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Are Negotiation Strategies Worthwhile for Digital Public Relations and Effectiveness of Communication? A Conceptual Paradigm

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Abstract: Negotiation strategies are the backbone of effective communication, also prompted by digital public relations. This study aims to develop a conceptual framework based on the relationship between negotiation strategies, digital public relations, and communication effectiveness. Past empirical works and industrial insights catalyzed the proposed paradigm in the post-Covid-19 era, where digital public relations mediated the negotiation strategies-communication effectiveness relationship. This paradigm complemented the negotiation theory, which described the correlation between negotiation strategies, digital public relations, and communication effectiveness. Rigorous scientific methodologies were incorporated from the social science domain for model development. Based on the study finding, a paradigm on communication effectiveness was associated with negotiation strategies. Academic and industry stakeholders would benefit from this model by thoroughly analyzing the implications of negotiation strategy types (structural negotiation strategies, strategic negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies, and integrative negotiation strategies) in emerging technologies. In terms of study novelty, the recommended paradigm corroborated with the digital public relations mediation relationship while simultaneously considering the post-pandemic environment.

Keywords: negotiation strategies, digital public relations, effective communication, paradigm.

数字公共关系和沟通效率的谈判策略是否值得？概念范式

摘要：谈判策略是有效沟通的支柱，也是数字公共关系的推动力。本研究旨在建立一个基于谈判策略、数字公共关系和沟通有效性之间关系的概念框架。过去的实证工作和行业见解催化了后新冠肺炎时代提出的范式，其中数字公共关系调解了谈判策略 - 沟通有效性关系。这一范式补充了谈判理论，后者描述了谈判策略、数字公共关系和沟通有效性之间的相关性。从社会科学领域纳入了严谨的科学方法，用于模型开发。根据研究结果，沟通有效性的范式与谈判策略相关。通过深入分析新兴技术中的谈判策略类型（结构谈判策略、战略谈判策略、行为谈判策略、特许交换谈判策略和综合谈判策略）的影响，学术界和行业利益相关者将从该模型中受益。在研究新颖性方面，推荐范式与数字公共关系中介关系得到证实，同时考虑了大流行后的环境。

关键词：谈判策略、数字公共关系、有效沟通、范式。

1. Introduction

Since the mid of 1990s, the research field on communication crisis has grown importantly as a topic of international communication studies. Particularly, in the public relations journals, an evolution of the

publication output has been observed recently, whereas broader communication journal still publishes scarcely on crisis communication [1]. Communication is important for most organizations. Communication is important to engage an individual or the organization

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with the stakeholders. Engagement can occur when an individual or organization has a good public relations practice [2, 3].

In public relations, negotiation is key for an individual or the organization to engage with stakeholders. Negotiation is a part of communication [4]. The fundamental of negotiation can be explained as a balance between two parties, allowing them to obtain what they need to use a viable method [5], minimizing the conflict, providing a solution to the existing problem, positive engagement, and good interpersonal relations. Nevertheless, the growth of public relations activities has been closely linked to technological development. Regarding digital technology revolutions, the development of Twitter and Facebook [6, 7] has drawn the attention of digital public relations practitioners and scholars. Trade associations and academics have recently held a big conference focused on digital public relations and communication. Current data have shown that many public relations practitioners have implemented digital applications as tools to connect with stakeholders [4, 5, 8, 9]. Nonetheless, the trend of technology intervened in the negotiation and effectiveness of communication when the traditional public relation shifted to digital public relations. It is practiced in business and non-profit organizations and included in the government service.

Negotiations are crucial for organizational growth because they help maintain productive relationships, deliver long-term, slightly elevated solutions rather than substandard, short-term remedies not addressing either side's needs, and assist in avoiding future conflicts and issues [7, 10, 11]. According to a recent study from the World Economic Forum, 32% of organizational conflicts could be solved due to effective negotiation strategies, which improve communication effectiveness [12]. Negotiation is a process of combining conflicting positions into a common position, under a decision rule of unanimity". Theories of negotiation can be of a descriptive, specific, or prescriptive nature. In contrast, philosophers and scholars from different disciplines created and used diverse methods or points of assessment to enhance knowledge of specific elements of the negotiations. Theorists described negotiations as strategic developments, mechanical reflections of relative value, measured relationships among character varieties, or reasonable proposal-making procedures.

In contrast, public relations, as an integrated management and communication discipline, have significantly influenced information and communication technologies over the last decade. According to [2], dealing with the digital is among the top concern in practice. In a research study of 283 public relations practitioners, for illustration, the average studies found using 598 various types of online tools, including e-commerce, Twitter, YouTube, blogs,

and social networks, which prompt communication [2, 8]. Effective communication is important for individuals and cannot be overestimated in the organization. The consequence of poor communication is that the management decision is misinterpreted or referred to by the staff in a manner not intended. There is no space for misinterpretation or change of communications when messages are delivered properly, which reduces the risk of conflict. Effective communication is critical when conflict arises to guarantee that the problem is addressed courteously. One of the problems facing communication in the 21st century is understanding how stakeholders can communicate at work and how effective communication affects organizational success. [13] claimed that public relations are a profession that positively affects the opinion of the public or attitudes and fosters understanding and acceptance. Public relations maintain bidirectional communication in resolving conflicts of interest between people, an institution, and the public. According to [9, 10, 14], the most excellent communication departments engage in relationship building, engage with their stakeholders and promote ethical and participatory communication between staff and audiences.

There are twofold reasons behind this study. Firstly, quality, correctness, full signs, symbols, languages, culture, and semiotic principles are all important in effective communication. However, because individuals are not permitted to socialize owing to the COVID-19 epidemic, there is a high risk of poor communication. Therefore, the post-COVID era demands a good strategical approach to organizational negotiations, which adopts digital public relations to improve communication. Secondly, academic and industry insights are pressured by governmental sectors to reinvestigate the relations mentioned above. Therefore, this study was planned to propose a new paradigm for the relationship mentioned above.

The result of the empirical research also indicates that the digital application does not simply offer an additional way for public relations experts to provide evidence to stakeholders [4, 9, 10, 14] but also helps maintain direct contact and positive public relations [2]. However, the development of new digital public relations methods has also encouraged academics to re-examine the theorization of the latest technology and the effectiveness of digital public relations communication. On the other hand, misunderstanding and misinformation may negatively impact the organization's reputation. Hence, the aid of digital public relations minimizes the perception and consequently increases reputation. [2, 7, 15-17] expressed concern that the lack of empirical evidence from various parts of the world would hamper public relations practitioners. Although there have been more and more public relations research studies, there is still a dire need for more evidence from the different socio-

cultural environments. The present study aimed to develop a model on the effect of negotiation strategies on digital public relations and effective communication. It is claimed that this study would provide a specific analysis of the impact of negotiation strategies on digital public relations and communication effectiveness among e-government users.

2. Literature Review

2.1. Effectiveness of Communication

Communication is a social and psychological communication method whereby two or more people discuss social attitudes, emotional responses, and information to understand one another [18-20]. Communication effectiveness relies on feedback between two or more people [21-23]. Varieties of feedback could be expressed either verbally or non-verbally. Information is essential in an organization to assess the information exchange's feasibility, intentionally or unintentionally. The internal feedback occurs within the organization, while external feedback from the stakeholder outside the organization. In managing the feedback, an organization must maintain its reputation through public relations. A good reputation enhances the stakeholders' satisfaction, provides customer loyalty, and increases positive organizational attitudes [18-20, 24-26].

Maintaining a good image is one of the organization's successful marketing evaluations of corporate behavior and strategic goals. A good reputation represents a positive image of the organization and can succeed and sustain a better performance, ultimately leading the competition among the stakeholder. Moreover, most organizations aim to generate positive sentiment and perception, enhance trust and confidence and gain pride and commitment from the stakeholders.

[82] highlights that communication is not an option. Consumers are increasingly self-sufficient with their information needs. They would pose themselves to a prospective supplier as a better-informed, competent, and demanding buyer with a degree of pre-or self-qualification. Companies that fail to communicate adequately across multiple channels can, by omission, arbitrarily filter out requests for proposals and potential sources of revenue. Public relations and other marketing efforts are part of this combination, and the availability of knowledge assists this certification process [82].

Communication works as an important negotiating position. Communication is important to a profitable company, as everything is organized, managed properly, and, with effective communication, works smoothly. Contacts happen throughout the market, not only between the corporation and its potential customers but also because of its suppliers, among

themselves, and with all the investors involved in the process [78]. This includes individual and external partners. Effective communication capabilities may enable management to build bridges with everyone.

Without touch, no business project can be conducted. People use words, signals, and gestures to interact, which are all defined by tradition. Successful communication involves supporting cultural sources of inspiration [1, 3, 75, 78]. Social interaction significantly impacts individual, group, and organizational performance. Social interaction is sharing information among two or more persons or communities to achieve a mutual understanding. Developing a shared understanding does not mean that people must compromise with each other. Something that suggests individuals need to understand exactly what an individual or group is telling them. In the most-case scenario, poor communication can have terrible consequences.

People spend nearly 70% of their leisure time interacting through text, understanding, talking, and listening [27-30]. Conclusively, lack of appropriate communication as one of the most constraining variables for meaningful group performance seems appropriate. Negotiations are undertaken in and through touch. Communication is the operation and the service under negotiation. Therefore, good communication is the first effective negotiation groundwork [31-34]. There are three ways to communicate: oral conversation, nonverbal and written communication. Communication in companies continues to run almost any working day and includes different elements such as face-to-face, mobile and written emails, memoranda, articles, and letters [27, 28, 30, 35-37]. The easiest communication technique is face-to-face because the entire field of verbal and non-verbal understanding is then accessible. This will allow understanding that the communication is correct.

2.2. Negotiation Approaches

Philosophers differ in the way the primary school of negotiation is categorized. For example, Druckman [83] defines significant negotiating theory academics as linked to four negotiating strategies, negotiation as a puzzle solution, bargaining game, management company, and political strategy. Alternatively, Raiffa [84] suggests a system of methods that relies on symmetry-asymmetry and prescription-description measurements. The description of the methods of negotiating or schools of thought is focused on a review provided by Zartman [85], a theorist, practitioner, and researcher on negotiation. This contains five separate theoretical stage approaches [85].

2.2.1. Structural Approach

Structural approach strategies find agreed agreements to be a result of the appearances or

systemic features that express each specific negotiation. Those considerations may include characteristics such as the number of parties involved in the negotiations and the composition or relative power of the adversaries [38-40]. The structural approach to negotiating considers the explanation of results in interaction dynamics between the participants or their aims [41, 42]. They can be invariant in that they sometimes view results as a priori after the structural variables are identified.

Analysts tend to define negotiations in an organizational approach to negotiation theory as confrontation scenarios between adversaries with incompatible objectives. Analysts approving a structural method of studying negotiation highlight a segment on how parties negotiate. One of the key theoretical assistances from the systemic framework is the idea that motivation is the dominant important factor in negotiation [43, 44]. As such, each party's relative 'power' influences its ability to secure its individual goals by negotiation. The structural model offers variable power definitions. For instance, 'power' is often represented as a winning skill, 'energy,' or 'resource' ownership. The approach where 'force' acts as a central tactical component of each negotiation seems to have its philosophical origins in political theory and military tactics [108]. The main theme in this school is the philosophy that the stronger must win or the principle that the strong do what they can and the weak suffer what they need in the vocabulary of classical realism. Nevertheless, there is a wide range of outcomes, even in disputes that pit the powerful against the poor. To combat this problem, researchers from a theoretical perspective looked at external structural properties such as symmetry-asymmetry, the existence of substitutes, or the role of strategies to understand why success in deals does not always go to the party that is supposed to be the stronger.

2.2.2. Strategic Approach

A program, procedure, or sequence of tactics to achieve a certain objective or result is known as a strategic approach [86]. In addition, the Random House Dictionary [87] describes strategy as a "program, process, or sequence of strategies to accomplish a particular goal or outcome." Strategic approaches to negotiation have origins in psychology, assessment theory, and rational strategy choice and form major cultural, biological, and conflict resolution contributions. While the tactical approach stresses the role of the means (such as power) in negotiations, strategic in evaluating outcomes in the strategic bargaining model is the feature of objectives (goals). Strategic models likewise are moral ones. Negotiators are rational decision-makers with alternatives, making choices guided by their estimation of which alternative will maximize their ends or benefits, often described as a payoff. Actors vote on possible actions from a

preference choice to achieve the desired outcome.

Strategic models tend to be, in fact, normative. Because they believe that every negotiation question has one greatest explanation, they try to reflect "what ultra-smart, impeccably rational, super-people should do in a successful, engaging manner, such as negotiation scenario" [84]. Because they are searching for the best solution from every negotiation aspect, this method has been termed symmetrically rigid [45-47]. This strategic method is the basis for the philosophies of negotiation, such as the theory of game and theory of critical risk [44, 48].

2.2.3. Behavioral Approach

Behavioral approaches emphasize the role that behaviors play for members or individual characteristics in determining the course and effect of negotiated agreements. Behavioral theory characterizes negotiation as the interactions between "forms" of personality that often are separations, such as salespeople and fighters, or "hardliners" and "soft liners," in which negotiators are either portrayed as brutally battling for all or diplomatically fulfilling demands from another peacekeeping party [49, 50].

Following this [51-53], the conflict between the two aforementioned approaches instigates the "toughness dilemma" or the dilemma of the negotiators. The dilemma argues that while leaders who are "tough" during a negotiation are more likely to gain more from their requests in a negotiated solution, the trade-off is that when they adopt this strategy, they are less likely to reach consensus at all. The behavioral approach stems from emotional and scientific practices but also from political treaties that are centuries old. Both practices share the view that negotiations are fundamentally about the parties involved, whether they are countries, employers, unions, or neighbors. While game theory focuses on the idea that players are featureless, inherently rational, and pay-off-maximizing participants in a play agreement, the behavioral method stresses human tendencies, motivation, and abilities. They can address the role that "forms" of persuasion, behavior, confidence, interpretation, misperception, human motivation, and personality play in mediated outcomes. Several schools of thought have explored aspects such as interactions, culture, expectations, competencies, attitudes, cognition, and confidence.

2.2.4. Concession Exchange Approach

Although concession exchange theories identify characteristics for both the approached conceptual (power) and solution (outcome) approaches, they describe a specific kind of approach that focuses on understanding. In a study by Zartman [85], this theory defines negotiation "as a learning experience whereby the groups responded to each other's negotiation actions." From a bargaining standpoint, it consists of a

series of concessions that recognize phases of negotiation. Groups used both methods to interact with their own objectives and to affect changes in their competitor's position. According to Zartman [85], each group uses their offer to react to the corresponding reasonable offer and have access to another, which is also how the offer becomes an experiment in power dynamics.

The threat fundamental to this method is that compromise-negotiating respondents may lose the chances of finding new, mutually beneficial alternatives to their shared problem and may wind up with a strictly repressive method that leaves both parties with fewer advantages than they could have had if they had supported a more creative solution.

2.2.5. Integrative Approach

Integrative approaches frame the entire debate as a relationship with mutually beneficial circumstances, contrasting sharply with distributive techniques [54–56]. Even if a zero-sum approach sees the aim of the negotiations as an ongoing effort to spend one's percentage over a set number of pairs, integrative principles and techniques consider ways to add value or expand the pie; thus, because of negotiations, there is more to be exchanged between the participants [57–59]. The integrative process uses objective standards, try to create mutually beneficial circumstances, and stress the importance of information exchange between organizations and problem-solving groups [88]. Integrative approaches demonstrate problem sharing, teamwork, mutual decision-making, and shared benefits, and rely on partners to work together to build win-win outcomes. They include discovering significance, creating alternatives, and exchanging ideas between groups. Hence, negotiators should look for ways to create value and lay down shared values as a basis for deciding how to characterize outcomes [88].

The integrative process of negotiation has roots in international affairs, economic theory, conflict research, and social decision-making. Walton and McKersie [89] offered a comprehensive theoretical framework for the negotiating process, which they had already applied to international relations and disputes over civil rights. They represented integrative negotiations as bargaining, in which negotiators used issue-solving measures [90].

Some important approaches within the integrative system include step negotiating theory, which interprets intermediate phases as steps of shared decision-making processes within negotiations. Where process theories explore how concession-making actions drive a negotiation forward, integrative theories consider what are perceived as qualitatively distinct subprocesses that establish the structure, intensity, and capacity of the negotiations themselves. An organization should provide an organizational roadmap to every leader. Zartman and Berman [91] stated that

successful negotiators will be more favorable to negotiating and will also have a higher likelihood of performing negotiations successfully if they refine their preparation by learning through negotiations, such as the testing phase, method phase, and knowledge phase.

The diagnostic process, as stated in the above definitions, identifies the sequence of proceedings and actions that arise before real negotiations begin. Through this method, the groups evaluate a structural problem, determine the appropriateness of both positions, try to explain their willingness to compromise to the other side, and verify the other group's willingness to engage, as well as the seriousness of their engagement in the negotiations. During most of the method process, groups must intentionally or unintentionally look for a structure or collection of negotiated concepts on which to base a potential arrangement. When participants freely exchange information, acknowledge the viewpoint of the other party, and seek to develop widely shared beliefs or principles, the potential to find an effective solution improves. The participants are likely to shift from abstract contexts to elaborating on the information implementation structure. In general, the three phases will not automatically fall into this series, and very often delegates will come back and forth from stages when developments in one process cause a change to an earlier point.

Caputo et al. [92] emphasize above all that negotiation is a process. Therefore, getting ready and discussing the mechanism itself is just as important to the success of a deal as addressing the concrete issues at hand. Parties will take time to consider these issues by asking the following questions: Who is going to negotiate? What issues are going to be questioned? How are these issues going to be dealt with? What will the situation be, and what is the significance of these issues? How will pledges be agreed upon? All interested parties need to take a moment to evaluate the mechanism before plunging into talks. It might be difficult, but "negotiating the mechanism" will save money in the long run and make sales easier, more productive and desirable.

Timing is another important negotiating component. Zartman [85] claimed that groups are reluctant to negotiate before a problem is a 'match for a response,' a situation that happens whenever the participants understand that the present system is a loss condition, not a win-loss scenario. The authors emphasize, nonetheless, that maturity is not a necessary condition for effective negotiations, even where it is required. It also encompasses the presence of an opposite harmful stalemate, an unbearable 'hurt' state, or mutual defeat. That impasse results from tension as groups try to resolve a major issue. In addition, respondents enter agreements to avoid an unpleasant situation because they feel they have a greater chance than any other method of achieving a favorable outcome.

Principled negotiating is yet another process negotiating principle that lies within the integrative classroom. [93] claimed the advantages of "win-win" problem-solving as a bargaining strategy. Negotiating goes beyond the minimal practical distributive bargaining options, they claim. Instead, they view negotiating as a tri-phase procedure, the success of which relies on how negotiators handle four essential elements: goals, individuals, alternatives, and requirements. Those four pillars were refashioned in a later work into the "seven elements" of negotiation that included interests, relationships, options, legitimacy, alternatives, commitments, and communication. The "essential elements" act as prescriptive bases for discussions focused on an integrative framework in the principal negotiating model.

Negotiation has been drawing the attention of management science scholars for more than 50 years [94], particularly in terms of globalization and new technologies. This resulted in numerous definitions of the concept, approaches, and strategies that can be used. Negotiation as an informational communication process requires area whenever someone wants anything, or anyone else needs anything from us [95, 96]. Furthermore, [7] emphasize that it is a process of giving and taking, as parties negotiate the terms of the transaction, which requires the moves of both parties. According to [93], negotiation is a fundamental means of obtaining what you need from others and is intended to influence an agreement in a situation when the negotiating parties have some views in common and some opposing views. It involves constant interaction and dialogue to maximize the mutual benefits with the possibility of creating added value. The negotiation aims, therefore, to conclude an agreement and a transaction or exchange views between individuals or groups of people to bring about a change in their mutual relationship [97] and thus to find a solution that the parties consider fair and appropriate in a situation [75, 94].

According to Geiger [98], the negotiation process relates to the mechanism and the negotiation process. It is inherent in many negotiating situations, regardless of the agreement's nature and the participants' characteristics. Geiger [98] stated that "the phases of the negotiation are: pre-negotiation, which involves the gathering of counterparty information and the use of knowledge from previous negotiations; planning, which involves the identification and analysis of available information; and, based on it, the articulation of needs, expectations, and opportunities and assessment" [98]. For success in negotiations, planning is necessary and may require time, economic, intellectual, and other resources to be invested [98]. Due to its importance and significance for effective negotiation, this paper focuses on the planning process. It involves understanding the negotiation problems, obstacles, and opportunities [99].

Considering that the purpose behind the negotiations is to obtain something better than the current state for the client, discovering and defining the best solution to the agreed agreement will prevent the negotiators and the client from accepting unfavorable terms [99]. Although this zone should be described as a preparation for negotiation, it is only true if all parties are satisfied with what is agreed. After the goals and priorities of the negotiations have been established and the future priorities and goals of the other side have been surmised, a negotiating strategy needs to be formulated [93, 94, 98, 99].

The literature review has widely discussed the study of public relations and negotiation. [100] claimed that negotiations are a procedure whereby parties exchange from their original situations to an argument where a bargain can be extended [101]. Approaches to negotiation involve a negotiation procedure in which each disagreement party requests the complete satisfaction of their awareness and granting any other option [101]. Edefejirhaye [101] states that this approach has a lot of power play since no party desires to lose.

2.3. Digital Public Relations

[102] claimed that the focus of many recent studies was on digital public relations. The interpretation of the internet, new media, and social media was also questioned for the shortage of a detailed explanation. In addition, three words were used to define public relations and interactive practices: public relations websites, online public relations, and digital-related/focused. There are several issues with those classifications. The websites/web-based public relations do not reach beyond websites which are now only one among many digital avenues [60-63]. Though digital is a common description of computer-mediated communication, according to [60, 61, 64], the virtuality and efficiency of networking implied such contact. The new public relationship does not describe specifically why the internet concerns public relations practitioners. Web-related/focused public relations put too much attention on software per se, risking technological determinism and short-sightedness about the potential future advancement of digital technology that could make digital redundancy [62, 63, 65-67].

This study identifies digital public relations reflecting the acknowledgments by [72], stating that the digital application has become a new channel for public relations, bringing a global technological element into public and organizational practice. The definition of digital public relations is essentially the control by computer technologies of the interaction between an organization and its people. It alleged that this concept included websites, games, and instant messaging systems which process data and report information via letters, voice, graphics, images, videos, or binary (executable) files. In addition, the web platform can be

classified into two groups: Web 1.0-focused and Web 2.0-based applications. A small number of content creators and many platforms have 1.0-based passive software interface apps. Within this context, the web application contains blogs and emails. In contrast, the web 2.0-based framework, which is characterized in digital technologies, offers a platform where software developers and consumers can create content in a participatory and collaborative manner and encourage the creation of content that is free from users' technical constraints [72, 101, 103]. Typical software focused on the 2.0 web application include blogging, Instagram, LinkedIn, Wikis, Youtube, mobile application, etc. In everyday life, the 1.0 web application continues to be the conventional digital applications of everyday life, whereas the 2.0 web application is more closely related to social media.

Corporate platforms, chat rooms, Twitter, YouTube, email customer service facilities, and online news release distribution are now seen as traditional facets of public relations activities [102]. Many public relations professionals deal with the effects of new media, particularly the digital media. Evidence has shown that professionals who ignore digital technology entirely become ill-equipped and stressed about it. Moreover, public relations activities are changing with the new media, thus contributing to significant increase in the stakeholders' power by promoting contact between the stakeholders' groups and various other stakeholders' groups. "Information pours out of digital spigots, and news now arrives astoundingly fast from an astounding number of directions, and it is often free" [81].

According to [11], everyone with a digital-related device has the skill to impart knowledge for possible international use, and it is evident that the digital era revolutionizes certain areas of research and practice of public relations. The digital resources give a unique network for public relations professionals to collect information, record public opinion on topics, and engage in direct discussion of a variety of issues with their audiences. [103] stated that many scholarly literature laments that practitioners have simply transferred conventional methods and techniques to digital public relations. Despite past indications that public relations professionals remain open to new technology, it remains incongruous that even a traditional cornerstone in public relations practice, such as media relations, does not take advantage of digital possibilities [103].

Worldwide research of 120 business websites from six European, American, and Singaporean countries found that employing digital resources to form a robust, trustworthy media alliance is far from appropriate. [104] claimed that the weakness identified by the majors revealed that these companies might not have comprehensive, equally poorly planned public relations plans or adequate resources to execute them. Any flaws in the public relations practices of a

company were more apparent because of the influence of the digital system [104].

According to [105], there is much more to public relations than gaining media attention to convince or influence customers to buy a product or service. Public relations are not similar to advertising because public relations focus on communicating with other people's businesses, including shareholders, government agencies, staff, external interest groups, business partners, competitors, and rivals rather than customers. Advertising is a form of commercial communication in which a product, service, or concept is promoted or sold through an explicitly sponsored, non-personal message. As stated by [106], public relations can also be used to turn, produce, or rescue a vertical segment of the market. They could also be room for some consumer-focused companies to participate in advertising or merchandising support programs or member clubs that serve as 'good PR' incentives. This will also be part of the inevitable social media marketing activities [106].

Public relation is not different from other aspects of the sales and marketing mix [4, 72]. Management shall decide what message(s) they wish to convey, where it is guided to, what form it may take, and what resources they will allocate for this purpose. Such decisions must be interlinked and can be cross-referred to in other areas of service, such as direct selling, advertisements, and sales promotions, being part of the integrated marketing relations sector where a straightforward, consistent and persuasive message is shared about the company's organization, brands and products [104, 106].

3. Conceptual Framework and Hypothesis Development

3.1. Conceptual Framework

Conceptual framework is the graphical representation of the author's argument about the assumed relationship among variables. Negotiation is a tool for managing organizational conflict [96]. Communication is also the primary way through which negotiation is done, hence there is a communicative perspective to negotiation [96]. The communicative perspective refers to how context influences interaction and how interaction leads to context [96]. The more popular approaches to the communicative perspective to negotiation are the effects approach and the key components approach [96]. The effects approach assigns a variable status to communication and, as a variable, it can impact negotiated outcomes [96]. The cultural model or multicultural model of negotiation fits within the mediating effects model which is a variable under the effects approach [96]. The key components approach, however, views negotiation from the standpoint of the traditional conceptualization of communication elements, encoding, and decoding

[96].

Fig. 1 shows negotiation strategies, digital public relations, and the effectiveness of communication. It was claimed that five approaches to negotiation (independent variable) have an impact on the effectiveness of communication (dependent variable). In addition, digital public relations mediate the relationship between negotiation approaches and the effectiveness of communication. This conceptual framework is based on the theory of social presence and negotiation theory.

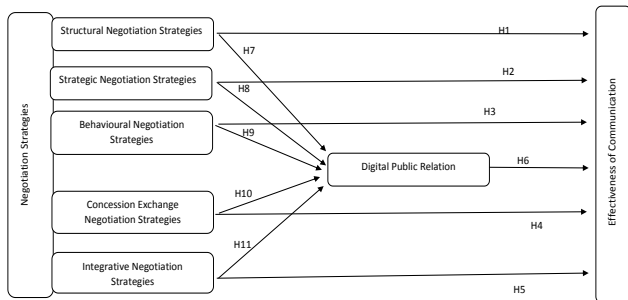


Fig. 1 Research framework on negotiation strategies, digital public relations, and communication effectiveness (The authors' elaboration)

3.2. Hypothesis Development

The development of the hypotheses in this study is based on the comprehension of the literature review of the previous study. The following are the hypotheses:

3.2.1. The Effect of Negotiation Strategies on Digital Public Relations and the Effectiveness of Communication

Although the original principle of negotiation was based on the benefits one gives to another, [13] stated that to the extent that a negotiator's communication style is seen as benevolent conduct performed for the good of the counterpart, the theory would assume that the counterpart will reciprocate warmth and kindness. Negotiations are more problem-solving-oriented, and unlike successful communication, they enable people to openly voice task-related issues, both of which contribute to enhanced problem-solving, task success, and creativity [68-70]. The following hypotheses are based on this premise.

H1: Structural negotiation strategies have a significant positive effect on digital public relations and the effectiveness of communication.

H2: Strategic negotiation strategies have a significant effect on digital public relations and the effectiveness of communication.

H3: Behavioral negotiation strategies have a significant effect on digital public relations and the effectiveness of communication.

H4: Concession exchange negotiation strategies have a significant effect on digital public relations and the effectiveness of communication.

H5: Integrative negotiation strategies have a significant effect on digital public relations and the

effectiveness of communication.

3.2.2. The Effect of Digital Public Relations on the Effectiveness of Communication

Several studies show that digital public relations and communication have a good relationship [71-73]. However, [74, 75] proved they have a negative association, leading them to suggest the displacement theory. The results of the follow-up research revealed that most of the negative effects of digital communication had dissipated, with the mostly positive influence of digital public relations on communication taking their position [68, 69, 76, 77]. The latter studies speculated that this might be due to a change in the internet's nature. As more individuals went online, Internet use grew less isolating. However, they did not reject the displacement idea. Other studies focus on new online interactions as well as the influence of digital public relations on communication. They said many online interactions might be deep and meaningful [5, 78], resulting in increased happiness and health. Based on the prior research, the following hypothesis is developed:

H6: Digital Public relation has a positive effect on effective communication.

3.2.3. The Mediating Role of Digital Public Relations

[11, 79] performed research into the digital application, which is the influence of writing articles on communication tactics and negotiating relationships during a crisis in the workplace. [80] presents a variable overview of a public's impression of communication efficacy. The conversational human voice and conveyed relationship commitment were shown to be Sweetser and Metzgar's [107] top two criteria in explaining communication efficacy. The conversational human voice has been better represented via online technologies, namely corporate blogs, rather than personal blogs. However, both types of blogs have proven more successful at decreasing participants' opinions of the nature of an interpersonal issue than regulatory circumstances. We also need to build relevant communications in ways that people find accessible, trustworthy, and gratifying, according to [75], who found a good association between digital public relations and communication in their research. As a consequence, hypotheses are created based on the results of prior investigations that were inconclusive.

H7: Digital public relations mediate the relationship between structural negotiation strategies and effective communication.

H8: Digital public relations mediate the relationship between strategic negotiation strategies and effective communication.

H9: Digital public relations mediate the relationship between behavioral negotiation strategies and effective communication.

H10: Digital public relations mediate the

relationship between concession exchange negotiation strategies and effective communication.

H11: Digital public relations mediate the relationship between integrative negotiation strategies and effective communication.

4. Conclusion

This study provided useful insights into negotiation strategies and communication effectiveness and offered two scientific contributions. First, the study is novel in terms of the proposed paradigm on communication effectiveness. Arguably, academic and industry stakeholders would benefit from this proposed model by extensively examining the implications of negotiation strategy forms (structural negotiation strategies, strategic negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies, and integrative negotiation strategies) in emerging technologies. Second, the proposed paradigm relied on the digital public relations mediation relationship in the post-Covid-19 context. The research evidence could be applied to organizational decision-making in measuring improved performance and productivity in the future. Given the essentiality of analyzing negotiation tactics to sustain a positive business image, a strategic plan may be created based on the study outcomes to strengthen stakeholders' interpersonal relationships optimally. This study also considered the implications of negotiating tactics in digital PR given the technology-induced platform changes. High exposure and a holistic understanding of digital PR could forecast government service's effectiveness to facilitate optimal government service efficiency implicitly. This study strived to provide concrete empirical evidence on effective communication and negotiation strategies based on digital public relations. At the same time, this study investigates five dimensions of negotiation strategies (structural, strategic, behavioral, concession exchange, and integrative), two dimensions of effective communication (corporate reputation management and relationship satisfaction), and digital public relations. The research aimed to demonstrate the significance and value of successful communication for its incorporation into future agendas to enhance communication skills in government services from a policymaking perspective. This study could also catalyze platform development for government services that allow sharing and exchanging knowledge, ideas, and skills for improved communication abilities. Lastly, academicians, policymakers, and stakeholders focused on effective communication and negotiating tactics, taking into account their essentiality in optimizing stakeholder rapport. Empirically, the effectiveness of communication and negotiating tactics notably improved stakeholder rapport.

This study encountered two specific limitations. First, incomplete data collection failed to provide

conclusive results on the proposed paradigm. Second, the study was not associated with empirical outcomes on a specified geographical location. Therefore, potential scholars should empirically perform primary data collection from an emerging geographical location. Additionally, PLS-SEM could be implemented to test the hypothesis on the proposed model relationship.

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