

Bibliometric Analysis in Communication for Lobbying and Negotiation

Fitria Ayuningtyas<sup>1\*</sup>, Radita Gora Tayibnapis<sup>2</sup>, Anuar Ali<sup>3</sup>, Fatmawati Moekahar<sup>4</sup>

<sup>1</sup>Research Center for Society and Culture, National Research and Innovation Agency,  
Republic of Indonesia

<sup>2</sup>Undergraduate Program in Information Science, Faculty of Social and Political  
Sciences, Universitas Pembangunan Nasional Veteran Jakarta, Indonesia

<sup>3</sup>Fakulti Komunikasi dan Pengajian Media, Universiti Teknologi MARA, Malaysia

<sup>4</sup>Undergraduate Program in Communication, Faculty of Communication, Universitas  
Islam Riau, Indonesia

e-mail: [fitr061@brin.go.id](mailto:fitr061@brin.go.id) (corresponding author)

Article Info	Abstract
<b>Article history:</b>	<i>Enhancing communication skills is vital for individuals involved in lobbying and negotiations. Lobbying is a critical aspect of all aspects, including corporations, non-profits, and interest groups that seek to influence policymakers. Effective communication is at the heart of successful lobbying efforts. Negotiation is a critical skill needed for effective management. Based on the GAP analysis executed by the researcher, on the keywords Lobby and Lobby in English and Indonesian words, the researchers conduct analysis beginning with research trends identified from keywords and themes from research titles, as well as abstracts and research contacts, in order to identify publications, as well as the focus and novelty of the research. In prior research utilizing Scopus data, one cluster including four elements was identified, derived from a total of 20,001 publications from 2021 to 2025. Based on the data obtained and the results of the analysis that have been described by researchers here, it can be concluded that lobbying and negotiation in communication science studies have not been discussed much in previous research, making it possible for researchers in the field of communication science to discover new themes or discover novelty of the research.</i>
<b>Received</b>	
May 05 <sup>th</sup> , 2025	
<b>Revised</b>	
June 25 <sup>th</sup> , 2025	
<b>Accepted</b>	<b>Keywords:</b> lobbying, negotiation, bibliometrics, communication.
June 30 <sup>th</sup> , 2025	
<b>Published</b>	
June 30 <sup>th</sup> , 2025	

INTRODUCTION

Lobbying is engaged in a conversation with another individual. Nonetheless, these discussions are not only conversations lacking a clear objective. As it entails persuasive communication, it necessitates a certain approach to ensure the message is effectively received by the audience. Consequently, the message can be conveyed without ambiguity (Zainal, 2018). According to the research findings of Mulianto et al., bargaining is closely associated with the communication component, much like lobbying. Given the proximity to the dimensions of communication, specifically interpersonal communication that similarly encompasses persuasive communication, these activities must adhere to the "principles of communication," particularly the universally applicable principles, such as

the five Inevitable Laws of Effective Communication: respect, empathy, audibility, clarity, and humility (Ayuningtyas et al., 2024). Consequently, it can be asserted that the preeminence of lobbying and negotiating stems from the aspiration to implement the tenets of successful communication, particularly in a business environment that esteems and fosters an ethos of integrity, transparency, and cordiality (Ayuningtyas, 2023).

Lobbying is a critical aspect of all aspects, including corporations, non-profits, and interest groups that seek to influence policymakers. Effective communication is at the heart of successful lobbying efforts (Ayuningtyas, 2023). Effective communication in lobbying involves the clarity of the message and the ability to tailor that message to different audiences. This adaptability can mean the difference between a successful lobbying campaign and a failed one, highlighting the necessity for lobbyists to possess strong interpersonal skills and an understanding of their audience's values and motivations. Rosdiani et al, (2021) said that lobbying and negotiations are really needed in everyday life. Moreover, the use of data and evidence is crucial in lobbying communications. A well-researched position backed by statistics can significantly enhance credibility (Nurjaman & Harmonis, 2024).

In addition, the timing of communication is equally important in lobbying. It is essential to understand that there is no cause for concern regarding the information and its related aspects (Yateno et al., 2025). Engaging with policymakers at strategic moments—such as during the drafting of legislation or before key votes—can maximize the impact of the lobbyist's message (Goldschmidt & Sinkaus, 2021). This emphasizes the need for lobbyists to be aware of the political calendar and to act promptly. Lastly, building and maintaining relationships through effective communication is essential for long-term lobbying success. There are differentiates between direct lobbying, grassroots lobbying, and consulting (Christanson, 2025). Direct lobbying is engaging directly with legislators or government officials to influence specific legislation or policy decisions; grassroots lobbying is mobilizing the general public to contact legislators or government officials to influence specific legislation or policy decisions and consulting is providing strategic advice and support to clients on lobbying efforts without directly engaging in lobbying activities (Christanson, 2025).

Moreover, non-verbal communication is an often-overlooked aspect of negotiation that can significantly impact perceptions and outcomes. According to a study by the University of California, Berkeley, non-verbal cues such as body language, eye contact, and tone of voice can account for up to 93% of communication effectiveness (Ayuningtyas, 2023; Zainal, 2018). Similarly, Liliweri believes that disparities in knowledge limit each individual's ability to correctly perceive a verbal or nonverbal message (Bian et al., 2022). For instance, a negotiator who maintains open body language and eye contact can create an atmosphere of trust and cooperation, leading to more favorable negotiation results. Conversely, closed-off body language can signal defensiveness and hinder productive dialogue.

Enhancing communication skills is vital for individuals involved in lobbying and negotiations. One effective strategy is training in active listening techniques. Active listening involves fully concentrating, understanding, and responding thoughtfully to what others are saying. By practicing active listening, lobbyists and negotiators can better

understand the perspectives of their counterparts, leading to more effective communication and collaboration (Zainal, 2018). Another strategy is the development of emotional intelligence (EI), which plays a crucial role in effective communication. A high emotional intelligence are better equipped to manage their own emotions and understand the emotions of others, resulting in more constructive interactions (Permadhy & Ayuningtyas, 2021). For lobbyists and negotiators, possessing high EI can facilitate the building of rapport and trust, essential components for successful outcomes.

Role-playing exercises can also be a valuable tool for enhancing communication skills. These exercises allow individuals to practice different scenarios and receive feedback on their communication styles (Krolikowska et al., 2007). By simulating real-world lobbying and negotiation situations, individuals can refine their communication strategies and become more adept at handling various challenges. By committing to ongoing development, lobbyists and negotiators can ensure that their communication skills remain sharp and effective.

Additionally, poor communication can hinder the ability to build coalitions and alliances necessary for successful lobbying and negotiations. The consequences of poor communication can extend beyond immediate negotiations, affecting long-term relationships and future opportunities. This finding underscores the importance of clear and constructive communication in preserving relationships that can be vital for future lobbying and negotiation efforts. The significance of effective communication in lobbying and negotiations cannot be overstated. A successful lobbying efforts and negotiation outcomes are heavily reliant on the ability to convey messages clearly, adapt communication styles to different audiences, and build lasting relationships. The data and case studies presented highlight the tangible benefits of honing communication skills and the detrimental effects of poor communication.

Moving forward, stakeholders in lobbying and negotiation must prioritize the development of effective communication strategies. This includes investing in training programs focused on active listening, emotional intelligence, and role-playing exercises. By equipping individuals with the tools necessary for effective communication, organizations can enhance their lobbying and negotiation efforts, ultimately leading to more favorable outcomes. This also aims to produce more effective performance of organizational resources.

Furthermore, fostering a culture of open communication within organizations can facilitate collaboration and innovation. Encouraging feedback and self-reflection will enable lobbyists and negotiators to continuously improve their communication skills, adapting to the ever-changing political landscape. By embracing a commitment to effective communication, stakeholders can navigate complex negotiations and lobbying efforts with greater confidence and success. The path forward for effective communication in lobbying and negotiations is clear. By recognizing the importance of communication, investing in skill development, and fostering a culture of collaboration, stakeholders can significantly enhance their ability to influence policy and achieve desired outcomes. As the political landscape continues to evolve, the need for effective communication will remain a cornerstone of successful lobbying and negotiation efforts.

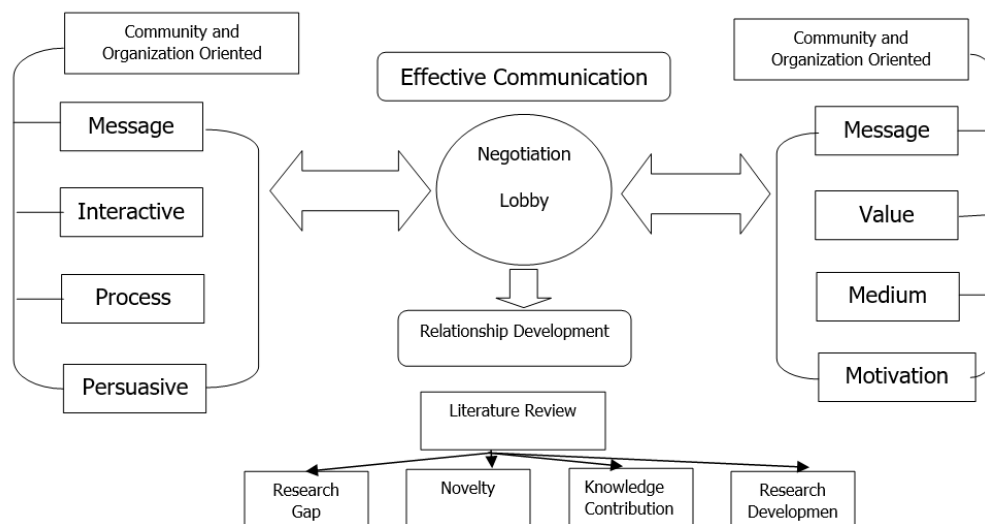
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As explained by Sun Tzu, Sun Tzu is an ancient Chinese military general, philosopher, and author of battle strategy. He is primarily recognized as the author of the seminal military strategy text, *The Art of War*, which remains one of the most impactful works on strategy globally, applicable not only in military contexts but also in business, politics, management, diplomacy, and negotiation. Sun Tzu's negotiation, based on the concepts outlined in his book *The Art of War*, does not explicitly address negotiation as it is known in modern diplomacy or business, but it does include extremely applicable methods. Sun Tzu believed that battle could only be won through inventiveness, influence, and situational management, not via force (Tan, 2023).

Negotiation is a critical skill needed for effective management (Juliana et al., 2024). Formal negotiations generally follow prescribed and systematic protocols and frameworks. Conversely, informal negotiations transpire in an unstructured environment devoid of established procedural regulations, but nonetheless aiming for identical goals and objectives. According to Iriantara, Yosol et al. (2008), negotiation fulfills a dual function: it aims to attain our desired objectives while simultaneously ensuring the process is executed in the most efficient and optimal way (Juliana et al., 2024).

Negotiation's aims are inextricably linked to relationship building. In this situation, the effort focuses on the formation of interpersonal relationships, despite the fact that the individual is in the framework of the self and wears the name of a group or organization. When discussing relationship development, motivation refers to the process of commencing (or starting) a relationship. When creating relationships, attempt to find stimulus. Humans require stimulation. Human touch is one of the most effective ways to receive this stimulus. Individuals and human connections are a collection of aspects that require stimulation (O'Hara, 2014).

As mentioned below, Figure 1 explained about lobbying and negotiation literature review framework.



**Figure 1.** Lobbying and Negotiation Literature Review Framework

Source: Processed by researchers (2025)

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## METHOD

"A research methodology to collect, identify, and critically analyze the available research studies (e.g., papers, conference proceedings, books, dissertations) through a systematic procedure" is a Systematic Literature Review (SLR). It helps advance evidence-based knowledge by synthesizing common themes and trends in existing studies over time and identifying research gaps for future studies (Huang, 2024). In Software Engineering (SE), Systematic Literature Review (SLR) has been widely used as a tool of Evidence-Based Software Engineering (EBSE). However, academic literature for certain topics in SE, especially those that are trendy or industry-driven, is usually scarce, so Gray Literature (GL) becomes a major source of evidence (Huang, 2024).

Time frame for study literature review within ten years (2015-2025), with timestamps. We use corpus indexes like Google Scholar, Crossref, Scopus, Web of Sciences (WOS), archives like magazines, newspapers, and blogs, and book literature. A database repository of earlier literature data is employed as a source for finding and retrieving overall data based on a 10-year time limit. The multi-index, which serves as a data collecting source repository, is used to search for links between data, theories, and concepts, as well as methods and research results. The stages in data collection here start from Data Searching. The data search process is carried out by exploring several repositories, which are then selected based on the timing of publication and the publication periods between journals. The next step is Connecting Data Source, by linking searches across indexes through software applications and classifying data based on index, publication period, author, title, and keywords.

The next step is data mining through the database repository, which is then referred to as Data Crawling, followed by formatting the data into RIS, BibTex, or CSV formats. This aims to ensure that when data merging is performed, it can be created in the same format and analyzed simultaneously or combined across different file formats. This technique is usually performed for When the connection between the literature database repository and data index has been established, the next step is Data Learning, which involves observing the data and studying the types and characteristics of the generated data.

Once the connection between the literature database repositories and the data index has been established, the next step is Data Learning, which involves observing the data and studying the types and characteristics of the generated data. This is also considering the differences in data formats produced by each repository. Here to choose the data input format. In the process of data collection and extraction, Data Cleaning is also performed to select for the presence of identical metadata or the same type of files in the data, followed by the selection of data to be analyzed.

The analysis conducted in this research uses In-Depth Analysis-Highlight State of The Art (SOTA). To find something that becomes a highlight. Something becomes an advantage when compared to previous research. When that excellence is successfully discovered, the research will become more superior and prestigious. In addition, identifying references from previous research, then having the potential to contribute more significantly to Knowledge Contribution (Baharuddin, 2025).

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The data analysis technique employed in this study is network, overlay, and density-based image analysis. The analytical model is implemented by constructing maps and clusters. After that, use the Non-Related Cluster Reduction Analysis technique to determine the threshold level, then reduce the number of terms and seek for similarities. A Matrix is used to identify many research gap results, including theoretical, empirical, conceptual, methodological, population, and evidence (results) (Tayibnapis & Aladdin, 2023).

After doing a gap analysis and identifying research gaps using matrix measurements, the following step is to interpret the data patterns of findings from prior research in order to measure based on estimated findings and predictions of literature data using research findings. Aside from that, it counts the number of citations and co-citations to assess author productivity in publications such as research and literature reviews on lobbying and negotiation. The following step is bibliometric analysis, which evaluates the appearance of highly important keywords and themes discovered in the title, abstract, and content of the research. Keywords serve as a connection between researchers and relevant publications. They provide a concise but effective indication of the content of a paper or publication. Keywords indicate the substance of a research, as does the abstract, which frequently impacts how the research is found in research databases and how it is mentioned and examined.

## RESULTS AND DISCUSSION

Lobbying and negotiation are interconnected concepts that significantly influence various facets of life. While both are frequently employed in various contexts, lobbying and negotiation primarily aim to influence decisions and achieve a favorable agreement. Lobbying and negotiation facilitate cooperation among multiple parties by establishing various forms of communication aimed at achieving a mutual agreement (Sruti et al., 2024).

Based on the GAP analysis executed by the researchers, on the keywords Lobby and Lobby in English and Indonesian words, the researchers conduct analysis beginning with research trends identified from keywords and themes from research titles, as well as abstracts and research contacts, in order to identify publications, as well as the focus and novelty of the research.

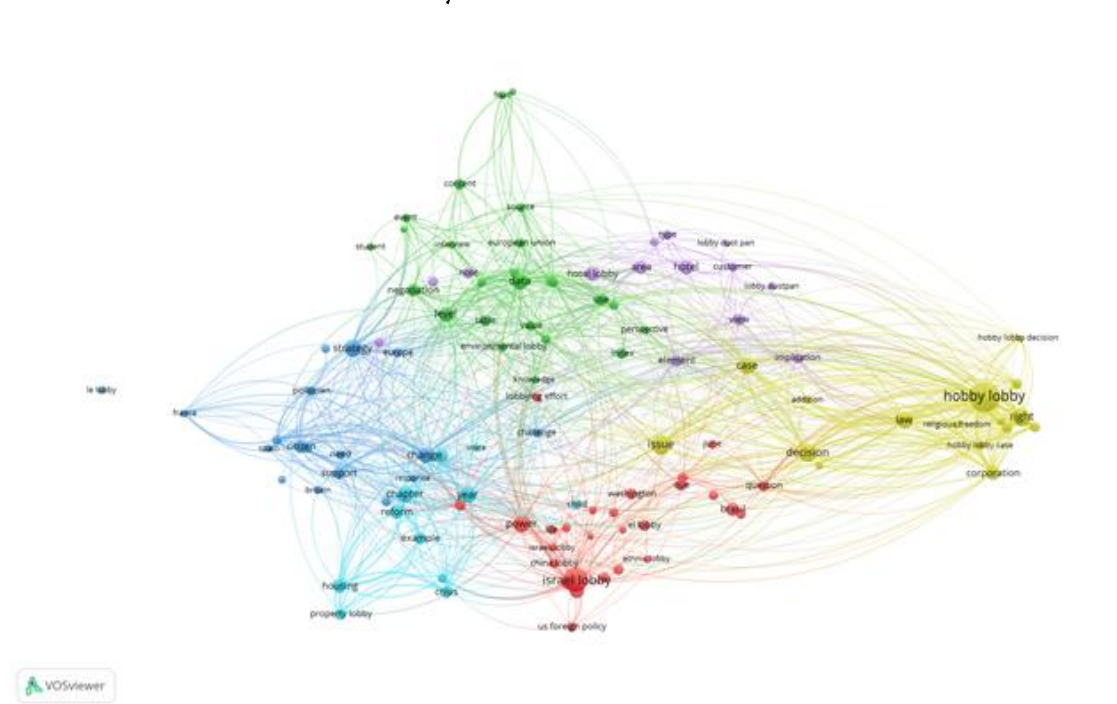
Combining the themes, keywords, and titles from earlier research, the word action was discovered to be the most important term associated with lobbying and negotiating. The goal is to identify tendencies in the evolution of earlier research that are consistent with present research trends. Aside from that, it examines the relationship between research themes and cross-disciplinary investigations using past research data sets and literature. The analysis model employed here is bibliometric analysis.

This article does not examine the citations and co-citations. Simply examine research development trends by looking for themes from past studies, such as lobbying and bargaining. Based on crawling data on three Indonesian and English keywords such as Lobby, Lobbying, Lobbyist, and Lobby Process, the author searched Scopus and non-Scopus indexed journals. On the lobby theme for non-Scopus indexed research, such as through the Google Scholar and Crossreff indexes, 110 articles were collected, resulting

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in 6 clusters. The primary cluster, or cluster 1, contained 27 items, the majority of which dealt with international relations research, particularly lobbying and negotiations involving the United States and Israel. This study focuses mostly on lobbying connected to American policy and the context of the Israel-Palestine war.

Previous study topics that have received the most attention, particularly lobbying studies in international studies such as Middle Eastern, European, and American studies. Aside from that, the relationship between one subject and another is linked to the power of international policy, particularly the policies of the American administration, as well as domestic politics in America and Israel. As a result, the most common research topics here are conflict and cross-country relations.

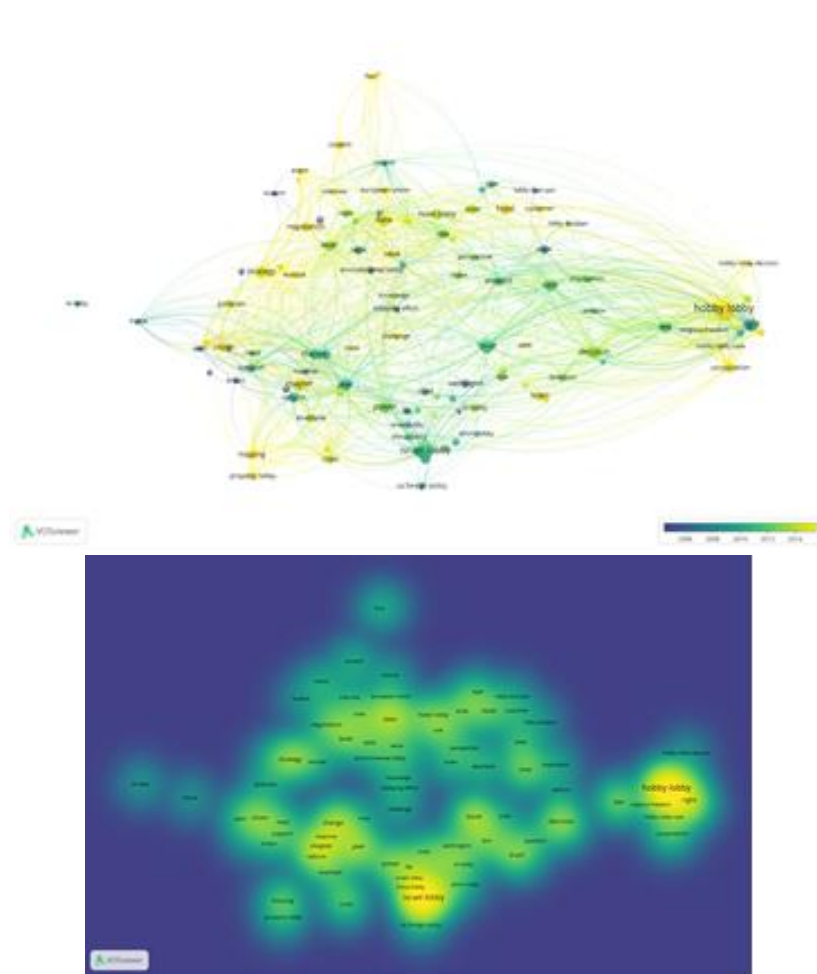


**Figure 2.** Theme Network Analysis

Source: Processed by researchers using VOS Viewers (2025)

From the perspective of overlay analysis, the predominant subject addressed by Lobby studies in this cross-country examination is the investigation of America and Israel, alongside the domain of power studies and its associations with European nations. This lobbying study pertains to the concept of decision-making within the context of lobbying and international relations.

Concurrently, an extensively conducted study linked to the systematic methodology examines Israel's lobbying campaign with the United States and European nations about conflict resolution between countries. The overlay analysis reveals the following based on the research findings:



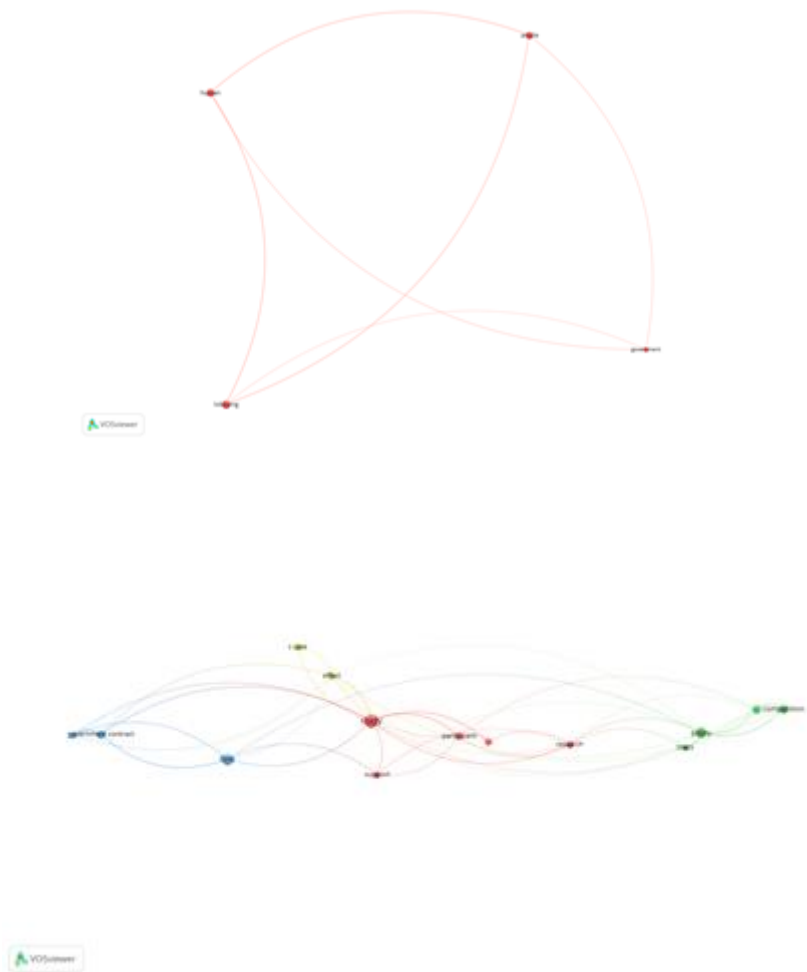
**Figure 3.** The Overlay Analysis

Source: Processed by researchers using VOS Viewers (2025)

In prior research utilizing Scopus data, one cluster including four elements was identified, derived from a total of 20,001 publications from 2021 to 2025, revealing prevalent topics in government and humanitarian studies. Within the framework of governmental research, lobbying is linked to private sector firms or corporations. The Policy subject exhibits a greater occurrence level of 13 and a relevance score of 1.55, surpassing the other identified themes, along with competitiveness among participants as a related theme.

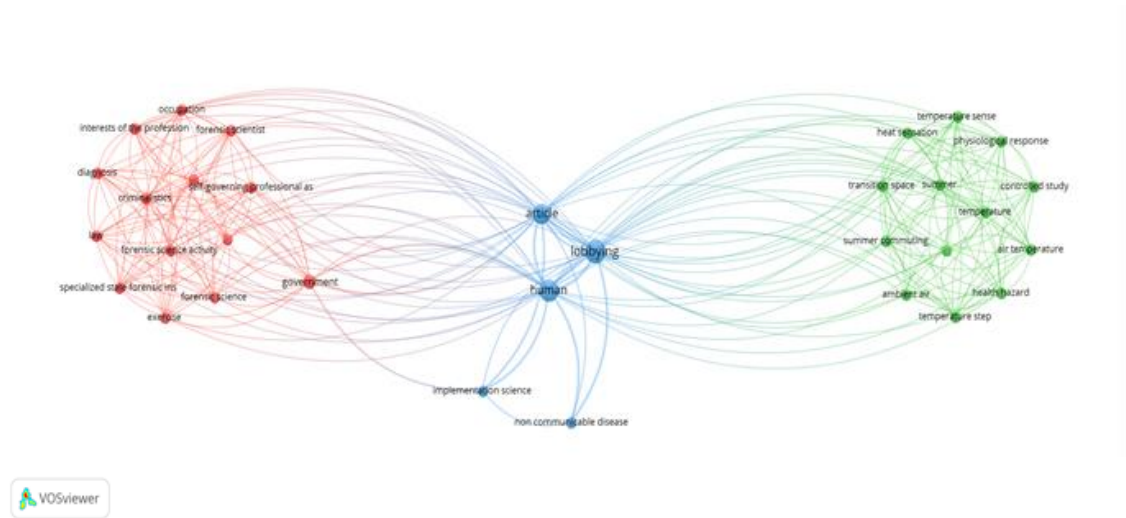
The bibliometric analysis results reveal four clusters including 14 items. Interrelated issues include governmental and corporate studies. Subsequently, in the next study, the issues of lobbying and policy, along with participant engagement in shaping governmental and private sector policies, were predominantly discussed.





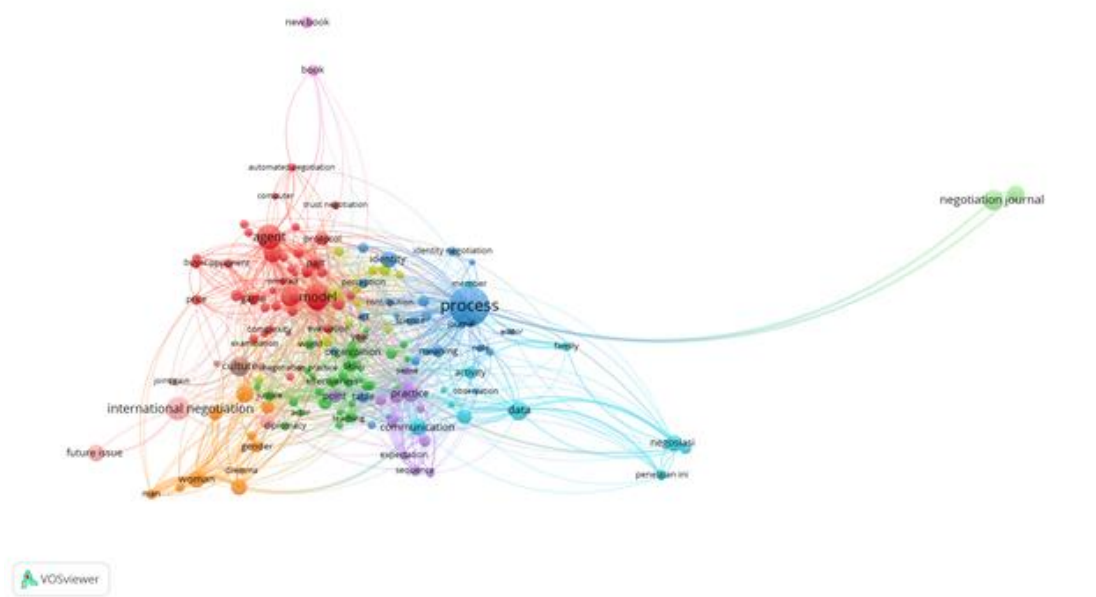
**Figure 4.** Network Analysis of Lobby Themes indexed by Scopus Journals  
Source: Processed by researchers using VOS Viewers (2025)

The themes discovered during the study are grouped into two groups based on the terms Lobby, Lobbying, Lobbyist, and Lobby Process. Please find the figure below.



**Figure 5.** Distribution of Lobby Study Themes indexed by Scopus Journals  
Source: Processed by researchers using VOS Viewers (2025)

When evaluated using theme division, the major theme of the keyword lobby is divided into two theme classes, as seen in the red link on government studies, which are further divided into sub-themes such as the interconnected themes of crime, forensic studies, and government. According to the findings in this sub-theme, lobbying studies are related to criminology and government. The green link refers to psychology, a study of lobbying and psychological abilities, which is then linked to the health care sector. Overall, there is no evident lobbying study related with pure communication disciplines such as public relations, marketing, or corporate negotiations.

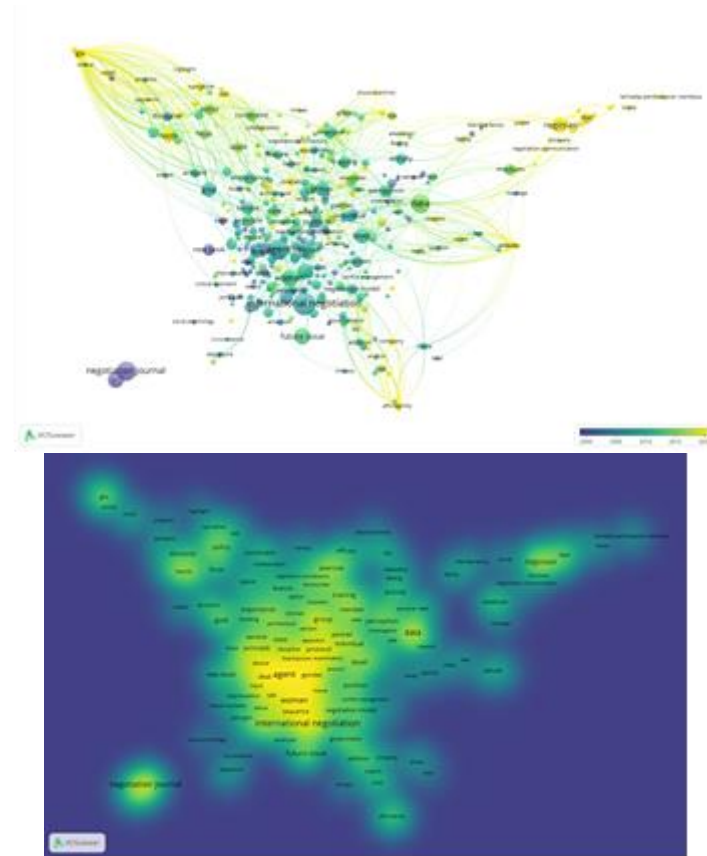


**Figure 6.** Negotiation Theme Network based from not indexed by Scopus Journals  
Source: Processed by researchers using VOS Viewers (2025)

The themes examined in earlier research, as well as the study of Lobby themes, are more focused on International Negotiation studies, with an incidence score of 130 and a relevance level of 2.55. The Negotiation model theme has 98 occurrences and a relevance level of 3.84. However, the focus of negotiation studies has shifted toward cultural studies and the sphere of negotiations in foreign policy.

A total of 163 items with 11 clusters were discovered. Cluster 1 (41 items) highlights additional issues about models and techniques for negotiating parts of culture and cultural identity, as well as developing perceptions. The second cluster focuses on negotiation education, negotiation pedagogy, and cultural studies. The scope of negotiation is more integrated into communication studies than communication itself.

Gender studies are the most commonly discussed aspects of cultural studies in negotiation studies, followed by the study of societal cultural identity, particularly in modern culture, as well as social and communication issues. Aside from that, it addresses issues of individual and organizational conduct in negotiations.



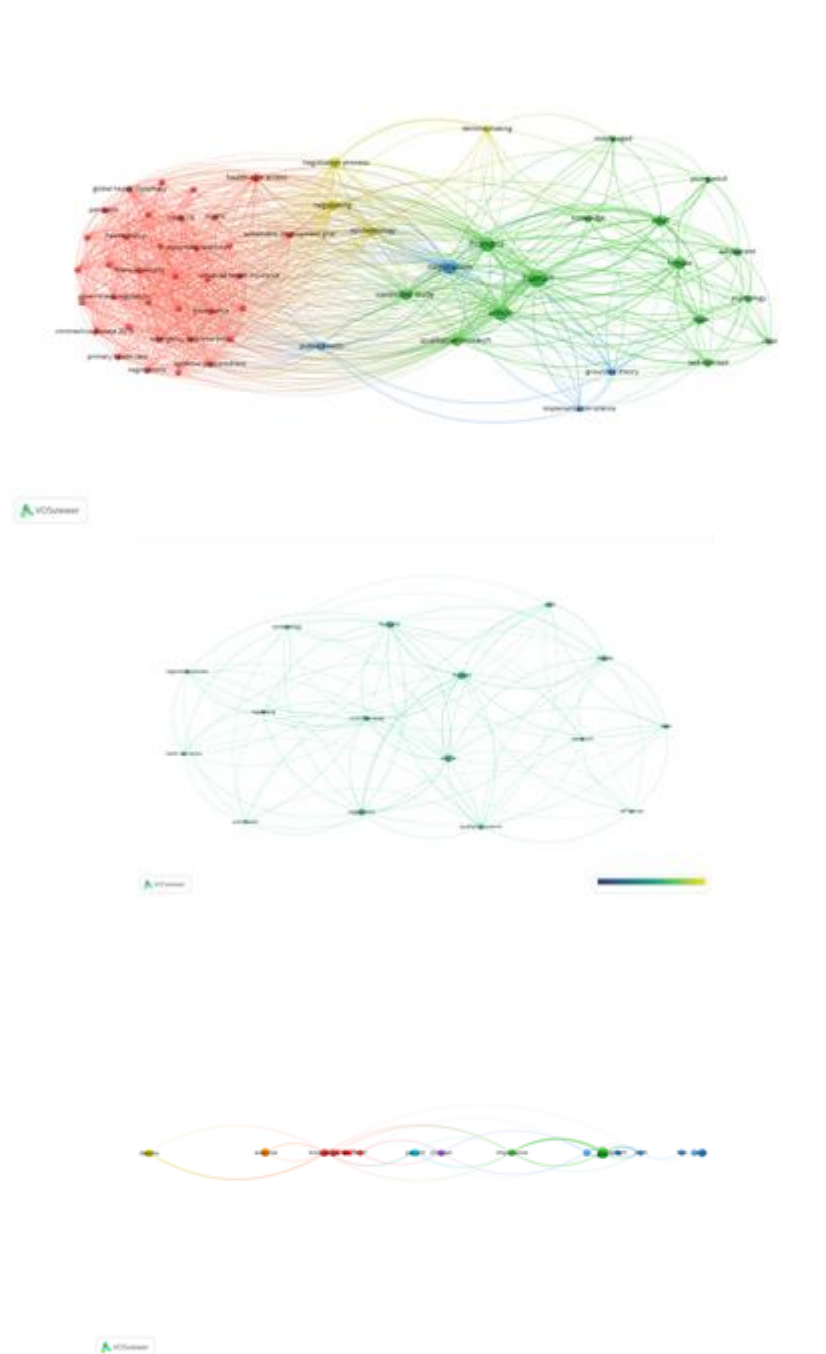
**Figure 7.** Negotiation Overlay and Density Networks from not indexed by Scopus Journals

Source: Processed by researchers using VOS Viewers (2025)

When viewed through the overlay network, it is clear that the majority of studies conducted focus on the themes of developing negotiation models, evaluating negotiation success, negotiation communication practices in international relations, and language use in negotiation practices.

The second widely discussed theme (represented by the dark blue network) is related to cultural studies, specifically community identity, negotiation in cultural communities, and the development of cultural identity through negotiation, as well as strengthening gender roles in the negotiation process itself. Aside from it, the second extensively discussed topic (network in green) was system development and negotiation models.

Negotiation studies in companies remain relatively rare, as evidenced by the yellow network, which shows that few studies on organizational negotiations have been conducted. As a result, the study trend on negotiation in communication in companies or negotiation from an individual perspective remains low.



**Figure 8.** Negotiation Theme Network indexed by Scopus Journals

Source: Processed by researchers using VOS Viewers (2025)

The network on negotiation studies for research index by Scopus Journals' repository index is divided into three study themes: health studies, organizations, and cultural studies with a focus on gender culture. The bulk of research methods employed in negotiating studies are qualitative approaches, according to theme findings in prior index by Scopus Journals, with no quantitative methods recognized.

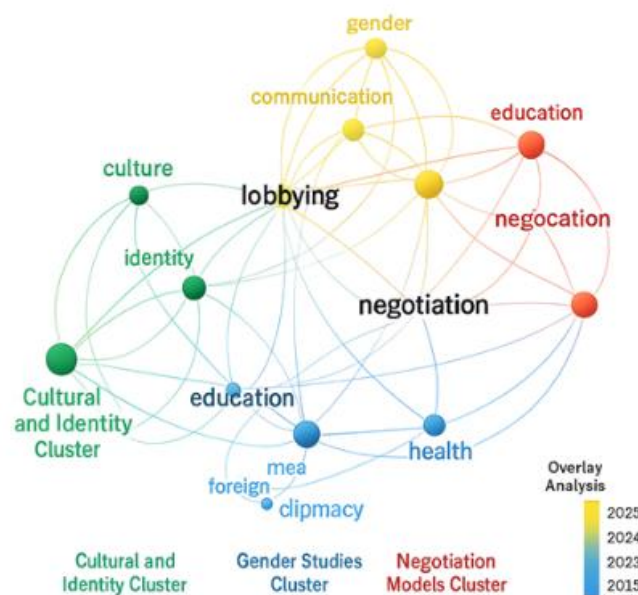
When studied using the overlay network, the issue or theme most commonly covered in past research on negotiations is health management and governance. Several sub-topics are explored, including public health, public administration, and health-care

governance, as well as diplomatic relations in medical management and negotiation. The Bibliometric Meta-Analysis of this research is as follows:

1. Data searching: English and Indonesian literature on lobby, lobbying, lobbyist, and lobby procedure.
2. Adapting CSV, RIS, and BibTeX data formats for standard processing.
3. Duplicate metadata removal and structured data unification.

Researchers conducted the analytical processes for visual analysis as follows:

1. Network Analysis: Theme connections.
2. Overlay Analysis: Keyword timeline.
3. Density Analysis: Common issues.
4. Trend-based novelty and knowledge contribution identification.



**Figure 9.** The Bibliometric Meta-Analysis of this Research

Source: Processed by researchers using ChatGPT 4.0 accessed on June 24, 2025 at 09.00 p.m. in Jakarta Time (Indonesia) (2025)

Overall, the findings raise few questions about the study of lobbying and bargaining in communication studies, from both interpersonal and organizational perspectives. Lobby and Negotiation focuses on international and cultural studies. This is an opportunity for communication academics to discover many new values in study on Lobbying and Negotiations using subject lines and applied in a multidisciplinary scientific approach. Negotiation studies in health communication, identity negotiation in intercultural communication, and lobbying in organizational and public relations are all examples of knowledge growth that can be produced.

## CONCLUSION

Based on the data obtained and the results of the analysis that have been described by researchers here, it can be concluded that lobbying and negotiation in communication science studies have not been discussed much in previous research, making it possible for



researchers in the field of communication science to discover new themes or discover novelty of the research, such as measuring the development of lobbying and negotiation models in the realm of communication science in the direction of communities or community organizations that are beneficial to the public.

## ACKNOWLEDGEMENTS

We greatly appreciate the greates collaboration between Universitas Pembangunan Nasional Veteran Jakarta (UPN Veteran Jakarta) Indonesia especially Faculty of Social and Political Sciences with Universiti Teknologi MARA (UiTM), Shah Alam, Malaysia and Universitas Islam Riau (UIR), Pekanbaru, Indonesia.

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