity if there are at least three communication components, namely: (1) communicator, which is the person who communicates or delivers a message to other people; (2) messages, can be in the form of ideas, opinions and others that contain information in them, the information uses

communication symbols that lead to other people who are called communicants, and; (3) communicant, the one who receives the message from the communicator. In addition to these main components, there are other communication components such as; (1) source, which is the provenance of an idea or opinion that develops into a message, that can be symbols, events, or the person himself.; (2) communication media, which is a means, tools, or channels used in delivering the message to be conveyed; (3) encoding, which is turning the ideas or opinions into a form of the message using words, gestures, or symbols that is still relevant to the context of the message conveyed by the communicator to the communicant (Yusof & Rahmat, 2020); (4) decoding, which are activities to grasp the meaning of the message received by the communicant from the communicator; (5) activity purpose, which is the goals in the form of targets that can be an audience, masses, groups or individuals.

As mentioned earlier, there are two types of messages conveyed in communication: verbal and non-verbal. Verbal messages are messages sent in the form of spoken and written words. On the other hand, non-verbal messages are messages sent without words, which can be in the form of body movements, facial expressions, eye contact, touches, or even silence. Moreover, the ability to convey non-verbal messages is related to the ability to influence others, where the better someone's verbal communication skills, the better his ability to influence others (Astuti, 2011).

According to Alfi & Saputro (2018), there are several communication barriers: (1) Technical barriers occur if one of the tools used in communication has a disturbance that damages the information transmitted through the channel. (2) The frame of mental barriers, which are obstacles caused by differences of perception between communicators and audiences about the messages used in communicating due to differences in experience and educational backgrounds. (3) Semantic and psychological barriers, which are communication disorders caused by errors in the language used. For example, Tommy (in Alfi & Saputro, 2018) stated that using foreign language jargon usually causes semantic barriers, so only specific audiences will understand that the language used differs from what it should be. In addition, cultural background causes misperception of the language symbols used.

Negotiation: Definition, Negotiator, Characteristics, Process, Factors, Types

Oliver (in Hendrayana, 2020) defines negotiation as a process between two or more parties who originally made various agreements until they finally reached an agreement which is the right of both parties. Negotiation requires agreement from both parties, which results in a give-and-take process to reach a mutual agreement. On the other hand, Čulo & Skendrović (2012) defined negotiation as a conversation between two or more parties to reach an understanding, resolve differences, or obtain benefits from the results of the conversation, which generates agreement that can fulfill various interests of the parties involved in the process. In this case, at the end of the process, each party involved tries to obtain its advantages for themselves.

The person involved in this process is called a negotiator. Negotiators intend to achieve their goals, realize their ideas, and gain various advantages (Helmová, 2017). According to Voss & Raz (2016), there are three types of negotiators: (1) analysts, the ones who are methodical and diligent. They do not mind how much time it will take to achieve the best results by working thoroughly and systematically; (2) accommodators, the ones who are friendly and sociable and would like to give up time to build relationships. They believe that no time is wasted as long as there is a continuous exchange of information; (3) assertive, the ones who assume that time is money. Therefore, they focus on how much they can accomplish in a given period.

Čulo & Skendrović (2012) posited that generally, three characteristics make up a negotiation; (1) there is a conflict of interest; (2) either there are no rules for resolving the conflict, or both parties would instead work without rules in order to invent their solution; (3) both parties would instead seek an agreement than to fight each other, make one party surrender, discontinue contact eternally or to take the dispute to a higher authority.

Shell (in Čulo & Skendrović, 2012) posited that there are four stages in the negotiation process: (1) preparation, which has a precise estimate of how to start; (2) exchanging information, which the information conveyed must be accurate and communicated effectively. Otherwise, it will raise doubts and need to be clarified; (3) bargaining, which is an integral part of reaching an agreement. Then, both parties have to compromise to reach a final agreement that requires them to give up something for the other; (4) closing and commitment, the final adjustments to the agreement by the parties involved, are made.

According to Mc. Guire (in Algifari et al., 2021), there are three main factors in good negotiation skills: (1) patience, which good negotiators recognize that negotiations require a process, including removing barriers between the two parties involved, not instant results; (2) self-confidence, in which good negotiators are confident about their ability to achieve successful negotiations; (3) communication skill, in which good negotiators realize that by involving two parties, good communication skills are essential in negotiations so that the message can be understood effectively.

Pruitt (in Abigail et al., 2018) stated that the success of negotiation depends on the type of strategies used in the negotiation process. In contrast, Thompson et al. (in Abigail et al., 2018) stated that to press their demands, negotiators come up with distributive integrative strategies. According to Benetti et al. (2021), distributive negotiation includes a zero-sum game action, in which one party loses and the other wins, as well as conducting a bargaining process. While on the other hand, integrative negotiation is a type of negotiation that aims to explore interests and to create mutual value through cooperation, where the agreement reached benefits all parties that fulfill their interests.

The Role of the Communication Process in Negotiation

Põlajeva (2017) stated that the success of negotiations depends on communication competence, understanding partners' psychology, and knowing the organization's interests, which all require understanding the basics of communication and the ability to conceive signs and expressions of verbal and non-verbal communication. Tazkiya et al.

(2021) added that communication is essential in achieving negotiation goals and quelling conflicts.

It is essential to have someone with the courage and ability to perceive, need, and motivate to cooperate in negotiating to build effective communication to resolve problems and lead to mutual interests and benefits. Effective negotiations can occur because of effective communication so that a mutually beneficial agreement is within reach for both parties (Lani, 2021).

According to Wibowo & Muktiyo (2015), communication can be adequate if the people involved getting the same meaning from the message received. However, Anom (in Tanjung & Pratiwi, 2020) states that communication can run more effectively and can achieve negotiation goals with five steps, namely: (1) Fact-finding, which is collecting facts or data about the other party's business activities before negotiating; (2) Planning, which is composing an outline of the message to be delivered as well as the results that you want to achieve, also predicting or imagining the possible reaction of the other party to what you say; (3) Delivery, which is conveying messages in a language the other party quickly understands. In this case, it is important to choose words that can strengthen the statement as well as avoid words with multiple meanings that can lead to misunderstandings; (4) feedback, where the negotiator must understand the other party's body language, listen carefully to the response given, observe their behavioral cues such as shrugging, shaking the head, sneering, nodding, and so on, so negotiator can be able to know whether the meaning conveyed is the same as what the other party perceives; (5) evaluation, where it is necessary to ensure whether the purpose of communicating or negotiating already reached, whether it needs to occur again, or whether it is necessary to use other means to achieve the better results.

Tazkiya et al. (2021) asserted that negotiations could be communicated in two ways, namely, direct and indirect. However, despite the increasingly well-developed modern means of communication, such as the internet and electronic negotiation support systems, negotiators still prefer direct negotiations. This is because they believe only direct negotiations can provide evidence, arguments, and controversies that allow negotiators to reach an agreement immediately and fulfill their promises (Põlajeva, 2017).

Wibowo & Muktiyo (2015) concluded that the ideas and opinions evidence an effective communication process in negotiations and so on that have been processed to generate messages that are readily accepted by the other party, as the message is the main thing in the communication process. However, Čulo & Skendrović (2012) stated that the communication process depends on the negotiation situation, where strict and limited negotiation rules and procedures will make the communication unable to have a significant impact.

CONCLUSION

The results of this study are by the direction of the research and meet the research objectives, which talk about the importance of the communication process in negotiation through secondary data analysis of several sources such as books, journals, and proceedings that discuss similar topics. Furthermore, this study found that negotiation as a business activity with a give-and-take process to reach a mutual agreement cannot be separated from communication. Communication, as a process of exchanging messages from the communicator or sender to the communicant or receiver plays a vital role in negotiations. Negotiators with good communication skills must be able to convey messages that are easy for the other party to understand and read or understand the intent of the messages sent by the other party, both verbally and non-verbally. Through excellent and proper message delivery, both parties can compromise to reach an agreement that meets each party's needs as expected. However, in practice, several things must be considered, such as carrying out several stages in achieving effective communication and forms of communication in negotiations.

Based on the results obtained, this research can become a reference or additional data source for further research on topics that are still related to communication in negotiations. Besides that, for business actors, this study can gain insights and knowledge about the role of communication in negotiations.

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