


**TRENDS OF RESEARCH KEYWORDS RELATED TO THE NETWORK AND
NEGOTIATING SKILLS IN DIGITAL ERA: A BIBLIOMETRIC REVIEW**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 03 March 2023</p> <p>Accepted 29 May 2023</p>	<p>Objective: This study had a purpose to know the trend research in Scopus indexed papers related to the networking and negotiating.</p> <p>Theoretical framework: This study used examined the research from SCOPUS indexed journal. It showed that based on the author's keyword, keywords like innovation, leadership, and network were really intertwined with each other.</p> <p>Method: There were 697 samples found by typing <i>networking</i> and <i>negotiate*</i> in Scopus search. The data were analyzed using bibliometric method and processed using Vosviewer.</p> <p>Results and conclusion: The result showed that based on the authors keyword, keywords like innovation, leadership, and network were really intertwined with each other.</p> <p>Implications of the research: Networking and negotiating were popular topics in those two countries, so that many scholars and researchers can observe more about negotiation and networking.</p> <p>Originality/value: This research concluded that the author keywords like innovation, leadership, and network were really intertwined with each other. Based on index keywords, humans are connected to other keywords, such as adult, skills, organization and management, leadership, and program evaluation.</p>
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**TENDÊNCIAS DE PALAVRAS-CHAVE DE PESQUISA RELACIONADAS À REDE E ÀS
HABILIDADES DE NEGOCIAÇÃO NA ERA DIGITAL: UMA REVISÃO BIBLIOMÉTRICA**

RESUMO

Objetivo: Este estudo teve como objetivo conhecer as tendências de pesquisa em artigos indexados na base Scopus relacionados a networking e negociação.

Estrutura teórica: Este estudo examinou a pesquisa do periódico indexado na SCOPUS. Ele mostrou que, com

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base na palavra-chave do autor, palavras-chave como inovação, liderança e rede estavam realmente entrelaçadas umas com as outras.

Método: Foram encontradas 697 amostras ao digitar networking e negotiate* na pesquisa da Scopus. Os dados foram analisados usando o método bibliométrico e processados usando o Vosviewer.

Resultados e conclusão: O resultado mostrou que, com base na palavra-chave dos autores, palavras-chave como inovação, liderança e rede estavam realmente entrelaçadas entre si.

Implicações da pesquisa: Networking e negociação foram tópicos populares nesses dois países, de modo que muitos acadêmicos e pesquisadores podem observar mais sobre negociação e networking.

Originalidade/valor: Esta pesquisa concluiu que as palavras-chave do autor, como inovação, liderança e rede, estavam realmente interligadas. Com base nas palavras-chave de índice, os seres humanos estão conectados a outras palavras-chave, como adulto, habilidades, organização e gerenciamento, liderança e avaliação de programas.

Palavras-chave: Humanos, Liderança, Negociação, Trabalho em Rede, Organização.

TENDENCIAS EN LAS PALABRAS CLAVE DE INVESTIGACIÓN RELACIONADAS CON LA CREACIÓN DE REDES Y LA CAPACIDAD DE NEGOCIACIÓN EN LA ERA DIGITAL: UNA REVISIÓN BIBLIOMÉTRICA

RESUMEN

Propósito: Este estudio tenía como objetivo averiguar las tendencias de investigación en artículos indexados en la base Scopus relacionados con el trabajo en red y la negociación.

Marco teórico: Este estudio examinó la búsqueda de revistas indexadas en SCOPUS. Demostró que, según la palabra clave del autor, palabras clave como innovación, liderazgo y trabajo en red estaban realmente entrelazadas entre sí.

Método: Se encontraron 697 muestras tecleando networking y negotiate* en la búsqueda de Scopus. Los datos se analizaron mediante el método bibliométrico y se procesaron con Vosviewer.

Resultados y conclusión: El resultado mostró que, según las palabras clave de los autores, palabras como innovación, liderazgo y trabajo en red estaban efectivamente entrelazadas.

Implicaciones de la investigación: La creación de redes y la negociación fueron temas populares en estos dos países, por lo que muchos académicos e investigadores pueden observar más sobre la negociación y la creación de redes.

Originalidad/valor: Esta investigación descubrió que las palabras clave del autor como innovación, liderazgo y trabajo en red estaban realmente entrelazadas. Basándose en las palabras clave del índice, los humanos están conectados con otras palabras clave como adultos, habilidades, organización y gestión, liderazgo y evaluación de programas.

Palabras clave: Humanos, Liderazgo, Negociación, Trabajo en Red, Organización.

INTRODUCTION

Networking was really crucial in human activities. Network is not only could give an individual the power to achieve this individual's goal, but also to mitigate the problem. In economic activity, network was really essential to introduce the product into target market. Moreover, without network, a new product would be hard to get accustomed into a target market, because customers already comfortable with the similarly existed product.

Study by (Zaki et al., 2019) stated that as an entrepreneur, building the connection to sell the product, to find the investor, and to access to the authorities was important key in developing a business. If the business that was owned considered as a small and medium business, creating networking was really essential to make that business survive. Building a

successful business takes a lot of time and motivation to grow, so it's good for you to have a network of friends and associates to give you positive energy that keeps you active in running your business. By establishing relationships between fellow business owners, it can benefit both parties.

To create a good networking that could benefit individual or company, one must have negotiating skill. Negotiation was essential in discussion between both parties which were still in consideration in doing transaction. Negotiating skill was essential to market the product or service, so that the customers felt needed to buy the product. In the work field, negotiating skill was compulsory for any human resources to move to the higher position or to get more salary with acceptable requirement for the one who proposed it. Philip Kotler as the famous marketing pioneer always said that to create an atmosphere to attract the customer, win the negotiation was important. Negotiating to show what the product could help the customer, negotiating in what the benefit in promoting self in work field, and negotiating to make other organizational members agree with our opinion or plan.

To study about negotiating to build networking, research was needed to give more insight from new finding in a research. To preserve the finding, one must publish the result of the research into paper in a journal. The journal must be reputable one, otherwise it would not receive much attention from the readers. The higher the reputational score of a journal, the more attention from readers could be get into the papers that intended journal had been published. This would be effect to the sustainable research related to the networking and negotiating, so that new and effective findings from research could be implemented into real life. Based on this statement, this study has a purposes to know the trend research in Scopus indexed papers related to the networking and negotiating.

LITERATURE REVIEW

Network Analysis

Definitions Network analysis is a project control system by breaking down work into components called activities. Furthermore, these activities are structured and arranged in such a way as to enable the project to be implemented and completed economically, in the shortest possible time with a minimum number of workers. Network analysis is a management technique that is useful in designing, planning, and analyzing a system. In addition, network analysis is a useful technique in system design because itThe technique used will help analytical experts in knowing and identifying the linkages contained in the existing sub-systems. So that in analyzing

the network it can run well and planned so as to produce a useful management technique requires a good procedure to be able to carry it out, namely by using a systems approach. The systems approach is used as the implementation of the systems view.

Network analysis has a relationship with the systems approach because the systems approach uses a way of thinking using the concept of systems, while the system itself is a group of units that work together as a whole based on a common goal or a set of organized units. The systems approach also develops systems that offer a decision-making structure and a set of decision strategies so that system development occurs. When this is done it will be of great use to the designer, when correcting himself, to plan a logical process for developing and executing man-made entities. So that it will complete the procedure where there is a specific purpose of the system from the start. Then the designer will also be able to analyze the sequence to find the best way to achieve it. Finally, an evaluation system that continuously monitors the implementation of objectives and provides a basis for planning changes in research economics and performance issues. The implementation of the systems approach to developing and maintaining the system, allows the system to have the possibility to guarantee a specific appearance description, which will be found for the system output.

From the explanation of the system approach where the detailed workings of every thing are very concerned so that it can run according to the goals and plans, and if there is a problem, the purpose of the implementation must be immediately reviewed. This is why network analysis uses a systems approach in carrying out its work program. In addition, the systems approach is a process to achieve an effective and efficient goal that is expected to be based on the needs that have been arranged, a form of logical problem solving that is closely related to the scientific method, a process where the need is identified, or the problem selected. From the explanation of the system approach, network analysis has a close relationship with the systems approach, namely so that in the network process it achieves an effective and efficient and a goal that is expected to underlie the needs that have been compiled. In addition, network analysis also uses various methods in the program.

Negotiation Power

Negotiation is a process in which two or more conflicting parties seek to reach an agreement (Lussier & Achua, 2010). Influence tactics, power and politics can be used during the negotiation process. Negotiateis to adjust or match, such as the condition when managing something where the situation is the absence of an agreement or a price that is right for both parties or more. If a condition has been set, then there is no negotiation.

All parties should believe they got a good deal- Negotiations are usually attached to the perception of a zero-sum game where one party will experience an advantage and the other party will experience a loss. For example, when spending something the price of a product is cheaper than the market price is described as a condition where it benefits the buyer but harms the seller. Therefore, a condition like this is not categorized as a win-win solution. Like power and politics, negotiating is not about who has the advantage over the other but how to build relationships and help each other to get what they want. To get what is desired, the delivery of ideas must be carried out, then the ability to convince other parties of the ideas that have been conveyed is needed.

However, negotiations need to be considered by all parties as the goal is to benefit all parties, not a win-lose situation. In other words all parties should feel that they are getting a good deal. If employees believe that they are in a losing position and the one who gets a lot of benefits is the management, the employees will feel dissatisfied or their work will have an impact on decreasing the performance of employees in the long run. If consumers or customers believe they got a bad deal, they may not return to the business.

METHOD OF THE STUDY

Data Collection

This study used secondary data gathered from Scopus website. This study using subscription service of Scopus to be able to access the metadata of all papers. The data were gathered using keyword entered in search. The keywords were (*TITLE-ABS-KEY ("network") AND TITLE-ABS-KEY ("negotiat*")*). There were 4556 populations found. Then the data were scrutinized with a number of criteria, which were only with subject of business, management, and accounting, as well as using English. There were 697 samples found after being eliminated. Then data then were saved into csv format by clicking several contents in Scopus such as citation *information*, *bibliographical information*, and *abstract & keywords*.

Data Analysis

The csv file then analyzed using Vosviewer software version 1.6.1.8. the data were analyzed using bibliometric method to know some of the major and minor keywords which were used in papers related to the intended topics. The analysis was divided into three, first was to know the keywords made by authors under the abstract section. Second analysis was to observe the index keywords. The difference between author and index keyword was author

keyword was generated by authors of the paper, while index keyword was generated by indexing institutions, like Scopus, Web of science, etc. meanwhile, the third step was analyzing the affiliation of the authors with the highest citations from the paper they have published. The data of the first and second step of analysis would be served in figures, while the third step of analysis were served into a table.

RESULT AND DISCUSSION

Table 1 List of affiliation of the authors with papers related to the topics of network and negotiating skill

Organization	Documents	Citations
montpellier business school, montpellier, France	2	127
school of management, university of bath, bath, ba2 7ay, United Kingdom	2	105
grenoble ecole de management, France	2	59
school of management, university of southampton, southampton, United Kingdom	2	45
tilburg university, tilburg, Netherlands	2	39
university of leeds, United Kingdom	2	32
rwth aachen university, Germany	2	31
university of luton, United Kingdom	2	26
esade business school, ramon llull university, barcelona, Spain	2	25
school of management, national institute of technology, rourkela, India	2	15
school of management, massey university, auckland, New Zealand	2	8
department of industrial and management engineering, pohang university of science and technology, pohang, South Korea	2	6
department of it business management engineering, daejeon university, daejeon, South Korea	2	6
university of canterbury, New Zealand	2	1
macquarie university, Australia	2	0

Source: Processed by Vosviewer 1.6.18

Table 1 showed that France was the affiliation of the authors with mostly cited papers related to network and organizational skills. However, UK was the affiliation with the most papers with high citations. It means that authors from France and UK were interested in researching about network and organizational skills. France and UK as modern country realized that network along with organizational skills were decision factors in guiding the big companies to penetrate global market. The more companies could penetrate overseas market, the more profit could be saved by government of France and UK.

work for as we follow the guidelines (Leitch et al., 2013).

Develop the power of your connections through politicization. It is natural, especially for young people, to take a purely rational approach to a job without considering politics. But many business decisions are not very rational; they are based on power and politics. For example, a common reason for choosing the location of a new business facility is simply that it's convenient to where people in power want to live. Leading leaders have organizational awareness, for example, reading informal networks of influential people and learn to read between the lines (Paramita et al., 2018).

Of course developing network through politicization needs certain innovation that was really needed by organization or company. For example, in company that needs a breakthrough of how to increase their sales of their meat product would likely need the innovation in supply chain from their human resources. The one who could give the company the innovation that the company needs would likely to get the attention of the higher ups and could get a promotion (Ylönen & Teivainen, 2018).

For example, a manager asks a new employee to choose one of two project teams to work on. The employee selects one and informs the manager of his choice. Manager asks him to rethink the decision. In talking to others, the new employee learned that the manager of the team he wanted to join was not liked by the new CEO. No matter how good the project or how good the team is, the team is doomed to fail. In all organizations, there are some strong key players. Your manager is a key player for you. Don't just find out who the manager is; gain an understanding of what makes each of them tick. By understanding them, you can tailor your presentation of ideas and styles to suit everyone's needs. For example, some managers want to see detailed financial figures and statistics, while others don't. Some managers expect you to continue to follow through, while others will think you're bothering them (MacMillan et al., 2019).

Figure 1 also showed that a keyword *network* also connected to a keyword *political skill*. Study by (Springborg, 2018) stated that power, politics and networks have one thing in common: influencing and helping one another. People in their careers through contacts and connections. In fact, the best way to advance your career is with new opportunities. More people find work through networking than all the other methods combined. But networking is also used for other reasons, including growing the business, job satisfaction, increased performance, pay, power, and promotions. Steve Case used the network to help him advance to become a co-founder of America Online (AOL), and Case used the network to advance AOL and merge it

Figure 2 also showed that the keyword *human* is connected to other keywords, such as *adult, skills, organization and management, leadership, and program evaluation*. Here program evaluation means that the attitude of the human resources in an institution needs to be adjusted to meet the standardization of the institution itself, called as ethical behavior. Supervisor in the company always evaluate the behavior of the employees to make sure that they always follow the standard of ethic of the company.

Study by (Cai et al., 2019) stated that ethical behavior is important in organization, management, as well as in political world. For example, an Indian leader, Mohandas K. Gandhi, called business without morality and politics without principles a sin. Some treacherous gossip may benefit in the short term from such behavior, but in the long run they generally don't work out because of others. In any organization, one must earn the respect, confidence and trust of others. Once an individual get caught up in it, it's hard to regain trust. There are very few, if any, jobs in which organizational goals can be achieved without the support of individual groups or teams. Even salespeople are subject to system effects, and they need production assistance to make the product, to deliver it, and service to maintain it. The trend is towards teamwork, so you are not a team player, just do it. Be a loyal and honest team player in your network, your reciprocals, and members of individual's coalition.

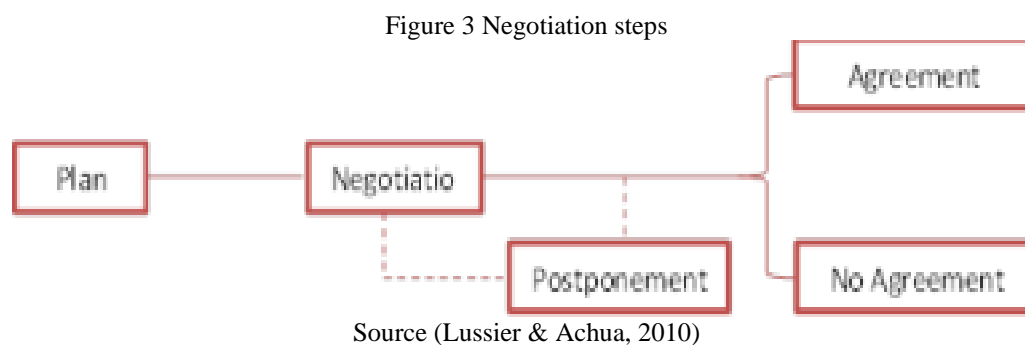
Meanwhile, study by (Qamari et al., 2019) stated that if you want to move forward, you must have a good relationship with your manager. Your boss usually gives you a formal performance appraisal, which is the main basis for raises and promotions. Fair or not, many evaluations are influenced by the manager's relationship with the employee. If your manager likes you, you have a better chance of getting good reviews, raises, and promotions. Supervisors also give higher marks to those who have the same goal (goal congruence) and what they give to those who do not. So, identify what your manager expects of you, and do it. Beat or at least meet the deadline, and don't miss out. Impress your boss by doing more than asked. If you don't agree with your boss's way of doing things (Juliansyah et al 2021).

It's common to put it off telling the manager the bad news. But if you have a problem on the job, don't delay telling your manager about it. Most managers, and coworkers, like to be asked for advice. If you are late to meet an important deadline and your manager is embarrassing, especially if your manager finds out from his or her manager (Kusumaningtyas & Yendrawati, 2016). Also avoid showing your manager in public, such as during a meeting. If so, don't be surprised if the next time you speak up at a meeting, your manager embarrasses you. If you can't get along with your manager and are in conflict, there are two dangers in the manager's

head. First, it will likely be your manager, who will be with your manager. Even if a higher-level manager agrees with you, you are likely to hurt your relationship with your manager. He can consciously or unconsciously take some form of retaliation, such as giving you a lower performance review, which can hurt you in the long run (Schröder & Mceachern, 2002).

Figure 2 also showed that major keyword, *organizational management*, was connected to minor keyword like *personnel*. Personnel here means that human resources in companies or institutional, both leader and employees. Study by (Meglich et al., 2019) stated that negotiating skill of a personal in a company was the key factor in achieving individual goal. Negotiating skill here can also be means that on how an individual could make another individual or group to follow what this individual asked in a discussion.

Negotiation skills can be developed. Not everyone is born with a talent for negotiation. Trying to learn how to negotiate before entering the market is a wise move to success. Following the steps of the negotiation process will help improve your negotiating skills. There are three and even possible four stages of negotiation, the stages are a) Plan (Planning); b) Negotiation (Negotiating), c) Possibility of delay, d) Agree or disagree (Dewi & Darma, 2019).



It is important to prepare before negotiating, so make a plan. Know what is negotiable and what is not. Also understand what the desired outcome of the negotiation is, such as price, choice, delivery time, sales quantity or so on. The planning steps include:

Research the Other Party in the Negotiation

Try to guess and find out what the other party wants, and what they can or cannot afford to sacrifice in the negotiation. Discover their nature and negotiating style. The more you know the other party, the greater the chance of getting an agreement. If possible build a personal relationship before negotiating with the other party. If you have experience negotiating with the same opposing party then use this opportunity to analyze what plans will be made.

Setting Goals

Based on the results of research on the opposing party, then determine the goals to be achieved in the negotiations. Identify one goal to be achieved. Set low limits and open choice of goals. Follow these steps: (a) determine the lowest point as the negotiation limit, do not agree on the outcome of the negotiation if the target is lower than this lowest point; (b) set goals against what you believe to be a fair deal; (c) create an opening goal of the goals you want to achieve at a higher level than what you expect. The key to successful negotiations is when all parties obtain a negotiated outcome at the minimum level of the stated objectives (win-win situation).

Trying to Multiply Options and Trade Offs

It is a natural thing to make an offer on the other party's offer and say the other party outside the negotiation may be able to provide a better offer than the other party. Think carefully so that the other party also gets an advantage or a good deal from the outcome of the negotiation. Try to expand the options so that everyone gets what they want. If you don't get the results you want, prepare something else in return. For example, if you don't get a salary increase at the desired level, then offer other things such as getting an extension of time off, increasing pension incentives, a better office, an assistant, and so on (Ylönen & Teivainen, 2018).

Take it for granted, employees can ask for other things in exchange for salary deductions from other things such as asking for trade offs and company shares. Step 4. Anticipate the other party's questions and goals, prepare answers. Don't just focus on what you want, but also think about how the benefits obtained will also benefit the other party. It is possible that you will face several goals but sometimes there are also situations where the other party does not explicitly state what goals they want to achieve. So more accuracy is needed by listening and asking openly so that it can be seen what things will hinder the agreement. Know well about the product or deal, what its advantages are, enthusiasm and confidence (Wulandari et al., 2016).

After planning, the negotiations are ready to be carried out. Usually a face-to-face negotiation system is preferred because it can identify non-verbal habits and know better about the other party's goals. But it is possible to negotiate using other communication tools. There are several steps to keep in mind in the negotiation process, namely:

Step 1. Develop relationships and focus on the problem, not the person

Develop rapport – Smile and call the other person's name when you greet them. Open the conversation with trivial things such as weather conditions and health. But set the right time

limit before you negotiate the business you want to talk about based on the style of the other party. Don't let it take too long or you'll miss the opportunity to make your offer. Focus on the problem, not on the person – Never attack another person's personality or put that person down with negative statements. Usually in the negotiation process people will see things like inclusion, control, safety and respect (Ratnasari et al., 2020).

Step 2. Let the other party present their offer first

This will have a positive impact if it turns out that the other party's offer is higher than expectations. If it turns out that the other party's offer is lower than expectations, then you can ask how the conditions of the offer are reasonable. Try to avoid simple negotiations around price. When the other party pressures you to submit an offer first then try to ask again such as "What do you think is a reasonable fee?" if this does not work then answer with an answer like "The price we offer is usually xxx. But if you have another offer, then it will be we learn more about what we can give you"

Step 3. Listen and ask questions with the focus on finding common ground for the needs of both parties

Make it an opportunity for the other side to state their goals. When you speak, convey information and when you ask questions and listen to answers from the other party, you will obtain information that will help to better understand the objectives of the other party. If you are not able to know what the other party wants, then the chances of reaching an agreement will be reduced. If the goals don't match yours at least you won't be wasting time creating the impossible.

Step 4. Don't give up too quickly, and ask for something in return

Remember not to make deals below the minimum goals set in the planning process. If you don't get what you want then open up opportunities through other offers. However, if you are facing a fairly complex negotiation, then try to be the first party to make concessions. The opponent may feel responsible, then you can come back with a trade off offer which is better than giving up immediately. Avoid giving unilateral concessions. Recall your trade off plan.

Step 5. When it is felt that the negotiations are not progressing, it is better to postpone the negotiations

The other party delays the negotiation process, so you can create urgency –The main thing that causes people to negotiate with you is because they trust and respect you. Building a relationship based on mutual trust is necessary to reach an agreement. If you have other options, then make those choices an urgency. If the urgency doesn't affect the other party, then at least

you can review the main things that the opponent likes from the offer you make and ask if it has met their wants or needs. Determine the time of the next agreement, if by the time limit it turns out that the other party does not contact you then you can be the party to contact them (Koval, 2018).

If the other party is adamant about making a deal, don't put too much pressure on it. If they feel compelled to make a decision, the agreement may not be reached. And maybe if you give more time and are not too pushy it will open up better opportunities. Also pay attention to boundaries during negotiations, especially with people who have a different culture from yours. For example, Japanese people will tend to say "It will be difficult to do the deal" which means "please stop" making deals. This is because they think it is quite rude to say it directly.

Your party wants to delay the negotiation, the other party may create urgency— Don't rush because of others or because of yourself. If you are still not satisfied with the agreement then tell the other party that you will reconsider. Seek advice from your manager or someone else with more experience or knowledge of the matter before you reach a final agreement. If the other party creates urgency, then make sure it is really urgent. If you don't want to hinder the negotiation process then give the other party a specific time when you will contact them back or in short you can say that the negotiations will not produce results or agreements.

If an agreement occurs, make sure the agreement is recorded. It can also be followed up with a thank you statement in which it is implied that the other party will not change the agreement. Failure, rejection is a common thing. But successful people are people who keep trying, learn from mistakes and always work hard. If you do not reach an agreement in the negotiations then analyze the situation and try to determine where you went wrong so that you can improve in the future. It doesn't even hurt to ask for advice from the other party (Sukoco et al., 2018).

Negotiation is one form of conflict management that is stated in the Qur'an. Negotiations are deemed necessary as a form of opportunity to explain and rationalize the atmosphere in conflict and become the first strategy used when dealing with conflict. If this negotiation process fails, then other strategies can be carried out.

CONCLUSION

Based on the result above, this study concluded that the authors keyword, keywords like *innovation, leadership, and network* were really intertwined with each other. It was understandable because in organization those three aspects were needed to achieve the main

vision and mission behind the organization's activities. Then based on index keyword, keywords like *human* is connected to other keywords, such as *adult, skills, organization and management, leadership, and program evaluation*. Here program evaluation means that the attitude of the human resources in an institution needs to be adjusted to meet the standardization of the institution itself, called as ethical behavior.

According to the result above, France and United Kingdom were the affiliated countries with papers with the highest citations. It can be concluded that networking and negotiating were popular topics in those two countries, so that many scholars and researchers want to observe more about negotiation and networking.

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