

## Analysis of Renewal Team Negotiation Strategy in Achieving Consumer Deals (Case Study at PT. Moka Teknologi)

Dwi Hariana Pane<sup>1</sup>, Pri Hermawan<sup>2</sup>

<sup>1,2</sup>Institut Teknologi Bandung, Indonesia

dwihipane@gmail.com, prihermawan@sbm-itb.ac.id

### Abstract

*In the business world, competition between companies that have the same type of sales is common. The number of food entrepreneurs currently encourages application companies to make innovations in the online cashier system which will help FNB entrepreneurs control income and monthly reports on their businesses. PT MokaPOS is a service company that provides cashier-based applications. Where currently the customer has reached 40,000. The high competition in this application makes Mokapos continue to make developments in the application. However, it is not enough because with the number of customers they already have, how to keep their customers using MokaPOS. The Renewal team is tasked with retaining customers by negotiating when offering price quotes for their MokaPOS account extensions in this case, to find out how to get customer deals this study uses sem pls analysis to find out how to get customer deals.*

### Keywords

Negotiation; strategy; consumer deals



### I. Introduction

The development of technology in the digital era is currently growing faster every day, in which making technology users have increased sharply indirectly. Technological progress that is getting faster and faster, has changed a lot for a country, including Indonesia (Hanoatubun, 2020). Over time, information technology in Indonesia has increased from year to year. It is influenced by various factors ranging from the expansion of the internet coverage area, the increase in the use of the latest internet and communication technology that is faster and more efficient, the development of smart phones, the emergence of various kinds of social media and e-commerce, as well as the increasing number of people who understand and actively use the internet (Khasanah et al, 2020).

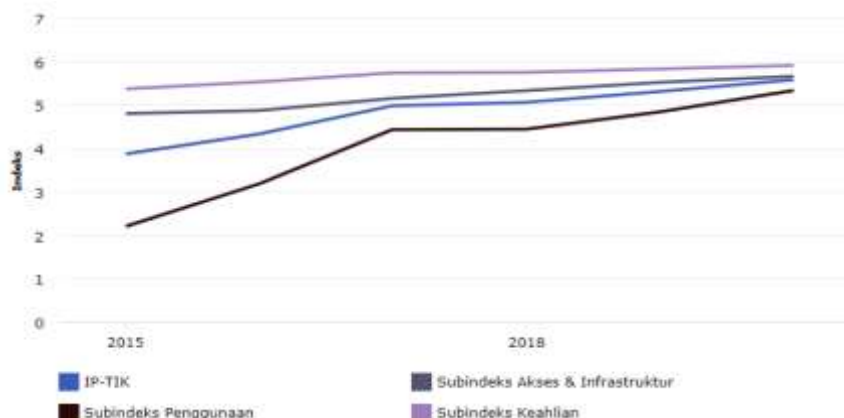


Figure 1. Indonesia Information and Communication Technology Index

Information and Communication Technology Development Index (IP-ICT) Indonesia was recorded to increase once more in 2020. The value is 5.59 or an increase of about 5% from the previous year which was 5.32. This increase was supported by the increase in the value of each sub-index. For example, the access and infrastructure sub-index increased from 5.53 to 5.67. This sub-index includes the number of fixed and cellular telephone subscribers, internet bandwidth, and the percentage of households with computers and internet.

Then, the usage sub-index also rose 10.1% to 5.34. The indicators include the percentage of individuals who use the internet, as well as fixed broadband and mobile broadband subscribers. The skill sub-index only experienced a slight increase to 5.92. This sub-index calculates the average length of schooling for residents aged 15 years and over, the gross enrollment rate for secondary education, and the gross enrollment rate for tertiary education.

PT. Moka Teknologi Indonesia is a technology and information system consulting company that can help customers provide cashier system applications that can be downloaded on mobile device. Moka POS is already integrated with the EDC system so that people can give option to pay using a debit or credit card. From Moka's back office, it can be viewed sales reports from multiple outlets at once, known inventory stock, and received feedback from customers. Moka also provides analysis so that people can find out which items are selling the best, which stocks are running low, when is it the busiest time, and more. Not only that, people can access all the data anytime, anywhere, so that people can know your business with just the touch of a finger.

A company in cooperation with the public is not easy. There are many processes that must be carried out, one of which is the negotiation process. Usually, various negotiation techniques and strategies are carried out to facilitate the course of cooperation (Pramono et al, 2020). The process of bargaining in business sector is usually known as negotiation. Negotiation is a bargaining process using negotiation to reach a mutual agreement between one party and another. Reported from the Ministry of Education and Culture of the Republic of Indonesia, the negotiations were carried out because of contradictions that occurred between 2 or more parties. in the negotiation process must avoid attitudes or actions that can cause harm to both parties. preferably, negotiations are carried out using courtesy and a cool head. In the business sector, negotiations need to be carried out to achieve mutual benefits, not bring one party down. In other words, negotiations occur because of an interaction process and the desired end result is a decision that both develops both parties with an interest in each other (Aditama, 2020).

The difficulty of a company being a winner in the competition to get clients makes a company feel the need to negotiate with the client itself. Especially with the various types of requests requested by clients, in which not always all client requests can be fulfilled. In other words, negotiations really need to be done as a support for client acquisition. Negotiations are held aiming to produce the greatest possible agreement in the benefit of both parties, it is hoped that this agreement can lead to the client's desire to cooperate and use the company's services.

In negotiating activities, each party involved in carrying out an effective negotiation communication process is very dependent on the existence of effective communication. This also requires the ability or expertise of negotiators as company representatives to provide information and launch effective communication in a negotiation. This means that the negotiator on one occasion must have the ability to be a good communicator, so that the communicant understands and receives the information, persuading so that a desire will grow to be bound and cooperate and on another occasion the negotiator must be able to be

a good communicator, so that negotiations will reach an agreement between the two parties, with a mutually beneficial outcome later.

The researcher sees that the company's success in reaching an agreement with the client cannot be separated from the negotiation strategy used. The expertise of the renewal team of PT. Moka Teknologi is proven by a number of achievements that have been achieved and the company's development continues to rise compared to other technology consulting companies. This is what underlies the author's interest in researching "Analysis of the Renewal Team Negotiation Strategy in Reaching Consumer Agreements (Case Study at PT. Moka Teknologi)."

### **Research Questions**

According to the background of the problem above, the research question in this study is "how is the analysis of the renewal team negotiation strategy in reaching consumer agreement?"

### **Research Objectives**

Based on the formulation of the problem above, the research objective in this study is "to describe the negotiation strategy of the renewal team in reaching consumer agreement".

## **II. Review of Literature**

### **2.1 Negotiation Strategy**

Negotiation is a collaboration of art and science. It is said to be an art, because it must have the ability to know when to use strategies to other parties to increase the chances of achieving success. It is called science, non-exact knowledge, because it contains principles and strategies. In principle, negotiations take place on the nuances of differences and similarities, as a result sometimes fail and sometimes succeed. The purpose of negotiations is to reach an agreement. This agreement can only be reached through the efforts and certain tips of a negotiator. Three commonly known negotiation strategies according to Siswanto (2017) are defined in the following.

#### **a. Win-Win**

This type of win-win negotiation is often referred as mutual benefit negotiation, in which people seek to understand the other party's desires and show them how to achieve them, while the first party also get what they want. The main part of this type of win-win negotiation is trust. The tactics commonly used in this type are not intended to bring down the other party but how to establish mutually beneficial relationships.

#### **b. Win-Lose**

This type of negotiation is often called our victory; it does not mean that the other party is harmed, but still pays attention to the needs of the other party. The emphasis is on what the first party needs/satisfaction are achieved so it is necessary to create a situation where they excel or control the situation so that the negotiation proceeds according to their will and not the will of the other party. The negotiation process requires firmness in bidding and must/absolutely win and the other party loses.

#### **c. Lose-Lose**

This strategy, although rarely applied in the business world, is something that is chosen if there is no other way, especially in political practices. This strategy appears in

political practices. This strategy is often seen in the form of the use of authority, a pressing initial position, facilitation, giving concessions (pressing).

## **2.2 Negotiation Stages**

Stages in negotiations are instructions for the steps that must be passed in conducting negotiations. Some people call it a process, negotiation anatomy, or negotiation steps (Sindharta, 2014). Its content evolves over time. Actually, there are various opinions regarding the stages in negotiations. However, only five opinions are put forward because they represented the three main stages in the negotiations.

## **2.3 Negotiation Tactics**

Negotiation tactics are a structured and directed method prepared in advance before negotiating in order to increase the chances of a successful negotiation. According to Lewicki (2012), negotiation tactics vary depending on the negotiation strategy carried out, such as in the following.

### **a. Distributive Negotiation Strategy and Tactics**

- 1) Assessing target points, resistance points, and costs of terminating the other party's negotiations. In this step, the negotiator is getting information about the other party's resistance point. The information is obtained from direct assessment and indirect assessment
- 2) Managing the other party's impression of target points, resistance points, and negotiator stalling costs. At this stage, a negotiator controls the information provided by the other party in relation to the target point, the point of resistance, as well as leading it to the next desired impression.
- 3) Modifying the other party's perception of its target points, resistance points, and costs of terminating negotiations. The negotiator changes the other party's impression of the other party by interpreting to the other party the outcome of his or her proposal.
- 4) Manipulating the actual costs of delaying or terminating negotiations. In a distributive negotiation strategy, time pressure can make the other party's negotiator feel pressed. This is a good opportunity for an excellent negotiator to beat the opponent.

### **b. Integrative Negotiation Strategy and Tactics**

- 1) The description of the interests of each negotiating party uses open-ended questions;
- 2) Actively listening to understand the other party;
- 3) Finding options for the common good.

## **2.4 Conflict in Negotiation**

Conflict is a difference of opinion or disagreement between two or more individuals or groups or work units in the organization that arises because of the fact that they have to share limited resources in work activities and the fact that they have goals, values, perceptions, and different interests. In the description below, several views on conflict are presented, as proposed by Robbins (1996).

### **a. The Traditional View**

This view holds that all conflicts are bad. Conflict is seen as something negative, detrimental, and must be avoided. To strengthen this negative connotation, conflict is synonymous with the terms violence, destruction, and irrationality.

### b. The Human Relations View

This view argues that conflict is a natural event that occurs in all groups and organizations. Conflict is something that cannot be avoided; therefore, its existence must be accepted and rationalized in such a way that it is beneficial for improving organizational performance.

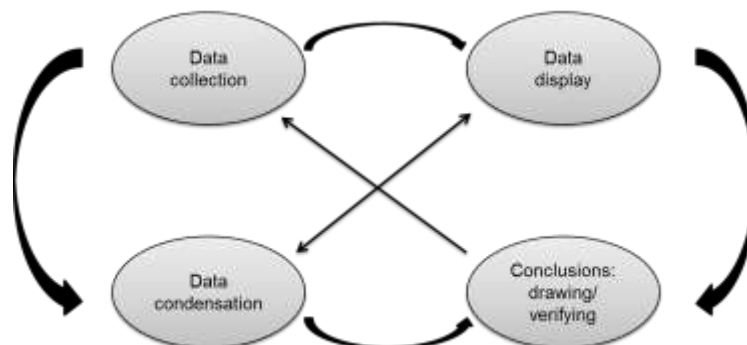
### c. The Interactionist View

This view tends to encourage conflict based on the assumption that cooperative, calm, peaceful, and harmonious groups tend to be static, apathetic, not aspirational, and not innovative. Therefore, according to this school of thought, conflict needs to be maintained at a minimum level on an ongoing basis, so that the group remains viable, self-critical, and creative.

## III. Research Method

Judging from the type of data, the research approach used in this study is a qualitative approach. Qualitative research is a research that intends to understand the phenomena of what is experienced by research subjects holistically, and by means of descriptions in the form of words and language, in a special natural context and by utilizing various scientific methods (Moleong, 2014).

Data collection techniques in this study used three techniques, namely in-depth interview techniques, observation techniques and documentation study techniques. The technique used to analyze the data in this study is a descriptive technique or more specifically using an interactive model. Bogdan in Sugiyono (2016) argues that data analysis is the process of systematically searching and compiling data obtained from interviews, field notes, and other materials so that they can be easily understood, and informed to others. The following is a picture of the components in data analysis.



*Figure 2. Miles and Huberman (2014) Data Analysis Components*

#### 1. Data Collection

The process of collecting data from the field using research instruments such as interviews, literature studies and documentation. Data collection is carried out by going directly to the field and conducting interviews with informants related to analysis of the renewal team negotiation strategy in reaching consumer agreement (case study at PT. Moka Teknologi).

#### 2. Data Condensation

Condensation is done by filtering the results of data collection both from interviews and documentation. Researchers discard the results of interviews from informants who are

considered out of topic and not in accordance with the structure of the theme, especially with regard to analysis of the renewal team negotiation strategy in reaching consumer agreement (case study at PT. Moka Teknologi).

### 3. Data Display

Data presentation is an activity to collect information data that discusses relationships and activities during research. Presentation of data has the aim of making the reader understand what happened and analyze the data that has been collected and discuss it according to his understanding. Sugiyono (2016) stated that the most frequently used to present data in qualitative research is narrative text.

## IV. Results and Discussion

### 4.1 The Effect of Negotiation through Marketing Communication Strategy on Trust

A company's desire to rely on business partners is defined as trust. It is influenced by a variety of interpersonal and interorganizational elements, including the company's perceived competency, integrity, honesty, and compassion. Trust is the desire to put one's resources into a relationship based on good expectations from previous reciprocal exchanges.

The path coefficient value is positive (0.502), showing that the influence of Negotiation on Trust is positive, according to the results of hypothesis testing. As a result, it can be argued that negotiation has a good and considerable impact on trust. To put it another way, stronger negotiating can boost trust.

The results of the hypothesis testing are also consistent with the findings of researcher interviews, which show that trust is established because of the organization's honesty, competency, consistency, and openness. Negotiating necessitates the trust of all parties involved in order to establish a mutually beneficial agreement.

The findings of this study are consistent with those of a previous study conducted by Wikanta (2018), which found that marketing communication had a favorable impact on customer trust in Telkomsel goods. Telkomsel's information distribution system, which includes advertising, sales promotion, public relations, direct marketing, and personal selling, is quite good and can help to build trust in Telkomsel's products.

One of the most important aspects of the organizational development process is trust. According to Kotler and Keller (2012), trust is the willingness of a client to rely on a service or firm. It is influenced by a variety of interpersonal and interorganizational elements, including the company's perceived competence, integrity, honesty, and quality.

### 4.2 The Effect of Employee Competence on Trust

A person's readiness to increase their susceptibility to the acts of those over whom they have no control is defined as trust. Trust is defined as a set of gambling assumptions about the behavior of people in the future. Belief is made up of two main aspects. The first is a sense of expectancy based on how a person should act in specific situations. Another aspect is taking action and following through on commitments.

According to the results of hypothesis testing, the path coefficient value is positive (0.362), showing that Competency to Trust has a positive influence. As a result, it can be argued that Competency has a positive and considerable impact on Trust. To put it another way, increased expertise can lead to increased trust.

The findings of the hypothesis testing are backed up by the findings of interviews done by researchers. According to the findings of the interviews, trust is defined as a person's willingness to enhance their susceptibility to the acts of people over whom they

have no control. It can be shown in this situation that having sufficient competency among employees has an impact on client trust.

According to Krisdayanti & Rosyadi's (2019) research, the independent variables of member trust jointly affect the dependent variable of knowledge, skills, and attitudes (employee competence) significantly. As seen in the ANNOVA column, the magnitude of the value Sig. is 0.000, which means it is less than 0.05, indicating that this variable affects member trust in BMT An-Naafi.

The organization's honesty, competency, consistency, and openness help to build trust. Telling the truth, being committed, and being fair are all examples of organizational behavior that can help to increase integrity. The competency of employees in a company is one of the aspects that can effect trust or trustworthiness.

### **4.3 The Effect of Negotiation Through Marketing Communication Strategy on Deal Decision**

A consumer's decision to buy a product is a common step that each individual consumer does while making a purchasing decision. The decision to buy or not buy is part of an element called behavior that is inherent in individual consumers and refers to genuine physical acts that can be observed and quantified by others.

The path coefficient value is positive (0.268), showing that the effect provided by Negotiation on the Deal choice is positive, according to the results of hypothesis testing. As a result, it can be argued that negotiation has a favorable and considerable impact on the deal decision. In other words, better negotiations can lead to a higher level of agreement.

The findings of research interviews corroborate the findings of hypothesis testing. Negotiation skills are crucial when it comes to reaching an agreement with clients, and one of them is when it comes to negotiating rates. Negotiation is the process of obtaining an agreement on a course of action when the parties do not establish a consensus or when neither party has the power to impose a choice. Given this, bargaining plays a critical part in deciding whether or not to pursue a deal.

According to Hamdan et al. (2015), entrepreneurs with good negotiation skills have the courage to dig up more information by asking a lot of questions, allowing the other party to ask questions, and considering the opponent's feelings when negotiating in order to improve the business agreement or deal decision.

To be effective in increasing agreements with their company partners, entrepreneurs as business negotiators must be assisted by a variety of factors. One way is to use your negotiating abilities. Product and service marketing, as well as personal selling, are examples of marketing communication activities. Communication is crucial in the negotiation process in order to obtain a satisfactory agreement with the consumer.

### **4.4 The Effect of Employee Competence on Deal Decisions**

Consumers notice an issue, seek information about a certain product, and evaluate each alternative that can address the problem, which leads to the customer's decision to enter into a contract with the company. Consumer behavior includes purchase decisions. Consumer behavior is the study of how people, groups, and organizations select, purchase, utilize, and interact with goods, services, ideas, and experiences to meet their needs and preferences.

The route coefficient value is positive (0.308), showing that Competency has a positive effect on the Deal decision, according to the results of hypothesis testing. As a

result, it can be argued that Competency has a favorable and considerable impact on the Deal decision. To put it another way, increased skill can lead to increased agreement.

The findings of the hypothesis test are backed up by the findings of interviews done by researchers. Employees must be competent and able to communicate how things are offered to customers in order to make sales. Competence is defined as the capacity to carry out or accomplish a job or task based on skills and knowledge, as well as the work attitude required for the job. Employees with high levels of competency can entice clients to do business with the organization.

According to research conducted by Evelina et al (2019), leaders with a good and adequate level of competence will be able to make good quality decisions, which can take the form of, among other things, leaders being able to provide solutions to problems faced by the organization, leaders being able to bring their leads to achieve the best performance, and leaders being able to provide maximum contribution margin to stakeholders.

Competence is defined as the capacity to carry out or accomplish a job or task based on knowledge and abilities, as well as the work attitude required for the job. Employees with good competence can come to an agreement that is in line with the objectives specified.

#### **4.5 The Effect of Trust on Deal Decision**

The emotional attachments that exist between the consumer and the producer when the customer uses the company's products and services and discovers that the product or service adds value are the elements that impact the customer's buying decision. In this example, the emotional tie is the customer's confidence in the company's ability to close a contract.

The path coefficient value is positive (0.415), indicating that Trust has a positive influence on the deal decision, according to the results of hypothesis testing. As a result, it can be argued that Trust has a positive and significant impact on the Deal decision. To put it another way, higher trust can lead to increased agreement.

The outcomes of the hypothesis testing are consistent with the findings of interviews done by researchers. Belief is made up of two main aspects. The first is a sense of expectancy based on how a person should act in specific situations. Another aspect is taking action and following through on commitments. When making a decision, the corporation must persuade customers to place their trust in the products on offer so that a mutually beneficial agreement may be reached.

Customers' willingness to use internet banking is influenced by their level of trust. Based on the findings of the study, it is clear that trust has a favorable impact on interest in utilizing internet banking (Ismulyanti & Siswantini, 2017). User trust in online banking (TRU) was found to have a substantial effect on user loyalty to use internet banking in another study by Maharsi and Fenny (2006).

Trust is an expectation that is given from one party to another without the need for direct monitoring. The decision of the deal can be influenced by trust or lack thereof.

## **V. Conclusion**

The next activity is to draw conclusions from research data. The activities to be done is collecting data, conducting qualitative analysis by looking for different meanings, making notes in regulating cause and effect and making conclusions according to the results of the study.



Furthermore, the validity of the data will be tested through a credibility test. In addition, to determine the level of trust in the data studied, there are several credibility test techniques carried out by researchers, namely extending observations, increasing persistence in research, and triangulation. Furthermore, the dependability test to ensure the accuracy of the research data, the researchers tried to continuously audit the entire research process from the beginning of the research, the implementation of research activities, to the end of the research.

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