

Analysis the Role of Negotiation as Communication Skills in Conflict Management

Reza Inayatullah¹, Cecep Safaatul Barkah², Nurillah Jamil Achmawati Novel³

^{2*}Correspondence Author: reza19011@mail.unpad.ac.id

^{1,2,3}Universitas Padjadjaran, Indonesia

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ABSTRACT

Negotiation is not a new term. This negotiation is one form of communication. This negotiation becomes one of the means for both parties or more who experience disputes in an effort to achieve their respective goals. Moreover, in everyday life there are conflicts and differences in interests that are very common. This study aims to analyze the role of negotiation as a communication skill in conflict management. This study refers to the literature review as a source of information which will then be reviewed, studied, understood, and interpreted on the data and information obtained from the reference sources used. The results of this study indicate that negotiation, especially integrative negotiation, has an important role as a peaceful conflict resolution in conflict management, both parties can communicate directly and seek mutual agreement. Good communication skills really help the negotiation process achieve maximum results even from negotiations will be able to create good business opportunities. The important role of this negotiation is not only used in resolving business conflicts, but in other aspects so that problems can be resolved wisely and fairly without harming either party.



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INTRODUCTION

Conflict is something that often occurs in everyday life from various fields. This conflict is a situation where there is a difference or conflict between what is expected and what actually happened and this is related to the nature of the opposition between two or more parties who have an interest or have goals that are not in line or do not match. Conflict is a situation where a person's expectations of himself, other people, different organizations and the reality he receives (Mangkunegara, 2005). Conflict is a process in which one party perceives that its interests are being challenged or negatively influenced by another party. (Afrinalsari, 2020)

This conflict is very common in the business world, especially in daily business operations. The existence of differences and things that have the potential to cause a conflict are often difficult to avoid. What often happens that can potentially lead to conflict is the result of a mismatch of information. In this case communication plays an important role. (Priyantoro, 2013) In an organization or company, it must be filled by various people with their own personalities. (Wijayati, 2018) From here, good communication skills are needed to be able to

carry out all business activities smoothly. This communication itself is an activity to convey information, messages, and news to the interlocutor, either directly or indirectly. (Evelina, 2004) Communication is closely related to skills, both honed and natural skills. (Tazkiya, et al., 2021). The purpose of this communication itself is to be able to achieve equality of information from the sender of the message to the recipient of the message. (Utami, 2017)

When there is a conflict in an organization or company, the conflict must be handled properly so as not to hinder activities in business. For this reason, it takes the ability for members of the organization and company to be able to master conflict management. Conflict management is a common and familiar occurrence in business activities. Therefore, an effective leader must swiftly direct his members to deal with conflict so that it does not drag on until it can eventually worsen performance. The existence of this conflict itself in an organization or company often occurs between employees, superiors and subordinates, or even between business partners. (Wahyuni, 2015) Situations that indicate a conflict are based on the emergence of assumptions about the incompatibility of goals and efforts to control each choice, foster feelings and behaviors to contradict each other (Lestari, 2016).

Negotiation is a process of bargaining in negotiations with the aim of reaching an understanding of a problem (Oliver, 2011:42). Negotiation is an activity between parties with different thoughts until an agreement can be realized (Thompson et al., 2010). Negotiation can be regarded as an interaction with the aim of reaching an agreement between two or more parties in order to reach a common solution (McGuire, 2004).

From this it can be seen that indicated negotiations can be a means of resolving a conflict. And to be able to carry out negotiations properly, good skills in communication are also needed so that the goals of this negotiation can be achieved. (Agianto, 2021) However, there are still many people who still don't really understand what the real purpose of negotiations is, the role of negotiations, and how important it is to have communication skills in negotiations to be able to resolve a conflict in any case, including in business. (Ati, 2015) By understanding the things mentioned above, in practice it will be very useful and profitable.

As for previous research that is relevant to this matter, including research conducted by Yayan Hendrayana in his research entitled "The Role of Negotiation Skills on Conflict Management Through Communication Effectiveness Intermediation" where the results of this research show that the role of negotiation skills has a strong influence on conflict management through communication intermediation, effective. (Lazaro, 2010) Another study entitled "Conflict Resolution of Duck Farmers with Field Owners and Communities in Bayang District, Pesisir Selatan District" conducted by Kartika and Nora showed that the conflict that occurred between the two parties in the area could be resolved through negotiations with three stages of conflict resolution. In addition, the research by Yusuf Hamdan et al (2015) in his article entitled "Negotiation Ability of Entrepreneurs in Improving Business Agreements" in which the research shows that entrepreneurs who have good negotiation skills will be wiser and gain trust, besides that they also have the integrity to press for solutions win-win by consistently holding shared commitments, and paying attention to common interests. Therefore, on this occasion the author is interested in discussing how the actual role of negotiation is in a conflict management that often occurs in business activities.

LITERATURE REVIEW

Negotiation

The word negotiation comes from the Latin *Negosiatus* which is the past form of *Negotiare* which means to run or run a business. In English, negotiation comes from the word to negotiate, which means to negotiate, negotiate, discuss, discuss opportunities, and bargain. Negotiation is a transaction activity where each party has the right to the final outcome of the transaction (Olivia, 2006). Negotiation can be defined as a process of reaching an agreement from two or more different-minded parties (Thompson et al., 2010). Negotiation is also a business dinner which consists of throwing and accepting offers between the parties involved (Suryana, 2020).

This negotiation can be interpreted as an interactive activity carried out by two or more parties with different views in order to reach a mutual agreement as a solution (McGuire, 2004). Meanwhile, according to the Kamus Besar Bahasa Indonesia (KBBI), negotiation means an activity of mutual bargaining through negotiations in order to reach a mutual agreement between the parties concerned. Pruitt said that negotiation is a form of decision-making carried out by two or more parties by talking to each other in an effort to resolve their opposing interests. (Hapsari, 2021)

So that it can be concluded that negotiation is an activity of discussion, bargaining over differences of opinion, opinion or even goals in order to reach an agreement between the parties concerned and gain profits in accordance with their respective interests fairly. (Yuwono, 2019)

The characteristics of a negotiation situation include:

- The existence of two or more parties;
- There is a conflict;
- There is a choice;
- There is a give and take process
- The party's bargain to get an agreement;
- Successful negotiations involve the management of both tangible and intangible goods.

In addition, there are also elements that are important to understand in negotiations, including that negotiation is an interaction between the parties concerned using arguments or persuasion to reach a mutual agreement and the final outcome of their respective interests. Then there is communication between the parties both verbally and in writing substantially, and the attitudes and emotions of each party will be able to influence the outcome of the negotiation. The purpose of this negotiation itself is to reach an agreement between the two interested parties to obtain their rights, find a solution, and gain profits in the fairest possible end result. The type of negotiation itself based on the end result is divided into several types including:

1. **Distributive Negotiation (Win-Lose Approach)**

Distributive negotiation operates in a zero-sum state. This type of negotiation puts both parties in a bargaining position which will result in a win-lose solution. This means that the gain obtained by one party is a loss for the other party. But in this case the losing party does not completely lose, he still gets the advantage, it's just that the profits are not as big as the profits of the winning party.

2. **Integrative Negotiation (Win-Win Approach)**

This type of negotiation can also be said to be a collaborative negotiation where both parties will be placed on the condition that they will negotiate by creating a value

approach with the aim of getting the final result and achieving what they want and generating satisfaction for both parties.

3. Negotiation of Compromise (Compromise Approach)

These negotiations occur when both parties feel they are short on resources, so they have to give up some of what they want and accept what they don't want. This can be done to avoid the occurrence of a lose-lose solution.

4. Lose-Lose Approach

This negotiation occurs in a situation where both parties ignore each other's needs and touch on the other's need to find an acceptable solution.

Communication

Communication is a process of delivering information both verbally and non-verbally from the information giver to the information recipient. Communication itself comes from the Latin *communicare* which means the same, the same meaning. The word *communio* which in English to share has the meaning of sharing. According to *Kamus Besar Bahasa Indonesia (KBBI)* communication is a process of sending and receiving messages or information carried out by two or more people with the intention that information is conveyed properly and easily understood. (Kaisupy, 2021) Communication can also be described as an activity that has an impact or has an influence on the mindset of others (Sahannon, 2020). Communication according to *The Oxford English Dictionary* defines it as "the giving, conveying, or exchanging of ideas, knowledge, information, etc.". Meanwhile, according to *Webster's New Collegiate Dictionary*, communication is a process of exchanging information between individuals through a system of symbols, signs, or behavior.

This communication itself is an activity to convey information, messages, and news to the interlocutor, either directly or indirectly. Communication is closely related to skills, both honed and natural skills. (Tazkiya, et al., 2021).

The purpose of this communication in general is to realize changes, the formation of traits, opinions, views and behavior of the community in accordance with the message conveyed by the communicator. (Kuswoyo, 2019) It is not only the information that is conveyed, but the meaning of the information is expected to be well understood by the recipients. The functions of the communication itself include:

- Conveying information (to inform);
- Educate (to educate);
- Entertain (to entertain);
- Influence (to influence).

Communication Skills in Negotiation

To be able to achieve the goals and functions of the communication, communication must be carried out effectively and skills are needed to be able to convey messages so that they can be well received, especially in negotiating. In the negotiation process, communication skills will determine success. In a business activity, especially in a company, interpersonal communication is always an interesting discussion. The five qualities that can be maintained to maintain interpersonal communication include openness, empathy, supportiveness, positive attitude, and equality (DeVito et al., 2000).

In order for negotiations to run smoothly, negotiators must make a good impression by paying attention to courtesy in conveying their intentions to the other person. In addition,

negotiators must be able to read the situation and conditions being faced. Mastery of information is also very important in this regard. Negotiators are expected to have a sharp understanding, a sense of patience and a sense of humor, have the ability to adapt, and be able to focus on the goal of reaching an agreement for profit.

In negotiating, negotiators must also be able to choose a good language to communicate, especially in business negotiations, the ability to influence the other person is very important. Negotiators must be able to convey arguments well in a persuasive manner so that information can be well received and easily understood and able to convince the other person.

Conflict Management

Conflict management is a process of managing or handling a conflict that occurs with the aim that the conflict can be resolved and not protracted. This conflict itself comes from the word *confligere*, *conflictuan* which means clash with each other, collision, conflict, incompatibility, opposition, fight and the like. Conflict is a process that begins when a person or party considers the other party to thwart or hinder their interests (Lestari, 2016). Conflict is a situation where there is a conflict between what is expected by a person and what is actually happening to oneself, others, and the organization (Mangkunegara, 2005). Conflict can occur when two or more people have differences, conflicts over their views which are used as holdings for each of them and tend to be intolerant (Winardi, 2004). Conflict can also be defined as a conflict that occurs between two or more members in an organization or even between organizations that is not in accordance with their own conscience (Usman, 2006). Another definition is that conflict is a process in which one party feels that its interests are opposed and considered negatively by other parties (Krener & Kinicki, 2005).

Most people think that conflict is a bad thing. This is because the nature of the conflict itself shows a competitive or win-lose nature, misperceptions or biases, triggers emotions such as anxiety, irritation, anger, reduced communication intensity, enlarged differences and reduced similarities. Conflict management itself is a process or intermediary in formulating strategies to be applied in an effort to create the desired conflict resolution (Muspawi, 2014). Conflict management can also be interpreted as a person's tendency to manage conflict, because conflict is considered as something that can prevent a person from achieving his goals (Moore et al., 2004).

Conflict management is certainly needed in any field, especially in the business field. In a conflict management company this will help overcome or manage conflicts that occur, because if a conflict is left unchecked it will have a bad impact on the company, especially if the conflict that occurs is a dispute between members in the organization or even between business partners that have the potential to cause conflict. decline in their performance and will certainly have a bad impact on ongoing business activities.

RESEARCH METHOD

This study was conducted on the basis of a literature review and secondary data. Data analysis was carried out by searching for literature studies, where in this case the theoretical basis used for research was obtained through library searches originating from books, journal articles, and other reliable sources. Data analysis is carried out by reviewing, assessing, understanding, and interpreting the data and information obtained from the reference sources used.

RESULT AND DISCUSSION

In a business, conflict is a natural thing and cannot be avoided. Especially in a company consisting of various people and their respective personalities. The existence of conflict in a company can initially be a simple conflict, for example a dispute between staff employees and other employee staff related to teamwork or so on, but such a simple conflict if not resolved will become a serious matter that has an impact on employee comfort and performance. . In addition, quite serious conflicts can also occur between employees and superiors, for example in terms of providing salaries or compensation which triggers a conflict and again if left unchecked will certainly have an impact on employee performance and have an impact on the company and its business activities as well.

Therefore, a manager or leader in a company must have the ability to manage conflict. Starting from identifying and monitoring the development of conflicts to finding resolutions for conflicts that occur. (Inayah, 2002) As a wise manager, he should be able to pay attention to the conditions of his work environment and try to pay attention to the symptoms of conflicts that may occur. Because by paying attention to the symptoms of the existing conflict, it will help facilitate the search for a way out and control the conflict itself.

In order to be resolved, it is necessary to first find out the source of the conflict itself. Sources of conflict can be caused by internal factors such as limited organizational resources, communication failures, differences in nature, values and perceptions, task dependence, and the salary system. And external factors such as the development of science and technology, increasing community needs, government regulations, competitors, political and economic conditions around.

The flow of conflict development starts from a change in mindset, hopes and desires of individuals or groups who are influenced by the surrounding environment and conditions that are not in line with these expectations will lead to **latent conflicts**. If at this stage the manager is still not able to realize the symptoms of conflict, then the individuals concerned will begin to feel the symptoms of conflict and be aware of its existence and begin to think about the possibilities for a conflict, at this stage it is called **predictable conflict**. The next stage is the stage where the parties concerned begin to feel the emergence of conflict from increasingly convincing symptoms and this is called **perceived conflict**. If in this condition the manager still has not taken action, it is certain that the conflict will continue to develop and have a bad impact. Furthermore, an open conflict will arise where the parties concerned begin to show a **conflict openly** by showing their strength and launching attacks to defeat the opponent. If the superior and the parties concerned are not able to reduce the conflict immediately, the **impact** of the conflict will appear which tends to be destructive and cause physical, mental, material and quality losses. **Conflict resolution** must be carried out as a resolution immediately, but first, of course, one must first understand the source of the problem and its impact on the company so that a clear and precise conflict resolution can be carried out. The problem-solving approach in conflict management according to Rubin consists of five forms:

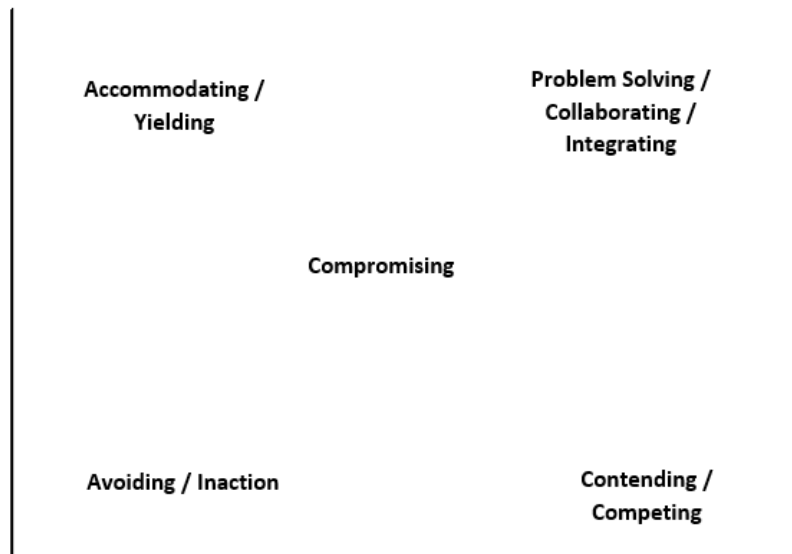


Figure 1. Framework Conflict Management

- *Contending / Competing*
This strategy is used when one party pursues a competitive strategy and pursues their own results strongly and with little concern for whether the other party is getting the results it wants. This strategy tends to influence the other party or persuade him to give in. (Hasanah, 2019)
- *Accommodating / Yielding*
This strategy is used when, the parties pursuing the strategy succumb to achieve their own results, but they are quite interested in whether the other party achieves the results, relenting involves lowering his own aspirations to "let the other win" and get what they want.
- *Avoiding / Inaction*
In this strategy, the parties concerned show little interest in achieving their own results, and little concern about whether the other party is getting the results. This strategy is often synonymous with withdrawal or passivity, he prefers to retreat, or do nothing.
- *Problem Solving / Collaborating / Integrating*
The collaboration strategy shows a high concern for achieving they're and the others own results to achieve its as well. Both parties are actively pursuing approaches to maximize their mutual outcome of the conflict, so that both sides "win".
- *Compromising*
As a conflict management strategy, compromise is a moderate effort to pursue one's own outcome and a moderate effort to help the other party achieve its outcome.

Looking at this, it seems that negotiation is one of the appropriate methods that can be used as a peaceful conflict resolution. (Inom, 2010) When there is a conflict, it would be nice if both parties met and communicated with each other to find a way out of the existing problem.

Considering the purpose of the negotiation itself is to reach a mutual agreement and find a common solution to the existing problems. Conflict itself often occurs as a result of poor communication, misunderstanding, miscalculation and the like unconsciously. By bringing together the two parties who are in disagreement or experiencing conflict, both are expected to be able to express their respective arguments, tell the problem from each other's point of view and identify the root of the problem itself. Only then can they discuss what is a good way out to deal with the problem, by negotiation they can defend the values they carry and argue with their opponents.

Information gathering is also important in the negotiation process, because with sufficient information, negotiators can formulate appropriate strategies to address the conflict, either by competing, accommodating, avoiding, collaborating, or even compromising. The five strategies can be used as conflict resolution. However, what is commonly used in dealing with conflicts in business is **integrative negotiation**, where both parties negotiate or discuss to find a way out as fairly as possible with an orientation on a "win-win solution" meaning that negotiators pay attention to their own interests and the interests of the other party to achieve their wishes. and satisfaction with the results obtained. Having integrity is something that must be maintained by negotiators, because carrying out distributive negotiations that result in a "win-win" is something that is very valuable so that the other party will feel confident, confident and comfortable working together and this will create extraordinary business opportunities. normal.

With communication between the two parties, each will be able to express what goals and desires they want to achieve or get. Of course, it would be nice if the communication in the negotiations was carried out in an uncomplicated manner, meaning that it focused on the aims and objectives to be conveyed. The style of delivering the message will also affect the negotiation process.

The communication skills that can be used as strategies to win negotiations are as follows:

- Do simple research to get comprehensive information;
- Focus on the purpose of the negotiation;
- Develop appropriate strategies to address existing problems;
- Maintain a good relationship with the parties concerned;
- Negotiating with courtesy and mutual respect;
- Full of vigilance and need firmness;
- Maintain a sense of calm, emotional stability and expand a sense of patience;
- Uphold the values of truth and honesty.

The success of the negotiation is determined by how the negotiator responds to the process of the negotiation. From this it can be seen that negotiations have a valuable contribution to the conflict resolution process. How not, the conflict itself occurs due to a discrepancy, therefore negotiation as a means of fusion of thoughts and finding a solution to the existing discrepancy or debate to be able to make peace, by accommodating all the aspirations of the parties concerned, which can then be negotiated by giving and acceptance of the offer made by both of them to get what each party wants according to a mutually agreed decision. This method is quite effective to avoid attacks from the opponent.

The communication skills possessed by negotiators will affect the smoothness and even the final outcome of the negotiations carried out. Because negotiations carried out with

perfunctory communication or not balanced with good skills in communication strategies, will be easily weakened by the opposing party.

By negotiating, in addition to getting a mutual agreement, it can also help improve good communication relations for the warring parties, because from negotiations both parties will communicate more often in order to find the best solution. If the objectives of the negotiations are achieved, communication between the two parties improves, it will also create opportunities for good cooperation in the future.

CONCLUSION

Based on the research that has been done, it can be concluded that the existence of conflict in the business world, both between members in a company and between business partners is something that often happens and is difficult to avoid. This is often triggered by poor communication between the two parties. For this reason, it is necessary to do good management or conflict management in order to produce solutions to existing problems. Negotiation is one way that is quite effective in conflict resolution. This is because the negotiation itself aims to get an agreement between the two parties peacefully. And this negotiation is also an embodiment of communication skills, because the negotiation process itself will be able to help both parties to communicate with each other and be open to finding a way out together with good delivery so that it can calm, create a sense of comfort and most importantly a sense of mutual respect. believe. If the purpose of the negotiations has been achieved, it is not impossible that it will open up business opportunities or good business cooperation in the future.

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