

## The Role of Media Communication in Effective Communication for the Continuity of Business Negotiation Processes

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**Abstract**

This research discusses the crucial role of media communication in ensuring effective communication for the continuity of business negotiation processes. Utilizing a qualitative research method, the study delves into factors influencing effective communication, the concept of effective communication in negotiations, and methods for determining effective communication media. The analysis incorporates the implications of media richness theory, emphasizing the need for negotiators to thoughtfully consider the complexity of negotiation issues when selecting communication channels. The study also addresses limitations acknowledged in the literature, particularly challenges associated with the dynamic nature of technology and cultural diversity. By synthesizing insights from qualitative research and literature review, this study offers comprehensive guidance for negotiators and practitioners, facilitating a deeper understanding of the intricate dynamics surrounding effective communication and media selection in the context of business negotiations. The objective is to understand the importance of communication media and the types of communication media used by negotiators in both small and large-scale business negotiation activities. In this research, a qualitative approach is employed, characterized by data that is presented in its natural context and as it is.

**Keywords:** communication of media, effective communication, business negotiation, business communication.

## Introduction

In the dynamic and interconnected world of contemporary business, negotiation is an indispensable process that governs the interactions between various stakeholders. Business negotiations are complex and multifaceted, involving the exchange of ideas, information, and perspectives among parties with differing interests. Success in business negotiations is pivotal, not only for striking agreements but also for building relationships, creating new business opportunities, and fostering mutually beneficial solutions.

One often underappreciated but profoundly influential aspect of business negotiations is the role of communication media. Effective and sustainable communication is at the heart of successful negotiations. In an era characterized by digital transformation and rapidly evolving communication technologies, the choice of communication media has a significant impact on the direction and outcomes of every business negotiation. As such, it is crucial to understand the intricate relationship between communication media and the efficacy of business negotiations.

This literature review aims to delve into the fundamental question: How does the selection of the most appropriate communication media affect the effectiveness and sustainability of communication in the context of business negotiations? We will analyze and

synthesize existing research to shed light on the pivotal role played by communication media in business negotiations. Additionally, we will explore the various factors that influence the decision-making process when it comes to choosing the most suitable communication media for different negotiation scenarios.

By examining the current body of knowledge and the insights provided by experts in the field, this literature review strives to contribute to a comprehensive understanding of the interplay between communication media and effective communication in the realm of business negotiations. Ultimately, the knowledge gained will offer valuable guidance to practitioners and decision-makers engaged in business negotiations, helping them navigate the intricate web of communication media and enhancing their capacity to secure favorable outcomes and enduring relationships.

## **Literature Review and Hypotheses**

### **Communication Media**

In this digital era, advancements in technology and knowledge are quite evident, especially in the development of tools in the fields of media and technology. It can be said that a country's level of advancement or adaptability is assessed by how well it manages both of these areas, particularly in communication. Communication media plays a crucial role in today's society. Therefore, it can be said that communication channels are tools used to convey messages from one party to another. In the process of communication, human senses, such as hearing, speech, hands, and eyes, are the predominant basic media.

The information transmission process in modern times has undeniably witnessed significant advancements. Telecommunication technology is now one of the most crucial and important aspects of transmitting information. Telecommunication technology has evolved to be more effective, efficient, accurate, fast, and cost-effective. This, in turn, aligns with another primary goal, which is to share information between countries and continents all over the world easily, quickly, and inexpensively.

According to Briggs (1983), the definition of communication media includes physical tools used to convey information. Media in communication can take various forms, such as television, computers, images, videos, and more. This is because the message carrier from the communicator to the communicatee is one of the key components in communication. Meanwhile, Badusah (2017) defines communication media as an intermediary model used to facilitate communication between one party and another through various media types, such as visual media, infographics, and other media that are useful for conveying information and different perspectives.

In conclusion, the definition of communication media can be summarized as a variety of means used to create, reproduce, distribute, disseminate, and convey information. It also serves as a primary tool for gathering and organizing various pieces of information, making it valuable to information receivers and integral to the communication process.

With the modernization and advancement of communication media technology, it has various domino effects on communication, especially in business negotiation processes. Negotiation processes are integral to our daily lives, especially in the business industry. This process is a significant step in all business transactions to reach agreements with business partners or clients. Communication issues continue to be a recurring problem in business negotiation processes. Communication fundamentally plays a role in creating a positive or negative atmosphere and climate during business negotiation processes.

This, in turn, affects various aspects that ultimately determine the negotiation's outcome. Therefore, it is essential to know the objectives set in the negotiation process, as this helps anticipate issues outside the context and serves as a reference for options during the negotiation

process. The role of communication media in ensuring the smooth flow of the negotiation process is one of its primary purposes. The implementation of this in the negotiation process can vary depending on the conditions, situations, purposes, and goals of the negotiation. Not all negotiation processes have the same strategies and outcomes since multiple factors influence them, as indicated by Sepasthika (2010). These influencing factors include presence, self-confidence, trust in perspectives, motivation and commitment, accurate communication, and understanding of dynamics.

So, communication media becomes a crucial aspect in maintaining these six points to run smoothly and in accordance with needs. With various types of communication media available, the negotiation process can be accommodated to achieve the best goals or solutions.

### **Negotiation**

Various experts and scholars have expressed their opinions regarding the definition of negotiation. Jackman (2005) states that the definition of negotiation is a process that occurs between two or more parties who initially have different thoughts, leading to reaching an agreement in the end.

McGuire (2004) defines negotiation as an interactive process with the aim of reaching an agreement between two or more parties who have different perspectives. They participate in this process with the intention of achieving shared resolutions. Meanwhile, according to Metty, T., Harlan, R., Samelson, Q., Moore, T., Morris, T., Sorensen, R., & Robbins, J. (2005), negotiation is described as a process in which two or more parties exchange goods and services and seek to achieve a mutually agreed level of cooperation for common interests.

Therefore, it can be concluded that negotiation is often understood as an effort by the involved parties to influence or change the attitudes and behaviors of others or other parties in the process of reaching agreements involving various interests. This process involves aspects such as attitudes, perspectives, and different interests among the parties involved.

Business negotiations are carried out with the aim of providing advice on various diverse interests, namely between party one and party two. Therefore, in supporting the occurrence of the best solution between the two parties, the business negotiation process is necessary.

### **Effective Communication**

Effective communication is a crucial element in organizational and interpersonal contexts. According to Miller and Rollnick (2013), effective communication involves the ability to convey messages clearly and be understood by the recipient, building mutual trust, and responding appropriately to received messages. Research by Shockley-Zalabak (2012) highlights the importance of effective communication in enhancing team productivity and creating a healthy work environment. They emphasize that aspects such as active listening, providing constructive feedback, and understanding individual needs can strengthen interpersonal relationships within an organization. Therefore, a profound understanding of factors supporting effective communication becomes crucial in achieving goals, especially in business negotiation processes.

Research by Guerrero and Floyd (2006) underscores the importance of relational aspects, proposing that effective communication is intertwined with the quality of relationships between communicators. They posit that open, honest, and empathetic communication fosters positive relationships, contributing to overall effectiveness. In summary, the multifaceted nature of effective communication is evident in its intersections with culture, relationships, and adaptability, providing a nuanced and comprehensive understanding essential for practitioners and scholars alike. Kock's (2017) also acknowledges the challenges posed by technology, highlighting issues such as privacy concerns and the potential for misinterpretation in digital communication. In conclusion, the literature on effective communication reflects a dynamic

and multifaceted concept that evolves with societal, technological, and organizational changes, emphasizing the need for a comprehensive understanding of its diverse components to achieve successful communication outcomes.

### **Factors Affecting Effective Communication**

In the negotiation process, there are undoubtedly factors that can influence all processes, outcomes, and other aspects of the negotiation process, especially in the business world. The author cites opinions from experts regarding what factors influence the continuity of business negotiations. Scoot M. Culp and Allen (1999), in their book known as "Effective Public Relations," discuss the concept or factors known as "the seven communication," which are:

- a) **Credibility**  
This factor is closely related to trust, so a competent communicator must have credibility to ensure that the distributed information is in line.
- b) **Context**  
Context, in this context, refers to the conditions that create an environment supportive of communication. The importance of the appropriate context to ensure effective communication becomes a significant concern for message recipients.
- c) **Content**  
It can be interpreted as the material and content intended to be conveyed to the audience. In other words, communication can be considered effective if the message contains meaningful content that is important for the communicator.
- d) **Clarity**  
It can be defined as a message that is understandable and does not cause various interpretations, a success factor in communication. The clarity of information is a crucial aspect that can minimize and avoid the risk of misunderstanding by the communicants.
- e) **Continuity and Consistency**  
The meaning of this point is aimed at achieving success in communication, so messages and information need to be conveyed continuously.
- f) **Audience Capability**  
The success of communication can be measured by how well the message recipients understand and follow the instructions or information provided. In this context, an individual's level of understanding can vary due to various factors such as education, age, and social status.
- g) **Channels Distribution of Communications**  
This seventh point is highlighted in this article. Besides direct communication with clients or communicants, there are various options for conveying messages or conducting communication, primarily by using media.

The choice of communication media is undoubtedly very important, especially in the negotiation process. Various types of communication media are commonly used today, whether print or electronic media. Various types of communication media are widely employed today, encompassing both traditional print and modern electronic formats. Print media, including newspapers, magazines, and brochures, has long been a staple in communication, offering tangible and visually appealing sources of information. On the other hand, electronic media, such as email, social media, and video conferencing, has gained prominence in our digitally interconnected world, providing instant and dynamic means of communication. The versatility of communication media allows individuals and organizations to choose platforms that best suit their needs, whether for disseminating information, engaging in real-time conversations, or conveying complex ideas through multimedia. The ongoing evolution of

technology continually introduces new forms of communication media, shaping the way we interact, share information, and connect with others in diverse and innovative ways.

Thus, one must carefully consider which media are suitable and target-specific to ensure that the communication is not in vain or that unintended consequences occur. The author has a particular interest in this point and makes it the specific focus of this article. Therefore, the author is particularly interested in point G, which details the role, steps, and strategies in determining the right communication media for effective communication in the negotiation process, especially in the business context.

## **Research Method**

This research is a type of pure research or Basic Research that employs a qualitative method with an emphasis on exploratory research. Qualitative exploratory research is an approach that explores existing ideas and concepts to support a specific theory using relevant data as a source of information. Qualitative research focuses on in-depth observation in a natural context.

Data collection is a key stage in this research. The author uses the secondary data collection method, which includes literature review through books, journals, news, reports, and other sources. This research is based on the availability of data that can be accessed through various channels, including annual reports, media publications, as well as news and articles. Thus, this research relies on existing data sources to support the exploratory goals of this research.

## **Results and Discussion**

### **Previous Research**

The role of media communication in effective business negotiation processes underscores the critical influence of various media channels on the continuity and success of negotiations. O'Sullivan and Flanagan (2003) highlight the significance of digital media and its impact on negotiation dynamics. They argue that the use of email, video conferencing, and other digital communication platforms plays a pivotal role in facilitating timely and efficient information exchange, overcoming geographical barriers, and maintaining the momentum of business negotiations. Additionally, research by Smith and Dugan (2006) emphasizes the importance of strategic media utilization in shaping the narrative and managing perceptions during negotiation processes. Effective media communication, according to their findings, contributes to the creation of a positive negotiation environment, aids in clarifying complex issues, and enhances the overall understanding between negotiating parties. In conclusion, the literature suggests that a nuanced understanding of media communication strategies is essential for ensuring the continuity and success of business negotiation processes in today's dynamic and interconnected global business landscape.

Gary Yukl's research in 2012 provides valuable insights into the appropriate selection of communication media, shedding light on factors that influence effective communication in organizational settings. Yukl emphasizes the significance of considering various elements when choosing communication channels, such as the nature of the message, the urgency of information exchange, and the relational context. His findings underscore that the choice of communication media should align with the specific requirements of the message and the preferences and needs of the communicators involved. Yukl's research encourages organizations and decision-makers to adopt a strategic approach, considering whether face-to-face communication, digital channels, or a combination of both is most suitable for achieving desired outcomes. Furthermore, his work underscores the importance of adapting communication strategies to different situations, recognizing that the appropriateness of media



selection can vary depending on the nature of organizational goals and the intricacies of interpersonal relationships. Yukl's insights provide a nuanced understanding of the complexities surrounding the selection of communication media and offer practical guidance for practitioners navigating diverse communication contexts within organizations.

Furthermore, scholars such as Rubin and Brown (1975) have investigated the role of media richness in effective communication during negotiations. They propose that the choice of communication media significantly influences the depth and richness of information conveyed, impacting the negotiation outcomes. The literature suggests that face-to-face communication, for instance, tends to be richer in non-verbal cues, enabling a more nuanced understanding of participants' sentiments and intentions. In contrast, written communication may lack the immediacy and richness found in face-to-face interactions but allows for careful consideration of language and details. Understanding the media richness theory becomes crucial for negotiators as it guides them in selecting the most appropriate communication channels based on the complexity and importance of the negotiation issues.

Moreover, the research also delves into the challenges posed by media communication in negotiations. J. Dowling and Denise E. Welch (1988) yielded insightful results regarding the appropriate selection of communication media in a business context. The findings of this study highlight that the success of communication depends on choosing media that align with the nature and complexity of the conveyed messages. Dowling and Welch emphasized that the proper selection of media should take into account factors such as the required level of clarity, the need for rapid information exchange, and the significance of emotional dimensions in communication messages. These findings offer practical implications, considering that organizations and negotiators need to consider the characteristics of messages and their communication goals when choosing between digital media, such as email or video conferencing, and face-to-face communication. However, it's essential to acknowledge that this research was conducted in 1988, and the technological and business environment has evolved since then. Therefore, suggestions for future research include updating these concepts to align with technological advancements and contemporary business dynamics.

### **Concept Of Effective Communication**

A concise definition of successful communication is communication that can be delivered, understood, and comprehended by the recipient with complete and unaltered content, or in other words, effective communication. The method of communication is carried out with the purpose that effective communication can build accurate and rapid understanding among people. On the other hand, the definition of a method is a particular approach or way used to perform a task or achieve a specific goal. In various contexts, a method refers to a series of procedures, techniques, or steps followed to achieve the desired results. In various fields, such as research, education, or management, methods are used to design a systematic and effective approach to achieving specific goals. So, a method is a tool or strategy that helps an individual or organization achieve its goals. Effendi (2009) states that the communication method consists of (1) informative communication, that involves information and messages conveyed to an individual or a group of people based on newly acquired knowledge; (2) persuasive communication, that is a communication process aimed at influencing the attitude, perspective, or behavior of an individual through persuasive and convincing activities, with the goal of achieving results consciously; and (3) instructive communication, that is a type of communication that includes elements of threats, sanctions, and coercive elements, so the individuals targeted in the communication perform specific actions under compulsion.

Effendi (2009) also indicates that the effectiveness of communication includes the ability to change the attitudes, perspectives, and behaviors of the communicants according to the communication's objectives. Mc. Crosky, Larson, and Knapp (2001) define effective

communication as achieving the highest level of alignment between the communicating parties and communicants at each stage of the communication process.

Therefore, it can be said, from the author's point of view, that communication can be considered effective if the signals and intentions conveyed by one party to another are quick and without misunderstanding. There are also crucial aspects behind the success or failure of the communication, so several factors that influence successful effective communication will be further discussed.

### **The Role of Communication Media**

Based on the results of the literature review, it can be said that communication media play a crucial and essential role in the continuity of communication in the business negotiation process. Many cases in business negotiation processes fail to reach a common agreement or established goals due to one of the factors being the inappropriate use of communication media, leading to communication misunderstandings or ineffective messages.

This is supported by findings from Purdy, J. M., Nye, P., & Balakrishnan, P. S. (2000), who state that communication media have a significant impact and play a crucial role. This also indicates that the richness of media affects the time needed for negotiation, the satisfaction of results, and the desire to interact in future negotiations. Therefore, communication media for negotiation must be chosen carefully.

The results of this research are consistent with the findings of Harjoyo et al. (2019), who stated that communication media play a significant role in all aspects of people's lives, especially in the business context, particularly business negotiations. The process of delivering information in this digital age is highly advanced. According to Harjoyo et al., there are four crucial elements when selecting the right communication media, namely (1) effectiveness, that is the right communication media can facilitate and expedite the delivery of information during negotiations; (2) efficiency, that is the right communication media can accelerate the transmission of information during the negotiation process; (3) concreteness, that is appropriate communication media can simplify and shorten the time for abstract message content in the negotiation process; and (4) motivation, that is the right communication media can provide more motivation for communication, especially regarding various conditions and situations during the negotiation process.

### **How to Determine the Right Communication Media for Sustaining Communication in Business Negotiations**

In the context of business negotiations, choosing the right communication media is a key step in maintaining effective communication. The selection of media must consider several essential factors. First, carefully consider the audience that will receive the message. Are they more responsive to face-to-face meetings, email, telephone, or social media? Factors like the geographical location of the audience and individual communication preferences will influence the choice of media.

Next, consider the nature of the message. Does the message require detailed explanations or just brief information? More interactive media like face-to-face meetings may be more suitable for complex messages, while simpler messages can be conveyed through email or text messages. The negotiation situation is also crucial. Is the negotiation ongoing, or are you building initial relationships? In the early stages, media that allow direct interaction and relationship-building, like face-to-face meetings, can be more effective.

Lastly, budget constraints should always be considered. More expensive media may offer greater benefits in certain situations, but they must align with the company's budget. By considering the audience, message, situation, and budget, you can choose the most suitable media to maintain effective communication throughout the business negotiation process.

It can be said that what is needed in determining communication media is essentially a decision-making process. Its goal is to choose an alternative to find the best solution. According to Khasali (1998), if we know the segmentation we are facing, we will know how to establish effective communication with them. Therefore, we need to be aware of the available media alternatives, bearing in mind that various media have diverse visions, uniqueness, and segmentations.

## Conclusion

Based on the results and discussions above, this research aligns with the work of Peter J. Dowling and Denise E. Welch (1988) in the context of international management, emphasizing the importance of selecting the right communication media. They assert that communication media must align with communication needs to achieve communication effectiveness in various business contexts. Furthermore, communication management theories such as communication efficiency theory introduced by Gary Yukl (2012) underline the necessity of efficiency in choosing communication media. Mistakes in choosing communication media can hinder the smoothness of the business negotiation process and impact overall success, and also according other researchers who I mentioned before.

The Role of Media Communication in Effective Communication for the Continuity of Business Negotiation Processes reveals several implications for both practitioners and future research endeavors. The identified role of digital media and its transformative impact on negotiations implies that organizations should strategically incorporate these technologies to enhance communication effectiveness in their negotiation practices. However, it is crucial for negotiators to be mindful of the limitations highlighted in the literature, particularly the potential for miscommunication and conflict escalation in cross-cultural contexts. This implies a need for cultural sensitivity training and the development of protocols for mitigating such risks.

Furthermore, the implication of media richness theory suggests that negotiators must carefully consider the complexity of negotiation issues when selecting communication channels. As for limitations, the literature acknowledges challenges associated with the evolving nature of technology and cultural diversity. Future research should delve deeper into these challenges, exploring adaptive strategies and innovative solutions. Additionally, studies investigating the intersectionality of media communication, organizational culture, and negotiation outcomes could provide a more holistic understanding. Finally, advice for future research includes the incorporation of longitudinal studies to assess the long-term impact of media communication on negotiation processes and the exploration of emerging technologies that may further shape the landscape of effective communication in negotiations.

Hence, in achieving effective communication in business negotiations, a well-thought-out strategy is necessary. This strategy includes identifying the communication objectives to craft suitable messages, selecting effective communication media, and maximizing opportunities available to the communicator. All these factors work together to support the success of the business negotiation process, making Communication Media a key element in achieving business goals.

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