

EFFECTIVE COMMUNICATION STRATEGIES IN BUSINESS NEGOTIATIONS IN THE UMKM SECTOR

Muh. Husriadi *

Halu Oleo University, Kendari, Indonesia
husriadiadi@gmail.com

Citra Ayu Ningsi

Halu Oleo University, Kendari, Indonesia

Usman. M

Halu Oleo University, Kendari, Indonesia

ABSTRACT

This research departs from problem low the effectiveness of communication strategies in business negotiations in the MSME sector which impacts the results negotiation and competitiveness business. The aim of the research is to identify and analyze communication strategies effective in MSME negotiations as well its implications for business development. The method used is qualitative with a case study design, involving interview in-depth, observation, and documentation analysis. The research results found that personal and direct communication, the use of digital media in an intensive, as well as innovation in packaging narrative-like messages persuasiveness is a factor main success MSME negotiations. This innovation strengthens emotional bonding with business partners and increases persuasive power. The implications of this research emphasize importance training interpersonal and digital communication, as well as the development of adaptive communication strategies to support the sustainability and growth of MSMEs in the dynamic digital era.

Keywords: communication strategy effective, business negotiation, MSMEs

INTRODUCTION

Business negotiation is one of the important aspects in the business world that play a role as an interactive process to achieve agreement between interested parties (Dias et al.2023) .In the context of the Micro , Small, and Medium Enterprises (MSMEs) sector, business negotiation is a crucial activity. Because MSMEs play a role in economic growth and absorption workforce in various countries, including Indonesia (Muh.Husriadi, Maulidia Berlianti 2025) .Success negotiation is very dependent on ability communication effective and capable bridge difference needs , goals , and perception between MSME actors and partners business. Effective communication in negotiations does not only include delivery message clear , but also involving aspect understanding , persuasion , and governance adaptive interactions to the situation negotiation (Muh.Husriadi, La Ode Aris 2025; Yuwono, Suroso,

and Novandari 2024). The reality in the field is that many MSMEs experience obstacles in implementing effective communication strategies , so that cause risk failure in negotiations that impact productivity and sustainability business (Israel and Rutainurwa 2025) .Problems The main focus of this research is the low effectiveness communication in the business negotiation process in MSMEs. This can be seen from the less than optimal use of techniques communication that is appropriate to the characteristics partners negotiations and the business context of MSMEs which are often informal and dynamic (Ambhore 2025) . This factor causes opportunity to achieve mutual agreement profitable to be limited , even trigger detrimental friction and miscommunication second split party (Liu 2023).In the study Existing literature exists lack focus on the context of communication negotiations specific to MSMEs. For example , (Anatan and Nur 2023) identify communication strategies used by home-based MSME actors stairs in Mutiara Bekasi Jaya Housing. This study found that MSMEs utilize channel digital communication such as WhatsApp and social media with an emotional approach (storytelling) and visual consistency. However, the limitations digital literacy and time are challenges significant so that Still There is need in-depth analysis related to the adjustment of communication strategies to the social characteristics and diverse capacities of MSMEs. This study shows that the effectiveness Communication is not just about technology, but more about the suitability of strategies to the context of MSMEs. Findings (Fatharani, Halim, and Indainanto 2025) revealed that MSME actors implemented communication persuasive and adaptive in business negotiations. Although thus, this study indicates lack of understanding and mastery technique more complex communication that can improve success negotiation. This indicates Still there is gaps in capabilities optimal communication in the context of MSME negotiations so that required more specific studies in communication strategy MSME negotiations. Likewise with the findings (Hermansyah, Suhud, and Rizan 2025)that the increase skills business communication contributes positive significant impact on the performance of MSMEs. However, it is still lack of skills development programs structured and comprehensive business communication is an obstacle main for MSME actors, which has an impact on the results negotiation and performance efforts. The three studies underline there is a significant gap in needs communication strategy alignment negotiations with the unique characteristics, capacities and contexts of MSMEs as well as lack of skills development programs structured communication specifically for the MSME sector. In addition , some There is a lot of research on negotiation and business communication centralize attention to the company big one that has different organizational structures and resources far from MSMEs (Judijanto and Wibowo 2025).Therefore , this study aims to identify pattern communication , techniques , and approaches that are capable of optimize negotiations to produce profitable deal second split parties. In addition, this study attempts to reveal factors communication that supports success negotiations in the context of MSMEs and providing recommendations practical for business actors to be able to improve skills and

results negotiation. The uniqueness and novelty of this research lies in its approach which emphasizes communication as the core of business negotiation strategy on a large scale. Micro that is not much reviewed in a way in -depth knowledge of business and communication. This research not only offers contribution theoretically by developing a strategic model communication that is tailored to the context of MSMEs, but also provides justification important practices to support capacity development negotiations among MSME actors. This greatly contributes to sustainable microeconomic development through improvement effectiveness communication in business interactions. Thus, the results of this study are expected to able to be a source reference valuable that opens new opportunities for study advanced and more adaptive business practices for MSMEs in the future.

RESEARCH METHODS

method in this study uses a qualitative approach, which is considered most appropriate for exploring complex phenomena. Communication in the context of MSMEs in the sub-district Wua-Wua, Kendari City. This approach allows researchers to understand experience subjective and social dynamics that influence communication and negotiation strategies. Methods Qualitative research is used to obtain in -depth descriptive data (Sugiyono 2018). Through interviews, observations, and documentation, as well as interpretive analysis. The research design chosen was a case study because capable describe in a way comprehensive communication processes and strategies in the real context of MSMEs. This approach supports understanding contextual and in-depth understanding of internal and external factors that influence effectiveness communication (Chand 2025).Data collection techniques include semi- structured interviews , observation directly , and documentation related to MSME communication activities. Data analysis was carried out using the Miles and Huberman model, which offers an iterative process through stages reduction, data presentation, and withdrawal conclusion, so that allows researchers to do interpretation in-depth understanding of the data obtained and obtained understanding comprehensive about the phenomenon being studied.

RESULTS AND DISCUSSION

Personal and Direct Communication

The results of the study show that a personal and direct communication approach is an effective main strategy in building trust and strong relationships between MSME actors and partners business. Communication face advance allows interpersonal interactions, where honesty, empathy, and responsiveness direct play an important role in strengthening trust and sustainable partnership. One of proof latest research from (Heryatno, Kusumaningtyas, and Pradipto 2025) show effective interpersonal communication increase the success of the MSME mentoring program in Surabaya, where credibility companions and trust of MSME

actors become the main mediators effectiveness communication. In addition, (Sarah 2024) emphasizes that interpersonal communication is significant influence satisfaction MSME services where communication face and attention directly become a factor key to building solid relationship and overcome obstacle communication. Both studies confirmed that personal and direct communication not only increases effectiveness negotiation, but also building foundation Trust is crucial for the sustainability of MSME businesses. This confirms importance training skills interpersonal communication for MSME actors and business assistants as a strengthening strategy a business network that is adaptive and responsive to the socio-cultural needs of its business partners. Thus, a personal communication approach becomes the foundation theoretical and practical aspects that are essential in optimizing business negotiations in MSMEs.

Use of Digital Media

The results of the study show that the use of social media and other digital platforms has become a channel communication main adopted in a way significant role by MSMEs in the negotiation and marketing process. The adoption rate of social media such as Instagram, Facebook, and WhatsApp show frequency high in its utilization to convey designed message in a way persuasive. Research by (Sachrir 2025) revealed that social media is capable of increase visibility products, expanding market reach, and strengthen involvement customers at relatively low costs, thus becoming an important tool in the sustainable growth of MSMEs in East Kalimantan. Study in (Ekasari 2024) also emphasized that the strategy for compiling consistent and tailored digital messages characteristics of the target market have an impact positive on improvement sale by 20-50% and market expansion to international regions. Furthermore, research by (Ekasari and Apriliani 2025) shows that the use of social media is strategic not only increases economic growth of MSMEs, but also helps build loyalty customer through responsive and personal digital interactions. These three studies confirm that digital media is a vital tool that supports the effectiveness of communication MSME negotiations in an adaptive, affordable, and relationship - oriented manner term long. Composition strategy persuasive messages and selection of digital communication platforms that suit the characteristics business becomes a factor key to success digital communication. Implications practically demand ongoing training for MSME actors so that they are able optimizing social media as a channel effective business communication and negotiation in this digital era.

Innovation in Packaging Message

The results of the study show that innovation in packaging messages become a crucial communicative strategy for the success of MSMEs in building emotional bonding and increasing persuasive power during business negotiations. This innovation includes the use of digital technologies such as intelligence artificial intelligence (AI) to create personal, relevant, and engaging content interesting attention audience in a way effective. Research by (Wijaya 2025) states that the adoption of AI in communication SME marketing helps optimize

manufacturing message promotion, speed up distribution information, and improve involvement customer through more personal and engaging content. In addition, research by (Widiyanto, Wibowo, and Hakim 2025) confirms that an integrated digital branding strategy, including the use of visual narratives and storytelling, is able to strengthen the position of MSME brands and build connection deeper emotional connection with consumers on social media platforms. Furthermore, (Azzaakiyyah and Rijal 2025) study added that innovation in communication strategies, such as the use of interactive multimedia content and responsive digital campaigns, increases loyalty customers and expand MSME market network in general significant. Third the study confirms that packaging innovation messages in digital communication not only increase effectiveness delivery message, but also strengthens interpersonal relationships between MSMEs and their customers. Innovative strategies that prioritize storytelling and personalization messages are an important foundation in communication adaptive and impactful marketing positive in today's era of business digitalization.

CONCLUSION

The conclusion of this study confirms that communication strategies effectively play a very important role in supporting success Business negotiations in the MSME sector. A personal and direct communication approach proven effective build trust with business partners, while the adoption of digital media such as social media increases market reach and engagement customers. Innovation in packaging message through narratives that build emotional bonding increase persuasive power and loyalty consumers. However, the limitations digital literacy and resources remain a challenge main for MSMEs in optimizing this communication strategy. As a recommendation, MSMEs need to get ongoing training in skills interpersonal communication and digital marketing in order to utilize technology effectively maximum. Government and institutions companion expected providing programs that focus on improvement capacity digital communication for MSMEs. Further research it is recommended to review the influence of communication strategies in various MSME sectors as well integration method qualitative and quantitative for a more comprehensive analysis. An innovative and adaptive communication strategy approach is key to supporting the growth of MSMEs in this competitive digital era.

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