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# **Actual and Potential Prospects for the Application of the Negotiation in Companies in the Age of Digitalization**

**Svetlana Radtchenko-Draillard**

## **Abstract:**

The purpose of my article is to analyze from the point of view of psychology the prospects of optimizing the modelling of private, public and semi-public business companies in the age of digitalization. In defining the main axes of modern business management practices, I believe that the effectiveness of the evolution of the business of companies and its managers requires the use of negotiation (social, interpersonal and trade). The results obtained in my theoretical and empirical research confirm the need for the application of negotiations in these activity in the era of digitalization.

**Keywords:** digitalization, negotiation, decision-making, management style, agreements.

## **Introduction**

The widespread use of digital technology in companies includes the intensive adoption of new information and communication technologies, dematerialization on the part of the production process and it also calls into question the organization and their workings of these companies, as well as the trades, the working and management methods, the daily lives of their employees. This result is potentially a profound transformation of the company itself that affects all of its operations and management processes. From my point of view, negotiation can be effectively used in two simultaneous processes: in the digitization processes (during the increasing use of digital technologies to connect people, systems and products and services) and in the process of digitalization (the way in which many areas of employee interpersonal and social life are restructured around the company's digital communication infrastructure). I also believe that new technologies, the digitalization of the world, industrial, economic and political powers, increasingly efficient technological systems where our interpersonal relationships are also affected by a growing quest for success.

In this sense, ever-increasing and perpetually unsatisfactory generate new activities, new behaviours, new ways of desire, of being in the world, and of forming modern human society. In these circumstances the profound change in the functioning of companies, negotiation with these two main modes (social and commercial) plays an indispensable and essential role. It should be remembered that negotiation is a decision-making process by which people tend to find a common agreement instead of acting unilaterally. It is a formidable summary of social activity with its cooperative (integrative) and conflicting (competitive) intertwined dimensions. In this context, the main objective of social and interpersonal negotiations in the age of digitalization is to preserve human relations, improve working conditions, take into account the heterogeneity of employees' knowledge in order to adapt to these transformations. During these negotiations, the agreement must be based on two main convictions: firstly, digital technology must remain a tool; secondly, the legitimate and necessary right to disconnect must be considered insufficient because it aims to limit the effects induced by the excessive or

uncontrolled use of digital tools instead of addressing the precise causes (e.g. individual behaviour of persons, organisation of work, lack of training or evaluation of staff usage, incentive to respond to professional e-mail at undue hours, etc.). It is therefore possible to approach the real and potential situation in a positive way as an opportunity for the social partners and managers to build a standard more adapted to the concrete company.

This is an important problem for trade unions, co-owners and professional associations and their future depends on it and the training of their members. On the other hand, there is also the role of commercial negotiation which concerns all the steps to conclude immediately or in the future, a contract (deed of sale, contract, "deal", order, "transaction", etc.) binding two or more parties. This contract always includes a supply (of goods or services) and a consideration, usually in monetary form. The development of a commercial negotiation strategy leads the negotiator (seller and buyer, intermediary) to set certain major axes in the conduct of his action. These axes correspond to "strategic orientations" (sometimes referred to as "generic" by reference to management models). Finally, the objective of my article is to analyze the consequences of the modernization of societies in the era of digitalization with the help of the involvement of negotiations (social, interpersonal and trade) and their role on the human factor and people's professional activities.

### **The psychological peculiarities of work organisation and the role of social and interpersonal negotiation in modernising businesses the era of digitalization**

Digitalization reflects the intrusion of information and communication technologies (ICT) not only in industrial, economic or financial production processes, but also in all trials of the company's human activity. ICT facilitates the implementation of quality approaches within companies through the intra-organizational communication system between employees. Digital technology is part of all the company's activities. On this occasion, some precautionary principles must be put forward: a) question the place and articulation of digital tools with other modes of communication; b) maintain a balanced position between unconditional adoption of digital technology or, conversely, refusal to enter digital transformation. In addition, three major risks can be identified: 1) the digital divide, 2) the balance and porosity of work and personal life, 3) personal data: the management of salaried data must be the subject of great vigilance transparency in their use. In order to minimise these risks, I think that the necessary commitments must be made by companies: 1) give the necessary time for training, taking into account the specific needs and capabilities of each employee in his mastery of digital technology; 2) prevent the risks of drift due to the vast possibilities of processing digital tools made available by the company and which could concern the control of the activity of employees. As a result, digital technology opens up new ways of working, including working remotely - carrying out an activity on a deported, home or mobile site- workspaces become multiple. Add to this the fact that the automation of the means of production and the digitization of information processing generate massive movements of reallocation of labour according to the sectors of activity, the qualifications professional locations.

The organization of work, the content of tasks, and the status of workers are undergoing profound transformations. The design and layout of workspaces are therefore becoming more strategic and managerial tools in this vector of change than ever before. It should be added that the manager, in the digital age, must focus his role on communication, cooperation, and coordination of work with his hierarchy and his subordinates. Of course, he must emphasize "human intelligence and solidarity"; contribute to the "well-being" of his team by creating a "positive" environment and setting clear and achievable goals. The manager must also be

exemplary in his use of digital tools and the collective management of them. The combination of automation and digitization promotes the creation of highly competitive and scalable ways of organising work. From a psychological point of view these developments can generate stress and suffering at work, either as a result of increased responsibilities or because of the continuing threat of surveillance. Another trend is task fragmentation, which can be pushed to extreme degrees, as illustrated by the development of crowdworking infrastructure. The actors of prevention - psychologists, physicians and occupational health and social services professionals must be present in order to control extreme uses and to be able to identify them, assess individual risks (on a voluntary basis of a particular employee, a manager, the team leader or company, etc.) in a quantitative way (in particular, analysis of email volume, use of instant messaging, corporate social network, etc.) and qualitatively (in particular, setting up interviews, analytical psychotherapy sessions to analyze potential conflicts, stress or the probable appearance of burnout, etc.).

It should be added that the approaches of ergonomic psychology and occupational psychology note that the pace of work, punctuated by the requirements of the digital environment (in particular, speed, volume, variability of information, etc.) leads to an intensification of the different approaches to the treatment of professional tasks for employees; leads to cognitive overload and loss of energy in peripheral tasks that are often at the heart of different professions and trades. Concretely, there are about twenty digital tools or applications mobilized for employees in companies. Thus, the application of social and interpersonal negotiation must solve several problems, human, technical and organizational, arising from productive action. The agreement signed at the end of this negotiation will become a decision-making judgment; it will deal with the essential rules of management. Therefore, these negotiated rules are as many principles that guide this common action as they are constraints that channel it. For Druckman and Wagner (2021) “ The examination of the literature reveals that such variables as whether the setting is official or unofficial, whether the negotiators have an egalitarian or meritorious orientation, how the negotiating parties have defined the bargaining space, and whether the negotiators have shared or conflicting values will have an impact on how the issues are framed. These variables contribute to the initial stage of the negotiation, as manifested in an agenda of issues to be discussed, whether the negotiating parties have a guiding formula for their discussions, and whether the parties use more value-claiming or problem- solving behaviors " [1]. In this sense Pruitt (1981) considers that “The negotiation is directly related to "problem-solving" orientation, but also to the expectations and results of the other party, as such." [2].

On this occasion, in all actual or potential negotiations, it is necessary to address issues of quality of life at work (QLW), occupational health or working conditions in order to include them in agreements with the social, corporate or associative partners. In my opinion, the objectives of the QLW agreements in social negotiation generally relate to: 1) improving the conditions and quality of work, the psychological well-being of employees, the recognition of know-how and in a context of digital transformation, they allow to accompany changes with taking into account the human impacts of transformations, etc.; 2) setting up the association of employees in the search for improvement and innovation solutions by formulating proposals to improve all the collective functioning. The themes of these negotiations that will allow negotiators (employers and union social and professional representatives, etc.) to express their views may relate to: a) professional practices; 2) work experience; 3) work organisation, working conditions and workload; 4) refining and simplifying work processes; 5) quality and sense of work; 6) collective functioning and quality of life, etc. Managerial and organizational agility can be identified during these negotiations as a source of additional workload intensification. Precisely, it involves the permanent recomposition of teams in an organization

that proceeds through mutual adjustments in an ever-dynamic system, in order to obey the injunction of responsiveness. I improve that the financialization of economic activity in the age of digitization subject the interpersonal dialogue in the social negotiation to the objective of maximizing shareholder value with a deferral of risk to salaried work. Add to this the fact that the automation and robotization of the means of production and the digitization of information processing generate massive movements of reallocation of the workforce according to sectors of activity, qualifications, professional locations, etc.

Digitalization is the conversion of information from a medium or electrical signal to digital data. By looking at these different issues, I think they can be analysed at two levels: 1) that of a widespread impact of new digital technologies on work; 2) that of specific modes of activity that are associated with certain forms of new production, such as digital platforms. Automation eliminates routine tasks and develops highly skilled tasks that are analytical, interactive and non-routine. But it can only partially reduce non-routine manual tasks that involve flexibility, problem solving or communication functions. These findings highlight a large margin of uncertainty. In my opinion there can be here a high probably risk of failure, burnout and aggravation, uncertainties and conflicts at the vertical level (with the hierarchy and subordinates) and at the horizontal level (with counterparts, other managers). Obvious, the combination of automation and digitization promotes the creation of highly competitive and scalable ways of organising work. These developments can generate psychological stress and suffering at work, either as a result of increased responsibilities or because of the continuing threat of surveillance.

Regarding organizational agility, I think that all managers who make a decision in a team organization, must take into account two aspects: a) the rational aspects of that decision, b) the psychological emotional aspects and character managers who is still under pressure from a third factor - time during the making of this decision. Moreover, the stimulation of positive emotions, including pleasure, through interpersonal negotiation (reel or formal-simulation) and interactive conflict solving role-playing can significantly reduce interpersonal conflict, intrapersonal discomfort, stress and burnout of employees and managers. Radtchenko-Draillard (2019) writes "In order to evaluate the effects of emotional therapeutic stimulation, analytical psychotherapy and interpersonal negotiations through the enhancement of pleasure I carried out a qualitative study (interviews) on the 119 managers (of the French companies and Foreigners located in Paris and its suburbs). "According to my analysis, 75% of male managers and 69% women managers consider that pleasure is indispensable in the prevention of burnout. In addition, for 69.8% of managers the pleasure in the work increases the motivation and makes it easier to find problem solving, 81.3% of managers compare the pleasure with the satisfaction of being responsible for those of his team, 74.3% of managers the pleasure and the positive emotions necessary for the balance of the society". [3] In order to facilitate social and interpersonal negotiations (between employers and social professional organizations, etc.), different computer software can be used, including business process management (BPM), which brings together the business processes and computer models of a company. It should be noted that BPM is a tool for optimizing the productivity of the company that includes: 1. objectives, 2. readings of the needs of the company in order to define the activities of the different professions of managers within the company, 3. modelling of business processes that to hire, remunerate or move managers in the company, 4. management and optimization - optimize the business processes of managers and apply these optimizations according to the company objectives. In addition, the local manager appears here in the negotiated agreement as a fundamental element, a pillar of the success of the digital transition.

Thus, negotiating means methodically managing a disagreement, so that the parties agree on rules, which then leave their preference status (each of the parties deems desirable a certain type

of regulation, which it deems to be congruence with its to become a reference (i.e. a collective norm, adopted during an argumentative confrontation, and sketched in the form of a compromise). I have also found in the course of my research that in effective negotiation the link between the originality of solutions and the productivity of the motivation of negotiators can stimulate the emergence of the mechanism of "*optimum creativity*" that comes at a crucial time for the negotiation process in order to promote the progress of thought and at the same time block all other negative impacts at the intrapersonal and interpersonal level of individuals, which could prevent to achieve its performance. Therefore, the resolution of problems, conflicts and obstacles thus defined is called a joint settlement of the parties involved in the negotiation.

This work has a dual purpose: to produce choices and to produce rules. Because an organization is not just an established whole; it is also a negotiated arrangement. In other words, it is necessary to negotiate an actual and potential organizational change. Theorizing the negotiated organization of work requires a pragmatic approach (to equip partners) and understanding (to understand current and potential goals for its development and optimization). In addition, partners' ability to mobilize and monetize the company's human resources is further amplified by the online crowdsourcing (or crowdsourcing) made possible by digital media. According to Brabham (2008) combined with crowdsourcing, social entrepreneurship can both serve the community and enable creative individuals to make a contribution "Crowdsourcing offers individuals in the crowd a chance at entrepreneurship, or at the very least an outlet for creative energy. (...). Coupled with an individualistic, libertarian mentality that seems pervasive on the web, the entrepreneurial prospects of crowdsourcing experience presumably become evident for many individuals in the crowd" [4].

Therefore, Lessig (2001) explains "Creativity once flourished because the Net protected a commons on which widest range of innovators could experiment" [5]. As a result, at the time of digitization, the private, public or semi-public sector states more the characteristics of the creative societies: 1) the nature of the product, which is part of experiential goods, i.e. those whose value cannot be assessed like that of another commercial product, because they require testing before the act of purchase; 2) the nature of the production process: if production requires a large starting point to obtain a prototype that guarantees the uniqueness of the product, the costs of reproduction and distribution on the other hand are very low; 3) the nature of consumption: the prototype is never consumed, and the consumer gives value to the lived experience, not to the material form of the product; 4) the difficulty of forecasting: the value of the product on the market is very difficult to predict, creating uncertainty and requiring significant risk-taking; 5) the relationship to the consumer: each product being unique and irreplaceable, it does not compete with others in the manner of conventional consumer products. It focuses on the absorption of the individual's free time and competes with other products for time/consumer. The benefits of these creative industries have not escaped the private sector, which is doing everything possible to consolidate privileged access to Digital Rights Management (DRM) and other tools of Intellectual Proprieties (TIP) as proprietary instruments. Another issue that needs to be addressed is cultural diversity in these crowdsourcing and social entrepreneurship practices during social and interpersonal negotiations.

### **The specificity of trade negotiations the era of digitalization**

Actually, companies' business activity is evolving on many fronts. It responds more and more to incoming requests, intervenes more and more often downstream of a route started online, is active on social networks to be initiator of a course by multichannel. Ritter and Pedersen (2019) defined a firm digital capability with the three dimensions "1) data (data generation, data transmission, data storage, data access ) the commercial value cannot be extracted from data if

the firm does not generate or have access to data, and if that data is not transmitted and stored appropriately; 2) permission ( related to legislation, related to contracts, related to society : firms need permission to use data in accordance with local and international legislation; the use of data needs to be negotiated with the partners in a firm's eco-system and the data-utilization needs to pass the moral test of society and may raise ethical issues; 3)analytic (analysis, visualisation, reporting are needed to process data in order to produce insights and valuable information )” [6]. Digital technologies are tools for companies' relationships with their customers. With technology, some simple, value-added interactions in multichannel conversions are automated. During these interactions, trade negotiation attempt to find an acceptable agreement between two parties and also to find common ground to achieve mutual benefit. So there are two trade bargaining groups: sales negotiation and purchase negotiation. The parties therefore engage in a negotiation process that must create and find a solution that is satisfactory to both parties involved. The establishment of a diagnosis and the setting of the objectives prepare the consideration of the choices to be preferred in the panoply of implementation methods such as: scenarios; field study; alternatives and withdrawals; alternatives (options) available or to create; time modulation technical and tactical; major initiatives to be planned (and possibly prepared in advance); determination of positions (initial, or displayed position; point of resistance and rupture; realistic or risk position); preferential terms of the agreement; preparation for the future relations.

Using computer statistical software and social networks via the internet facilitates the precise determination of these strategic modalities and leads to the careful preparation of the organisational issues of commercial negotiation (training the negotiating team, choice of location and timing argument, etc.). The counterparty can take on the most diverse aspects and it often comes with very different conditions, such as deadlines, after-sales services, terms of payment, contractual obligations, etc. Although distribution is sometimes difficult to make, it is arguable that negotiation should not be confused with sales techniques. I think that regarding the essential strategies in relation to the company's products one can distinguish: 1) a penetration strategy (development, conquest and reconquest), 2) a strategy of maintenance or consolidation, 3) a strategy of relative interest (non-priority or partial attention, gradual disengagement, etc.). From my point of view the negotiation in the first case, the process is similar to "sales techniques" where tactical and communicational aspects dominate; in the second case, the strategic dimension takes over, in the third case the tactics of customer retention are dominant until the possible modification of the strategy or activities.

In addition, Information and Communication Technologies (ICT) provide a significant amount of information about their clients- buyers or intermediaries in order to better understand current and future needs. To effectively explore trade negotiation, it is useful to use the Customer Relationship Management (CRM) system, which is a customer relationship management tool that allows: to centralize and manage contact information. In addition to contact details of customers and prospects, CRM software can record their communication preferences, every interaction the company has had with them, their latest news, etc. Again, the CRM tool makes it possible to centralize this information in one place, which then makes it possible to share it with all teams, from salespeople to after-sales services, including marketing and communication. These information flows then become actionable business data, essential to improve your efficiency. With digital tools, it's getting easier and easier to keep an eye on these KPI (Key Performance Indicator). A multi-channel approach, which builds on the strengths of each leverage and loyalty, is essential to develop the most effective business strategy possible. But if customers and intermediaries are ready to go online to learn about offers and compare prices, it is still necessary to be wary of "all digital" sales. Indeed, buyers are often seeking

human interaction in critical moments, when commercial services have a key role to play in demonstrating its added value: negotiation, impactful decision-making, etc. Face-to-face in business negotiations must therefore take place at the right time, without the customer or intermediary feeling that this approach is intrusive. The physical meeting phase during which negotiation begins also requires mutual discovery. This phase makes it possible to get to know the interlocutor, to refine or repeat what is known about him about his place in the company, his role in the decision-making process (decision-maker, prescriber, influencer, etc.), his training skills (commercial or technical, etc.). All interactions, whether digital or physical, must therefore be adapted to the expectations of customers. It is based on a good interaction with the different services of a company (legal, marketing, production, customer relations) to achieve common goals.

Currently, the efficiency of commercial execution requires increased synchronization and communication between the different departments of the company. The organization of the company can also evolve in this direction: sedentary salespeople (or internal sales) to prospect and organize appointments, field sellers to negotiate and sign contracts, Customer Account Manager (CAM) or account manager (key counts, financial benefits, etc.) to find, retain and grow customers. Digital marketing is also maturing and fuelling the pipeline of business opportunities. It should be noted that the automation of commercial tasks (prospecting, relaunch, tracking, etc.), customer information, targeted marketing operations: these new levers simplify the work of sales representatives while multiplying their strengths and create more synergies with the other departments of the company to allow them to focus on their core business: sales and purchasing. An essential digital transition will simplify the work of sales representatives and accelerate sales processes (automation of tasks, online invoicing and traceability of customer data). CAM tools with Artificial Intelligence (AI), automation marketing software based on chat (automated conversation), evaluation of the interest of prospects via rating systems are all features when they allow effective monitoring, tracing all the actions taken by the customer. The relationship will remain homogeneous from pre-sales (during commercial negotiations) to after-sales (followed by the commercial agreement). As a result, digital technology gives new capabilities to business departments: a) get to know their customers, b) very easily collect a mass of information about the profiles, backgrounds, relationships, interests of their customers and even sometimes their buying psychological habits. Thanks to digital means, commercial departments are now able to constantly track and analyze customer movements and operations (interactions, content viewed, frequency, etc.). It must be said that digital technology has redefined the distribution of roles between marketing and commerce.

Marketing is no longer limited to market research and the organization of events to facilitate the task of sales departments, it now directly supports the acquisition, qualification and activation of prospects through its conversion channels. It even acts in parallel with commercial services to attract and retain current and potential customers. Beyond reinventing their relationship with marketing, sales departments must also function for cross-functional collaboration within the company, using intra-organizational negotiations. I would add that in international trade negotiations cultural factors and stereotypes can play a key role in the outcome of a purchase or sale contract. My empirical psychological researches with 64 managers of different nationalities show that: “managers who have negative stereotypes very often choose (78%) the distributive strategic direction of the negotiation, based on the hard-fought competition, unilateral argument and pressure, which they exert on the adversary in order to persuade him to accept their proposals to enter into a contract; managers with positive stereotypes often choose (82.5%) integrative strategic orientation, based on cooperation, respect



for the adversary, exchanges in the development of satisfactory solutions for all and facilitating the conclusion of a contract”. [7-8] As a result, in international trade negotiations, the psychological analysis of cultural factors and specific national characteristics of partners (buyers, sellers, intermediaries) becomes absolutely essential, and the use of the necessary information on the Internet and social networks is increasingly sought after by companies. I would add that an increasing number of companies, both in the industrial, financial and service sectors, are engaged in international electronic sales. Finally, while digitalisation is important for all sectors, it is especially important for exports of more sophisticated manufactured goods and potentially digitally deliverable services.

## **Conclusion**

The indispensable impact of digitalization in the activities of private, public and semi-public companies leads to major changes in its activities and, therefore, increases the role of real and potential negotiation to achieve them effectively. My theoretical and empirical research has shown that two diametrically different negotiations are conducted interdependently and largely during these entrepreneurial developments: social and interpersonal negotiation (which is multiple in these contexts and variable with the different participants) aims to maximize the effective intra-organizational transition of the conditions, norms and working methods of employees and managers in this reorganization, while commercial negotiation (which is very precise and strict in its operation) aims to promote extra-organizational links between companies – traders, companies - buyers and individual customers in order to increase mutual benefits under particular conditions and by intermediaries of the Internet. Therefore, social and interpersonal negotiation aims to build agreements, overcoming the contrary interests of everyone, to establish forms of collaboration on issues that could be problematic. The tasks of the evolution of social dialogue must be conditioned by the responses to three major challenges: the mastery of the interdependent movements of digitalisation and ecological transition, the control of demographic transformation and control of the risks of uncertainty in human activity. In this context, negotiation must question the willingness of men to contribute to the production of norms and instruments of economic and social regulation in the era of digitalization. On the other hand, during the trade negotiation, once the analysis of the need is carried out, the computer networks are informed about the products and services that can respond to them, and about the companies that offer them; we compare offers and collect user reviews, etc. These all affect businesses operating in national and international markets; businesses and their associations must learn how to influence such negotiations, nationally and internationally, in order to best position themselves to benefit from the evolving global trading environment. As a result of its autonomy and this increased level of demand, the company's customers now feel much more free to learn and connect with companies that it does not hesitate to "change" at the slightest dissatisfaction. This new gives the advantage of significantly shortening the sales cycle. In fact, when the consumer comes into contact with commercial services, he is already well informed and knows what interests him in the company's offer. Digital therefore acts as a facilitator of the buying process and helps to fluidize it by allowing the customer to progress continuously, at times alone, at times accompanied. But, the current circumstances and the ongoing changes in digitalization in business activities, it is still difficult to say to what extent these factors analysed can influence the levels and future forms of social, interpersonal and trade negotiations.

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