

## Impact of Negotiation Strategies on the Effectiveness of Communication: A Mediating Approach from Digital Public Relation

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**Abstract:** Recently, negotiation, as an integrated management and communication discipline, has obtained a huge influence on communication effectiveness that ultimately prompt the public relations in government organizations. The current study prime goal is to fill in the research gap by examining the impact of negotiating strategies on the effectiveness of communication among e-Government users in Oman. In addition to that another prime goal of this study is to investigate the mediating role of digital public relations between negotiating strategies and effectiveness of communication. This proposed theoretical framework is based on the negotiation theory. This study was based as quantitative. The GPOWER analysis was conducted to determine the sample size, which was 153 and however, to avoid any complication related to data analysis arising from a small sample size, this study intended to collect data from 250 representatives of government services in Oman. After collecting the data, preliminary several tests were conducted such as reliability and validity perspectives before conducting PLS-SEM approach using SPSS AMOS. This study has found negotiation strategies (structural negotiation strategies, behavioural negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) have a direct and significant positive effect on digital public relations and communication effectiveness among the government services in Oman. This study also confirmed a direct, positive and significant effect of digital public relations on the effectiveness of communication among the government services in Oman. However, digital public relation is found to not significantly mediate the relationship between a dimension of negotiation strategies (strategic negotiation strategies) and communication effectiveness of the Omani government services. The results of this study could be used to promote the development of significant policies by the national and state governments in Oman and other comparable nations about the use of successful negotiation strategies that generate positive and effective communication. The prime contribution of this study is to add literature to the existing domain by further developing the theory of social presence and negotiation theory. By creating a theoretical framework linking negotiation strategies, digital public relations, and communication effectiveness within the premises of the theory of social presence and negotiation theory, supported and validated by data, and supported by robust statistical analyses, the study has achieved its objectives that will accelerate the Omani governmental communication policy.

**Keywords:** negotiation strategies, digital public relations, communication effectiveness.

### 談判策略對溝通有效性的影響：來自數字公共關係的一種中介方法

**摘要：**近年來，談判作為一門綜合管理和溝通學科，對溝通效率產生了巨大影響，最終推動了政府組織的公共關係。當前研究的主要目標是通過檢查談判策略對阿曼電子政務用戶之間溝通有效性的影響來填補研究空白。除此之外，本研究的另一個主要目標是調查數字公共關係在談判策略和溝通有效性之間的中介作用。這個提出的理論框架是基於談判理論的。這項研究是基於定量的。進行 GPOWER 分析以確定樣本量，該樣本量為 153，但是，為避免因樣本量小而導致與數據分析相關的任何並發症，本研究旨在從阿曼政府服務機構的 250 名代表處收集數據。收集數據後，在使用 SPSS AMOS 進行 PLS-扫描电镜方法之前，進行了一些初步測試，例如可靠性和有效性角度。本研究發現，談判策略（結構談判策略、行為

談判策略、特許交換談判策略和綜合談判策略)對阿曼政府服務部門之間的數字公共關係和溝通效率具有直接且顯著的正向影響。這項研究還證實了數字公共關係對阿曼政府服務部門之間的溝通效率具有直接、積極和顯著的影響。然而，數字公共關係並未顯著調節談判策略的一個維度(戰略談判策略)與阿曼政府服務的溝通效率之間的關係。這項研究的結果可用於促進阿曼和其他類似國家的國家和州政府制定重要政策，以使用能夠產生積極有效溝通的成功談判策略。本研究的主要貢獻是通過進一步發展社會臨場感理論和談判理論，為現有領域增加文獻。通過在社會臨場感理論和談判理論的前提下，建立一個將談判策略、數字公共關係和溝通有效性聯繫起來的理論框架，並得到數據的支持和驗證，並得到穩健的統計分析的支持，該研究實現了其目標，即加快阿曼政府的傳播政策。

**关键词：**談判策略、數字公共關係、溝通效率。

## 1. Introduction

86% of workers and executives blame company failures on lack of efficient collaboration and communication [1]. The discipline of communication crisis study has increased in importance as a topic of international communication studies since the mid-to-late 1990s. To engage a person or the company with the stakeholders, communication is critical for most of organizations. When a person or a company has a solid public relations practice, it might result in engagement. Individually, good communication is critical, and it cannot be overstated in the workplace. Because of inadequate communication, the employees may misunderstand or refer to the management decisions in ways that are not intended. A challenge in 21st-century communication is determining how stakeholders can interact at work and how good communication impacts organizational performance [2].

Over the past decade, public relations have had a tremendous impact on information and communication technologies as an integrated management and communication discipline. Dealing with digital issues is one of the most pressing concerns in the profession. For example, in a study of 283 public relations professionals, the average studies discovered that they used 5,98 different types of internet technologies, such as e-commerce, Twitter, YouTube, blogs, social networks, and so on [3]. Negotiation is essential for public relations for a person or an organization to connect with stakeholders. In the process of negotiating, opposing viewpoints are brought together to form a single position that is decided by consensus. To resolve this opposing viewpoint in an industry, effective negotiations are required [4–6].

Negotiation is an essential component of communication. The fundamental of negotiations may be described as a balance between two sides that enable them to acquire what they want to use a feasible way, minimize conflict, provide a solution to an existing

issue, encourage positive involvement, and foster healthy interpersonal relationships, for example. Nonetheless, the progress in public relations has been inextricably related to technical advancement. In terms of digital technological revolutions, the rise of Twitter and Facebook has piqued the interest of digital public relations practitioners and academics [7–9]. A large conference on digital public relations and communication was recently organized by a trade group and a university. According to current statistics, a rising percentage of public relations professionals are using digital applications to engage with stakeholders [7–9]. Nonetheless, as conventional public relations transitioned to digital public relations, the trend of technology interfered in the negotiation and efficacy of communication. It is not only used in corporate and non-profit organizations, but it is also used in government services, such as the government of Oman.

The findings of the empirical study further show that the digital application not only provides a new approach for public relations professionals to deliver evidence to stakeholders, but it also aids in maintaining direct contact and a favorable relationship with the public [10–12]. The government services in Oman have now switched to e-government services due to the fast growth of information and technology infrastructure. The use of e-Government aids in providing high-quality government services to stakeholders. To assist the e-Government, the digital public relations utilize Oman's government service to maintain high service quality, garner participation, build awareness, improve trust, and mutual engagement among stakeholders. However, one of the most significant constraints that Oman's government is facing is the rising number of people who utilize technology; although participation in e-government services has been lower than participation in other digital-based services. The advent of new digital public relations approaches, on the other hand, has prompted academics to re-examine

theorization of cutting-edge technology as well as the efficacy of digital public relations communication [11, 13, 14]. Misunderstandings and disinformation, on the other hand, may harm an organization's image [9, 15]. As a result, the use of digital public relations is expected to reduce the perception and, as a result, boost reputation.

[9] expressed concern that the lack of empirical evidence from various parts of the world would hamper practitioners of public relation. Although there have been more and more public relations studies, there is still a dire need for more evidence from the different socio-cultural environments. Therefore, present study examines the effect of negotiation strategies on digital public relations and communication effectiveness among the users of e-Government in Oman. This study will provide a specific analysis of the impact of negotiation strategies on digital public relations and communication effectiveness among e-government users in Oman. The specific objectives of this study are described as follows:

- i. To examine the effect of negotiation strategies on the digital public relation and the effectiveness of the communication among the Omani government services.
- ii. To evaluate the effects of digital public relations and the effectiveness of the communication among the Omani government services.
- iii. To analyze the mediating effect of digital public relations on the effect of negotiation strategies and the effectiveness of communication of the Omani government's services.

The introduction to this study was followed by a

review of the research on negotiation strategies, digital public relations, and communication effectiveness. In part three, the methodology for this research framework was explained, followed by data analysis. The fourth segment includes the findings and discussion. Finally, this report concludes by discussing future research directions and recommendations.

## 2. Literature Review

### 2.1. Negotiation Strategies

A negotiation is essentially a two- or more-party communication process. This process can range from open and cordial, with free information exchange even though parties work collaboratively and seek to meet mutual interests, to closed and adversarial, with information hoarded as parties compete to gratify only their own interests and if necessary, destroy the interests of the other party in the process [16]. The Centre has a procedure known as the compromise or settlement plan, in which you lose some and gain some.

The primary school of negotiation is classified differently among philosophers. Significant negotiating theory academics, for example, are related to four negotiating strategies: negotiation as a puzzle solution, negotiation as a bargaining game, negotiation as a management business, and negotiation as a political strategy. The following summary of negotiating methodologies or schools of thought is based on a review in 1976 by Zartman, a negotiation theorist, practitioner, and researcher, with five distinct theoretical developmental approaches [7, 16].

Table 1 Negotiation approach

	<b>Content of the approach</b>	<b>Basic features</b>	<b>Assumption</b>	<b>Limitation</b>
Structural approach	A structural approach is linked to the authoritative tactics that dominate the other party to achieve a personal aim.	Focus on earning position and power.	Win-lose strategy	Enter causes that may lead to a loss of opportunity for mutually beneficial agreement Emphasis on role
Behavioural Approach	The approach focuses on a person's personality to uncover the aspects that influence the outcome of negotiations.	Emphasis on traits of personality	Win-lose, expectation role	
Concession Exchange Approach	In the perspective of their adversary, parties' learning process must both explain their aims and motivate dedication. The risk with this strategy is that participants in the compromise trade may lose out on new, mutually beneficial solutions to their shared issue, resulting in a completely regressive cycle that leaves both sides with less progress than they would have made if they had adopted a more unique approach.	Emphasis on actions, concessions, place	Win-Lose moves as learned (reactive) answers learned	Focus on position lost efficiency
Integrative Approach	The goal of an integrated strategy is to reach a mutual agreement on both problem-solving and win-win behaviors.	Focus on solving the problems	Potential for winning (win-win)	Continuing parties should recognize and be equipped for non-integrative discussions.

### 2.2. Effects of Negotiation Strategies on Digital Public Relation and Communication Effectiveness

Negotiations constitute various experiences, both personal and professional. Participants make decisions

about what form of communication style to apply in each of those encounters [16]. Moreover, theories across economics, psychology, and management make contradictory predictions about the impacts of style

negotiation on communication consequences [16]. In reality, economic theory will believe that outcomes of allocative negotiation will be determined by bargaining actions, such as the parameters of the negotiating zone and the business options [17]. [8, 10, 18, 19] demonstrated how essential this concept of negotiation is when it came to regulate our relationships with each other, including asking for favors, making requests and challenging enforcement. Negotiations are hypothesized to be based on trade principles so that, when A rewards B, B wants to be able to regain social inequality by negotiating with similarly generous conduct towards A [11, 12, 20]. [37] stated that although the original principle of negotiation was based on the advantages one gives to another, to the degree that a negotiator is warm and friendly in his or her communication style is seen as benevolent conduct performed for the good of the counterpart, the theory would assume that the counterpart will reciprocate warmth and kindness. Negotiations are more helpful and problem-solving in orientation and, contrary to effective communication. They allow individuals to freely express task-related concerns, both leading to increased problem-solving, task success and innovation. Based on this concept, the following hypothesis is formed.

*H1:* Structural Negotiation Strategies have a significant positive effect on digital public relations and the effectiveness of communication among the government's services in Oman.

*H2:* Strategic negotiation strategies have a significant effect on digital public relations and communication effectiveness among the government services in Oman.

*H3:* Behavioral negotiation strategies have a significant effect on digital public relations and the effectiveness of communication among the government services in Oman.

*H4:* Concession exchange negotiation strategies have a significant effect on the digital public and the effectiveness of communication relation among the government services in Oman.

*H5:* Integrative negotiation strategies have a significant effect on digital public relations and communication effectiveness among the government services in Oman.

### **2.3. Effects of Digital Public Relation on Communication Effectiveness**

Past studies have shown that modern public relations and effective communication have a positive relationship. The theory, in fact, indicates that contact builds up and enhances the current digital public relationship, thus helping strengthen the relationship between digital public relationship and communication. PEW Internet and American Life Project have shown that the email and network have strengthened the interaction between consumers and their clients and the

authors have also indicated that the outcome also contradicts the idea that the internet platform leads to alienation. Several other studies supported that hypothesis [21–25]. [26] discovered that digital public relations were strongly associated with the communication with current and/or new users they had used. Similarly, [27] discovered that instant messaging has mostly been used with current users and related to communication positively. They recommend that, perhaps in an offline setting, digital public relations can promote user interaction that can enhance their communication and enhance communication skills.

More usually, several studies suggest positive linkages between digital public relations and communication [21, 23–26]. In contrast, [22, 28] which had a negative relationship and, which led him to propose the hypothesis of displacement. The follow-up study showed that most of the negative impacts of digital communication have dispersed, being replaced by the mainly positive impact of digital public relations on communication. He suggested this could be because of a shift on the Internet. In fact, Internet usage became less isolating as more people moved online. This does not completely reject the principle of displacement. Other findings work on new online relationships and the impact on the communication of digital public relations. They pointed out that many online relationships can be genuinely deep and meaningful [29], thus having a positive impact on satisfaction and wellbeing. This hypothesis is developed, based on a previous study:

*H6:* Digital public relations have a positive effect on the effectiveness' communication among the government services in Oman.

### **2.4. The Mediating Role of Digital Public Relation**

New technologies such as the Internet have expanded and the use of the internet platform has grown rapidly, transforming the regulation and partnership between workers and the public [21, 22]. Over the last few years, no subject has created as much debate as the relationship between negotiation strategies and communications mediates throughout the digital public relations circles. Recent online public relations studies, such as [23–25, 27] have concluded that the digital application-changed everything for public relations and showed a positive effect on communication. [21, 22, 26, 28] suggested that researchers in public relations shift their focus to the relationships between interaction and contact because in his study the digital public relation have a negative effect on communication. [26] said that coordination and collaboration are a key factor in the social processes contributing to digital-related outcomes. According to [21], one of the most important features of online communication is the human voice of the people who make up the organization. Recognizing that many people eventually speak for a given company in

different ways, the company should answer one of the most important and difficult questions [23, 26, and 28]: How can a large company interact with hundreds of millions of real people? The authors of [24, 25] conducted studies to investigate the digital application, which is the effect of writing articles on the communication strategies and negotiation relationships during an organizational crisis. [24] is a variable overview of a public's perception of communication effectiveness, Sweetser and Metzgar found that the top two factors in explaining the variance in communication effectiveness were conversational human voice and communicated relational commitment.

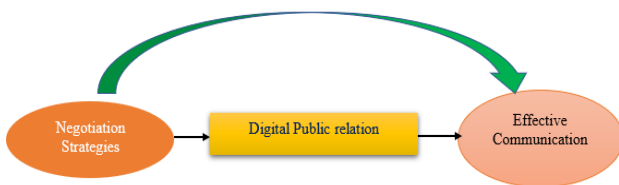


Fig. 1 Mediating role of digital publication

Conversational human voice has been best expressed using the web technology that is corporate blogs than in personal blogs, but both forms of blogs have been more effective in reducing participants' views of an interpersonal problem than conditions of regulation. In addition to personalization, as reported by Brezak, Vlastelica and Kostic, we should develop meaningful communications in ways that people find accessible, trustworthy and fulfilling and in their study it showed a positive relationship between digital public relation and communication [22]. Thus, the hypotheses are formed based on the basis of inconclusive results from the previous studies

*H7:* Digital public cooperation mediates the relationship between structural negotiation strategies and communication effectiveness among the government services in Oman.

*H8:* Digital public cooperation mediates the relationship between strategic negotiation strategies and communication effectiveness among the government services in Oman.

*H9:* Digital public cooperation mediates the relationship between behavioral negotiation strategies and communication effectiveness among the government services in Oman.

*H10:* Digital Public relationship mediates the relationship between concession exchange negotiation strategies and communication effectiveness among the government service in Oman

*H11:* Digital public cooperation mediates the relationship between integrative negotiation strategies and the effectiveness of communication among the government services in Oman.

The research framework includes three main variables: negotiation strategies, digital public relation and effectiveness of communication. Negotiation strategies are the independent variables of this study,

digital public relations act as the mediating variable, and the effectiveness of communication are the dependent variables of this study. Hence, negotiation strategies have five dimensions such as Structural, Strategic, Behavioral, concession exchange and integrative. The argument of this study is that the digital public relation, which is driven by negotiation strategies accelerate the effectiveness of communication. The research framework is explained in Fig. 2.

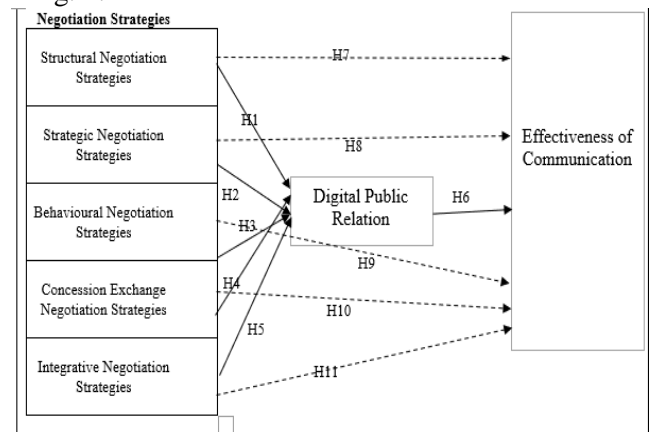


Fig. 2 Research framework

### 3. Methodology

This study was based on quantitative. For this study, the unit of analysis was organization, particularly the government sector in Oman. Each government sector in Oman formed a respondent, represented by their representative. Probability was based on a random sampling technique and employed where the respondent was selected based on the table of random numbers [30]. Following Sekaran and Bougie [30], the probability based on a random sampling technique is used for this study to provide every government sector in Oman an equal and fixed chance of being selected as a sample of the study. Hence the random sampling was adequately suitable for this study in which the objective of present investigation was only to reveal how the negotiation strategies influence the digital public relations and communication effectiveness among the government services in Oman. The GPOWER analysis was conducted to determine the sample size for the 7 predictor variables understudied and thereby requires sample size was found to be 153. Moreover, the sample size of 153 also satisfies [31] that suggested a minimum sample size ten times the total number of predictors (70 context of present study). However, to avoid any complication related to data analysis arising from the small sample size, this study intended to collect data from 250 representatives of government services in Oman.

To ensure the validity of the scale used, the variables of the present study, including negotiation strategies, digital public relation and communication effectiveness were all measured by multiitem scale based on the previously validated instrument adopted

from existing literature [32, 33]. To achieve adequate reliability and validity, this study employed multiple items and reverse items of at least three. The details of measurement including description and source adapted item have been summarized as for negotiation strategies which were adopted from Clenney [52]; digital public relations from [33]; and effectiveness of communications from [32].

Succeeding, the pilot survey, this study concentrated on the data collection methods to be used for the actual survey. Sekaran and Bougie [30] commented that the research problem of a study generally determines the choice of data collection methods. However, limitations of resources restricted access to respondents and information, scope, and depth of the study also play vital roles in determining the data collection method [30]. This study employed one source of data collection; the primary source which is reflected by the data gathered from a structured questionnaire distributed among the potential respondents of the present study by using a questionnaire survey.

The primary data collection for the present study was conducted between July 2021 and October 2021 using a questionnaire survey. According to [34, 35] questionnaire surveys provide more specified, accurate and improved results in less time and reduced costs. Moreover, it is one of the most efficient ways to get information from a large population located throughout a wide geographical area, which was the case in the present study [34, 35].

The questionnaires were blasted to the selected 250 government service employees who met the set criteria of the present study along with a cover letter (Appendix). The questionnaires were distributed to respondents located in every state of Oman through survey questionnaires along with a cover letter. The cover letter introduced the researcher, explained the purpose of the undermined study, assured the respondents of confidentiality and anonymity with regard to the data provided by them, sought the respondent's support to answer the questionnaire completely and return it to the researcher within the specified time.

After a month after the date of posting, the response received was not encouraging. By the mid of August 2021, only 100 responses were received from the respondents. Thus, to increase the response rate, the respondents were followed up by phone calls, e-mails, and personal visits sought the cooperation of respondents, as required for the survey. Finally, by the first week of October 2021, 196 responses were received with 167 useable for the final analysis.

### 3.1. Data Analysis

As mentioned in the previous section, 250 questionnaires were distributed to tap out the required responses for the study. The first step required for data

screening processes is the analysis of missing data. Out of the received 196 questionnaires that were answered and carefully sorted, 23 questionnaires were identified as having missing data exceeding the 50% threshold and therefore were removed from the data set. Thus, the remaining 173 questionnaires were retained for the next screening process. After missing data analysis, the remaining 173 questionnaires were examined for suspicious response patterns. During this process, the answered questionnaires were carefully checked looking out for suspicious patterns that could be described as straight lining. The straight-lining pattern refers to cases when respondents mark the same response for a high proportion of the questionnaire items. According to [31], the questionnaires that were answered with the suspicious response patterns such as straight lining should be removed from the dataset before running PLS-SEM analysis. Out of the 173 retained questionnaires, six (6) set of questionnaires were identified as having suspicious patterns containing straight lining. Thus, following [31] the questionnaires displaying straight lining patterns were removed from the data set. Thus, finally only 167 questionnaires were deemed usable and were later coded and analysed.

Once data screening, input and coding was done; it was checked for normality. Normality means that the distribution of the data is normally distributed with the mean of 0, standard deviation of 1 and a symmetric bell-shaped curve. According to [31] normality of the dataset is an issue because it is a fundamental requirement to proceed with SEM analysis such as AMOS. However, this problem is much less severe when using the PLS-SEM analysis because it is based on a non-parametric calculation in determining the significant relationship within a model for non-normal dataset. Even though partial least squares (PLS) method does not require a multivariate normal data distribution, this study undertook the multivariate normality test using the online tool named "Web Power." Web Power calculated the Mardia's multivariate Skewness and Kurtosis coefficients and p-values. Findings of the test reported a Mardia's multivariate Skewness p value of less than 0.05, which confirmed the non-normality. Moreover, the multivariate Kurtosis p-value of less than 0.05 further confirms the non-normality of data used in this study.

After succeeding the normality test, the dataset for the study was checked for common method bias. Common method variance (CMV) refers to the systematic measurement error, originating from the features that are intended to represent the construct of interest, and the characteristics of the specific method being employed, which may be common to measures of other constructs. To minimize the effect of common method bias, besides carefully constructing the items, for the procedural remedies, this study also 'informed the respondent that the responses will be evaluated

anonymously and there is no right or wrong answers while collecting data. To analyze the effect of CMV statistically, this study adopted Harman's [53] one-factor test as recommended by [31] in which one fixed factor extracted from all principal constructs is expected to explain less than 50 per cent of the variance. Findings of this study showed that the component one explained 38.26% variance, which is less than the maximum threshold of 50%. Furthermore, the correlation of the constructs of more than 0.9 is considered an indicator of common method bias. The highest correlation between the constructs was 0.733, which indicated a lack of common method bias in the collected data for this study.

### 3.2. Demographic Information

This section describes the profile of respondents who participated in this study's survey. In this study, data were collected from 167 respondents. Out of 167 respondents, only 52 or 31.1% of respondents were female and the rest of 115 or 68.9% were male. As for the experience in the public relation office, 50 or 29.9% respondents have more than 9 years experienced in the public relation office, while 49 or 29.3% have 1–4 years experienced in the public relation office, 47 or 28.1% had less than 1 year of experience in the public relation office and the rest of 21 or 12.6% had 5 to 8 years experienced in the public relation office.

As per their educational background, 82 (49.1%) respondents have completed their bachelor degree, followed by 60 (35.9%) respondents who have certificates in the public relations area, 13 (7.8%) respondents have completed their master's degrees, and the rest of the respondents (12 or 7.2%) have completed their Ph.D. in the public relations fields. Most of the respondents were 21 to 30 years old (68 respondents or 40.7%), followed by 49 (29.3%) respondents were 32–40 years old and 39 (23.4%) respondents were 40 years old and above. Only 11 (6.6%) respondents were younger than 21 years. As for the position in the public relation section, 99 (59.3%) respondents were staff in the public relation office, followed by 35 (21%) before public relation specialists, and the remaining of 33 (19.8%) respondents were officers in the public relation office.

Out of the 167 respondents, only 132 or 79% answered yes and the rest are 35 or 21% were not using any digital application in their office. The mean value for the use of digital applications in the office was 1.21, with a standard deviation of 0.408. Out of 167 respondents, only 127 or 76% answered yes to access the information in their department, meanwhile 40 or 24% of the respondents not using any digital application to access the information in their department. The mean value for using the digital application to access information in the department is 1.24 with a standard deviation of 0.428.

As for the modes of the digital applications installed

in the office, 72 (43.1%) respondents were using E-government, followed by 46 (27.5) respondents using WhatsApp, 22 (13.2%) respondents installed Instagram and 21 (12.6) respondents installed Twitter in their office. Only 3 (1.8%) respondents used internal intranet in their office and the rest were 2 (1.2%) and 1 (6%) were installed Facebook and Blogs in the office, respectively. The mean value for the modes of digital applications installed in the respondent's department was 2.86, with a standard deviation of 1.859.

As for the number of years that a digital application has been installed in the respondent department, there were 58 or 34.7% respondents had installed it for 3–4 years, and 34 or 20.4% respondents had installed them for more than 7 years. The rest were 25 or 15% respondents had installed for 5 to 6 years. The mean value for the number of years that a digital application has been installed in the respondent department is 2.21 with the standard deviation of 1.129.

Out of 167, there were 70 (41.9%) respondents can reach 100 people based on their digital application modes, followed by 1000 people (56 or 33.5%) and 25 or 15% respondents can reach more than 10 000 people using their digital application modes that installed in their department. The rest was 16 (9.6%) can reach around 10 000 people. The mean value for the number of people who can be reached through a digital application installed in their department is 1.98 with standard deviation of 1.058.

The respondents were sending the information to the internal public through digital application was 146 or 87.4% and only 21 or 12.6% of the respondent not sending any information to the internal public through the digital application. The mean value was 1.13, with a standard deviation of 0.333.

Out of 167, there are 54 or 32.3% respondents were working less than 2 years as a public relation practitioner, followed by 45 or 26.9% of respondents working from 3 to 4 years as public relation practitioners and 44 or 26.3% were working more than 7 years as public relation practitioners. The rest were 24 or 14.4% respondents were working between 5 and 6 years as public relation practitioners. The mean value for the number of years the respondents have been working as public relation practitioners is 2.35 with standard deviation of 1.187.

### 3.3. Descriptive Statistics

The descriptive statistics analysis describes and summarizes the characteristics of the dataset from the respondents' perspectives on every dimension of negotiation strategies, digital public relation and the effectiveness of communication.

#### 3.3.1. Negotiation Strategies

This study measured negotiation strategies using five dimensions that are structural negotiation strategies, strategic negotiation strategies, behavioral

negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies. Table 2 presents the mean, standard deviation, skewness and

kurtosis for the rate of the respondent's negotiation effectiveness on the five dimensions.

Table 2 Descriptive statistics: structural negotiation strategies

	SNSA1	SNSA2	SNSA3	SNSA4	SNSA5	SNSA6	SNSA7
Mean	3.50	3.44	3.35	3.37	3.20	3.07	3.46
Std. Deviation	1.161	1.185	1.065	1.137	1.147	1.225	1.216
Variance	1.348	1.404	1.133	1.293	1.316	1.501	1.478
Skewness	-0.510	-0.398	-0.262	-0.483	-0.419	-0.139	-0.566
Kurtosis	-0.459	-0.617	-0.514	-0.351	-0.619	-0.886	-0.565

Notes: SNSA1, SNSA2, SNSA3, SNSA4, SNSA5, SNSA6, SNSA7 are items used to measure the structural negotiation strategies.

Table 3 Descriptive statistics: strategic negotiation strategies

	SNSB1	SNSB2	SNSB3	SNSB4	SNSB5
Mean	3.43	2.67	2.60	3.69	3.70
Median	4.00	3.00	2.00	4.00	4.00
Std. Deviation	1.210	1.437	1.397	1.236	1.210
Variance	1.464	2.066	1.953	1.527	1.464
Skewness	-0.632	0.164	0.317	-0.640	0-.789
Kurtosis	-0.460	-1.385	-1.211	-0.601	0-.166

Notes: SASB1, SASB 2, SASB 3, SASB 4, SASB 5 are items used to measure the strategic negotiation strategies (SNSB).

Table 4 Descriptive statistics: behavioral negotiation strategies

	BNS1	BNS2	BNS3	BNS4
Mean	3.17	3.53	3.48	3.11
Median	3.00	4.00	4.00	3.00
Std. Deviation	1.311	1.074	1.119	1.159
Variance	1.719	1.154	1.251	1.342
Skewness	-0.185	-0.455	-0.509	-0.272
Kurtosis	-1.026	-0.183	-0.345	-0.562

Notes: BNS1, BNS 2, BNS 3, BNS 4 are items used to measure the Behavioral negotiation strategies (BNS).

Table 5 Descriptive statistics: concession exchange negotiation strategies

	CENS1	CENS2	CENS3	CENS4
Mean	3.21	3.51	3.61	3.28
Median	3.00	4.00	4.00	3.00
Std. Deviation	1.150	1.236	1.176	1.074
Variance	1.323	1.528	1.384	1.153
Skewness	-.491	-.616	-.573	-.185
Kurtosis	-.417	-.554	-.523	-.453

Notes: CENS1, CENS 2, CENS 3, CENS 4 are items used to measure the concession exchange negotiation strategies (CENS).

Table 6 Descriptive statistics: integrative negotiation strategies

	INS1	INS2	INS3	INS4	INS5
Mean	3.74	3.78	3.66	3.48	3.52
Median	4.00	4.00	4.00	4.00	4.00
Std. Deviation	1.136	1.244	1.235	1.186	1.176
Variance	1.292	1.547	1.525	1.408	1.384
Skewness	-0.737	-0.806	-0.696	-0.453	-0.545
Kurtosis	-0.147	-0.363	-0.471	-0.561	-0.432

Notes: INS1, INS 2, INS 3, INS 4, INS 5 are items used to measure the Integrative negotiation strategies (INS).

### 3.3.2. Digital Public Relation and Communication Effectiveness

Tables 7 and 8 present the mean, standard deviation,

skewness, and kurtosis for the respondents' responses to show how digital public relation is actually practiced and to show the effectiveness of communication.

Table 7 Descriptive statistics - digital public relation

	DPR1	DPR2	DPR3	DPR4	DPR5	DPR6	DPR7	DPR8	DPR9	DPR10	DPR11	DPR12	DPR13
Mean	3.34	3.49	3.25	3.69	3.56	3.53	3.39	3.44	3.50	3.56	3.74	3.57	3.77
Median	3.00	4.00	3.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00
Std. Deviation	1.279	1.166	1.134	1.113	1.144	1.145	1.231	1.190	1.166	1.185	1.193	1.174	1.096
Variance	1.636	1.360	1.286	1.240	1.308	1.311	1.516	1.417	1.360	1.405	1.424	1.378	1.201
Skewness	-0.366	-0.402	-0.333	-0.683	-0.474	-0.472	-0.329	-0.482	-0.523	-0.489	-0.747	-0.499	-0.676
Kurtosis	-0.827	-0.596	-0.446	-0.113	-0.533	-0.494	-0.780	-0.652	-0.418	-0.586	-0.205	-0.582	-0.141

Notes: DPR1, DPR 2, DPR 3, DPR 4, DPR 5, DPR 6, DPR 7, DPR 8, DPR 9, DPR 10, DPR 11, DPR 12, DPR 13 are items used to measure

the digital public relation.

Table 8 Descriptive statistics - communication effectiveness

	EC1	EC2	EC3	EC4	EC5	EC6	EC7	EC8	EC9	EC10	EC11
Mean	3.53	3.51	3.28	3.48	2.99	3.45	3.60	3.65	3.44	3.66	3.71
Median	4.00	4.00	3.00	4.00	3.00	4.00	4.00	4.00	3.00	4.00	4.00
Std. Deviation	1.236	1.231	1.197	1.140	1.244	1.165	1.213	1.261	1.268	1.316	1.313
Variance	1.528	1.516	1.432	1.299	1.548	1.357	1.471	1.591	1.609	1.732	1.724
Skewness	-0.586	-0.476	-0.133	-0.454	-0.065	-0.523	-0.542	-0.600	-0.368	-0.567	-0.634
Kurtosis	-0.532	-0.665	-0.902	-0.466	-0.948	-0.427	-0.581	-0.605	-0.830	-0.794	-0.696

Notes: EC1, EC 2, EC 3, EC 4, EC 5, EC 6, EC 7, EC 8, EC 9, EC 10, EC 11 are items used to measure the effectiveness of communication.

The mean, median, standard deviation, variance, skewness and kurtosis for the digital public relations and each item used to measure digital public relation are been presented in Table 7. The descriptive test of items to measure the digital public relation indicates that a large proportion of respondents of the sampled agreed to all the items, thus the respondents respond to show how digital public relation actually practiced. In addition to that, the mean, median, standard deviation, variance, skewness and kurtosis for the communication effectiveness and each item used to measure communication effectiveness, are presented in Table 8. The descriptive test of items to measure the communication effectiveness indicates that a large proportion of respondents of the sampled agree to all the items, thus the respondents respond to show the communication effectiveness.

### 3.3.3. The Measurement Model

The following subsections portray the different reliability and validity tests and their results, as required to establish the measurement model and proceed toward the structural model for this study.

The Cronbach's alpha values for structural negotiation strategies, strategic negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies, integrative negotiation strategies, digital public relation and communication effectiveness were all found to be more than 0.7 as Cronbach's alpha for all items were more than 0.7, this study considered all items reliably [31]. For the composite reliability, the indicators had different loadings for all items and all the values were found to be more than 0.7. According to Hair et al. [31], if the indicators are higher than 0.7, it could be considered reliable. Further, the VIF values for all variables are much below 3.3, indicating a lack of multicollinearity issue across the dataset of this study. In addition to that Convergent validity signifies that a set of indicators represent one and the identical underlying construct, which can be demonstrated through their unidimensional and as observed, the average variance extracted (AVE) value for all items are more than 0.5, indicating sufficient convergent validity [31].

The Discriminant Validity was checked through Outer Model Loading and Cross Loading, Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT). Hair et al. [31] further stressed that indicators

could be assumed reliable if the absolute standardized outer loading is higher than 0.70, all items used to measure structural negotiation strategies, strategic negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies, integrative negotiation strategies, digital public relation and communication effectiveness were found to be more than 0.7. The Fornell-Larcker assesses the discriminant validity at the construct level. The Fornell-Larcker criterion is largely unable to detect any lack of discriminant validity. The Heterotrait-Monotrait Ration (HTMT) is an estimate of the correlation between construct, which parallels the disattenuated construct score creation. Using a value of 0.9 as the threshold, this study concluded that there is no evidence of a lack of discriminant validity and that all the constructs meet the criteria.

As the final stage of the PLS-SEM approach, the structural model evaluates the path model for the study established by a series of structural equations representing the research model of the study that allows us to estimate the path relationship among the independent and dependent variables, as detailed in the following sub-sections.

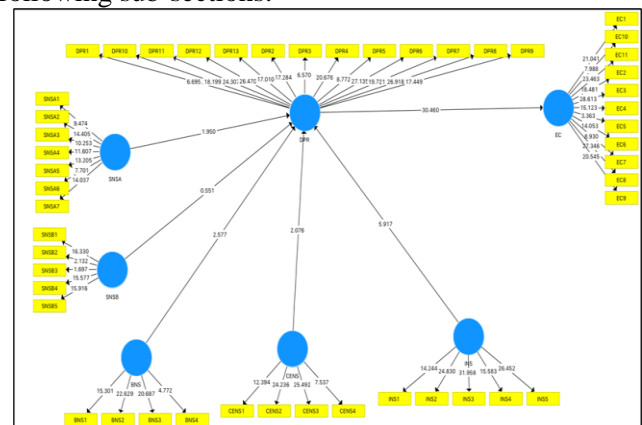


Fig. 3 Structural model

Path coefficients are estimated, as path relationships in the structural model between the construct in the model. Each path relationship was estimated through regression coefficient ( $\beta$ ). The significance of the regression coefficient ( $\beta$ ) is based on t-value, which was obtained using the SmartPLS bootstrap process.

As presented in Table 9, the path coefficient of structural negotiation strategies, has been found to have a positive and statistically significant ( $\beta = 0.117$ ,  $t = 1.950$ ,  $p = 0.050$ ) effect on digital public relation (at the

chosen 5% level of significance). This finding supports the hypothesis 1. Strategic negotiation strategies were found to be positive but statistically not significant ( $\beta = 0.0477$ ,  $t = 0.551$ ,  $p = 0.582$ ), thus this study not supporting the H2. As for the behavioral negotiation

strategies, this study found that they have a positive and significant effect on digital public relation, ( $\beta = 0.216$ ,  $t = 2.577$ ,  $p = 0.010$ ) (at the chosen 5% level of significance), supporting the H3.

Table 9 Path coefficient

Hypo	Path	Beta ( $\beta$ )	t-value	CI-Min	CI-Max	p-value	Decision	
H1	SNSA → DPR	0.117	1.950	0.005	0.235	0.050	Supported	0.021
H2	SNSB → DPR	0.047	0.551	-0.093	0.235	0.582	Not supported	0.002
H3	BNS → DPR	0.216	2.577	0.037	0.356	0.010	Supported	0.059
H4	CENS → DPR	0.146	2.076	0.004	0.276	0.038	Supported	0.028
H5	INS → DPR	0.434	5.917	0.285	0.580	0.000	Supported	0.228
H6	DPR → EC	0.861	30.460	0.801	0.907	0.000	Supported	2.873

Notes: Structural negotiation strategies (SNSA), strategic negotiation strategies (SNSB), behavioral negotiation strategies (BNS), concession exchange negotiation strategies (CENS), integrative negotiation strategies (INS), digital public relation (DPR) and communication effectiveness (EC)

As for the concession exchange negotiation strategies, this study also found positive and positive and significant effects on digital public relation, ( $\beta = 0.1466$ ,  $t = 2.076$ ,  $p = 0.038$ ) (at the chosen 5% level of significance), supporting the H4. Integrative negotiation strategies have a positive and significant effect on digital public relation ( $\beta = 0.434$ ,  $t = 5.917$ ,  $p = 0.000$ ), thus supporting H5. Finally, a digital public relation is also found to have a positive and significant effect on the effectiveness of communication ( $\beta = 0.861$ ,  $t = 30.460$ ,  $p = 0.000$ ), thus supporting H6.

The next analysis for the structural model evaluation is the  $f^2$ , effect size. The  $f^2$  analysis is used to evaluate the independent variables in the incremental explanation of dependent variables. In terms of the effect size ( $f^2$ ) as observed in Table 9, it could be translated as structural negotiation strategies, strategic negotiation strategies, behavioral negotiation strategies and concession exchange negotiation strategies are found to have a small effect on digital public relation. Integrative negotiation strategies are found to have a medium effect on digital public relation. Finally, the digital public relation is found to have a large effect on the effectiveness of communication among the government services in Oman.

The last step of the structural model evaluation criteria analysis is the determination of  $R^2$  and  $Q^2$ .  $R^2$  value is providing the percentages of variation in the dependent variables explained by the independent variables. Table 10 portrays the  $R^2$  and  $Q^2$  values for digital public relations and communication effectiveness. Hair et al. [31] stated that general  $R^2$  values of 0.75, 0.50, or 0.25 for the endogenous construct can be described as substantial, moderate and weak, respectively. For this study, the value that explained in the dependent variables is considered substantial for digital public relation and communication effectiveness, respectively. The  $Q^2$  values on the other hand assess the relative predictive relevance of a predictor construct value and the larger than zero value indicates that the path model accuracy

is acceptable [31]. Based on Table 10, all  $Q^2$  values are found to be higher than zero and are therefore could be considered acceptable.

Table 10 Coefficient of determination and prediction relevance

Construct	$R^2$	$Q^2$
Digital public relation	0.718	0.709
Communication effectiveness	0.742	0.740

Digital public relation has been hypothesized to mediate the relationship between negotiation strategies (structural negotiation strategies, strategic negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) and communication effectiveness. Therefore, mediation analysis had to be conducted to test the proposed mediating effect of digital public relation. The result of the mediation test has been presented in Table 11 for the mediating effect of digital public relation on the relationship between structural negotiation strategies and communication effectiveness. This study found that the indirect effect of structural negotiation strategies on communication effectiveness is statistically significant ( $p$ -value < 0.05). These findings support H7, indicating a significant mediation of digital public relation on the relationship between structural negotiation strategies and communication effectiveness. As for the strategic negotiation strategies, the corresponding  $p$ -value ( $p$ -value > 0.05) indicates that the digital public relation does not significantly mediate the effect of strategic negotiation strategies on communication effectiveness, hence not supporting hypotheses 8. Table 11 presents the result-supporting hypothesis 9 the significant value ( $p$ -value < 0.05) indirect effect of behavioral negotiation strategies on the effectiveness of communication. Similarly, supporting H10, the significant  $p$ -value ( $p$ -value < 0.05) means an indirect effect of concession exchange negotiation strategies on the effectiveness of communication.

Finally, supporting the H11, the significant ( $p$ -value < 0.05) indirect effect of integrative negotiation

strategies on communication effectiveness confirms the significant mediating effect of digital public relation on the relationship between integrative negotiation

strategies and communication effectiveness among the government services in Oman.

Table 11 Path coefficient

H: Path	Beta ( $\beta$ )	t-value	CI-Min	CI-Max	Sig.	Decision
7 SNSA → DPR → EC	0.101	1.967	0.004	0.201	.05	Supported
8 SNSB → DPR → EC	0.041	0.546	-0.078	0.206	.585	Not Supported
9 BNS → DPR → EC	0.186	2.603	0.033	0.310	.01	Supported
10 CENS → DPR → EC	0.126	2.079	0.003	0.239	.04	Supported
11 INS → DPR → EC	0.374	5.631	0.240	0.508	.00	Supported

Notes: Structural negotiation strategies (SNSA), strategic negotiation strategies (SNSB), behavioral negotiation strategies (BNS), concession exchange negotiation strategies (CENS), integrative negotiation strategies (INS), digital public relation (DPR) and communication effectiveness (EC)

Most proposed hypotheses were found significant, except the effect of strategic negotiation strategies on digital public relation among the government services in Oman. Moreover, in terms of the mediating effect of digital public relation, the result displayed a significant mediating effect of digital public relation on the relationship between structural negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies and effective communication among the samples of this study.

#### 4. Findings and Discussion

Generally, this study investigated the effect of the negotiation strategies on digital public relations and the effectiveness of communication among the Omani government's services by using Oman as a data source. Specifically, this study examines the role of structural negotiation strategies, strategic negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies in digital public relations and communication effectiveness among Omani government services. This study further examines the mediating effect of the digital public relationship on the relationship between negotiation strategies (structural negotiation strategies, strategic negotiation strategies, behavioural negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) and communication effectiveness.

To investigate the construct of interest and their intersection, an extensive and analytical review of related theories and existing literature was carried out, which helped develop the research framework, the research hypothesis and research methodology for this study. Subsequently, data were gathered from the government sector in Oman and 250 questionnaires were distributed and 215 (86%) were returned. However, only 167 (66.5%) were usable and analyzed. The internal consistency of the measure was tested by computing the Cronbach's alpha. The construct validity was then measured by computing convergent and constructs validity. Finally, the data were analyzed using structural equation modeling (PLS technique) to

test the hypotheses of the study.

As this study was undertaken to achieve specific objectives as posted in Section one, the findings of this study ought to be reported by reflecting back the same objective. With regards to the first objective, this study has found that negotiation strategies (structural negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) directly, positively and have a significant effect on digital public relations and communication effectiveness among the government services in Oman. However, the effect of strategic negotiation strategies on digital public relations and effectiveness of communication among the government services in Oman is found to be direct, positive and not significant.

In the regard of the second objective, the findings of this study confirmed a direct, positive and significant effect of digital public relations on communication effectiveness among the government services in Oman. Finally, in terms of the mediating effect of digital public relations on the effect of negotiation strategies and effectiveness of communication of the Omani government's services, reflecting research objective number three, this study found that digital public relation mediates the relationship among negotiation strategies (structural negotiation strategies, behavioural negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) and effectiveness of communication of the Omani government services. However, digital public relation is found to not significantly mediate the relationship between a dimension of negotiation strategies (strategic negotiation strategies) and the communication effectiveness of the Omani government services. Succeeding the summary of finding above, the following subsection discusses and justifies each significant finding of this study in detail, while connecting and commenting on the implications of the findings on employed theories and existing literature.

**4.1. The Effect of Negotiation Strategies on Digital Public Relation and Effectiveness of Communication among the Oman Government Services**

Negotiation strategies for this study had been constituted as various experiences, both personal and professional following [36]. As noted from the framework model analysis, four of the negotiation strategies (structural negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) positively and significantly affect the digital public relation. Thus, finding establishes four dimensions of negotiation strategies (structural negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) as a significant predictor. The findings of this study, in the context of negotiation strategies in terms of digital public relations among the Omani government services, agree with the underlying theories and existing studies [36, 37].

**4.2. The Effect of Digital Public Relation and Effectiveness of Communication among the Oman Government Service**

As revealed from the framework model analysis, the digital public relation positively and significantly affects the effectiveness of communication. The findings and framework model analysis in this study help strengthen the relationship between digital public relationships and communication thus, thus having a positive impact on satisfaction and wellbeing. The finding of this study is consistent with the underlying theories and existing studies in the context of digital public relation and communication effectiveness among the Omani government service [27, 37]. The findings of this study also revealed that digital public relations were strongly associated with the communication with current and/or new users they had used. Simultaneously, digital public relations can promote user interactions that can enhance their communication skills.

**4.3. The Mediating Effect of Digital Public Relations on the Effect of Negotiation Strategies and Communication Effectiveness among Oman Government Services**

The positive and significant indirect effect of digital public relation on the effect of negotiation strategies and communication effectiveness among Omani government services mediates the relationship among negotiation strategies (structural negotiation strategies, behavioural negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) and communication effectiveness.

The finding support and extent both theory of social presence and negotiation theory in a collaborative

whole, whereby it could be translated that the effect of digital application changed everything for public relations and showed a positive effect on communication. The finding of this study agrees with the existing studies supporting the in communication effectiveness were conversational human voice and communicated relational commitment. Conversational human voice has been best expressed using the web technology that is corporate blogs than in personal blogs, but both forms of blogs have been more effective in reducing participants' views of an interpersonal problem than conditions of regulation [22].

Table 12 Summary of hypotheses testing

	<b>Statement</b>	<b>Result</b>
H1	Structural egotiation strategies have a significant positive effect on digital public relations and communication effectiveness among the government's services in Oman.	Supported
H2	Strategic negotiation strategies have a significant effect on digital public relations and communication effectiveness among the government services in Oman	Not supported
H3	Behavioral negotiation strategies have a significant effect on digital public relations and communication effectiveness among the government services in Oman.	Supported
H4	Concession Exchange Negotiation strategies have a significant effect on digital public relations and the effectiveness of communication among the government service in Oman	Supported
H5	Integrative negotiation strategies have a significant effect on digital public relations and communication effectiveness among the government service in Oman	Supported
H6	Digital public cooperation has a positive effect on the effectiveness' communication among the government service in Oman	Supported
H7	Digital public cooperation mediates the relationship between structural negotiation strategies and communication effectiveness among the	Supported

H8	government service in Oman Digital public cooperation mediates the relationship between strategic negotiation strategies and communication effectiveness among the government service in Oman	Not Supported	theory which could constrain the scope of research in accordance with the prescriptions of a given framework. Such an integrated approach across theoretical viewpoints contributed toward the body of knowledge by forwarding a unifying integrative framework for a better understanding the dimension of negotiation strategies at different levels of analyses, particularly in the context of digital public relations and communication effectiveness [38–40]. Secondly, by using this study final model represented in Fig. 3 shows how dimensions of negotiation strategies (structural negotiation strategies, strategic negotiation strategies, behavioural negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) affect digital public relation, which in turn to effective communication among the government services in Oman. Thirdly, in particular, the present study forwarded significant contribution in the form of empirical evidence toward the theory of social presence and negotiation theory by combining the two perspectives into a collaborative theoretical view point and examining the effect of negotiation strategies on digital public relation and effective communication within the scope of the theories and thus extending the scope and applicability of both theory of social presence and negotiation theory perspectives. It is expected that the effectiveness of the communication model in the context of government services, along with empirical evidence explaining the effect of negotiation strategies on digital public relation and effective communication [8, 26, 41, 42]. Fourthly, apart from the theoretical impacts as discussed in the previously, this study has several important practical implications as follows. This study, initially, provided a thorough analysis of the implications of negotiation strategies (structural negotiation strategies, strategic negotiation strategies, behavioural negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) of emerging technologies, using Omani government services as a data source on the digital public relation and communication effectiveness by using a framework of analysis, which could help policy makers, government services and researchers to make sense of the complex inspiration that drives the wide range of corporate, social and environmental responses by respondents. The findings of this study provide much-needed insights for parties engaged in exploring the drivers of negotiation strategies across the government or private services. Fifthly, the findings of this study could support the formulating important policies by the national and state governments in Oman and similar countries on the application of effective negotiation strategies that stimulate the positive and effective communication. Policy making in the areas of negotiation strategies, digital public relation and effective communication
H9	Digital public relation mediates the relationship between behavioral negotiation strategies and communication effectiveness among the government service in Oman	Supported	
H10	Digital public relation mediates the relationship between concession exchange negotiation strategies and communication effectiveness among the government service in Oman	Supported	
H11	Digital public cooperation mediates the relationship between integrative negotiation strategies and communication effectiveness among the government service in Oman	Supported	

## 5. Conclusion

Following a detailed explanation of the study's main findings with implications, the next subsection will provide the study's contribution to understanding the problems identified in the introduction section in terms of theory, policy, and practice. As this study integrated the insights of relevant theories and existing literature to develop a framework for anchoring an enquiry into the drivers of negotiation strategies (structural negotiation strategies, strategic negotiation strategies, behavioural negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) using data from the government services in Oman and multiple level of statistical analyses; This study is projected to enhance both the theoretical and empirical foundations of the literature on communication effectiveness, providing major policymakers, organizations, government agencies, and future academics with new knowledge. Firstly, this study has thus significantly contributed toward the body of knowledge by examining the dimensions of negotiation strategies (structural negotiation strategies, strategic negotiation strategies, behavioural negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies) employing more than one theoretical perspective (theory of social presence and negotiation theory) and thereby overcoming the limitations of being guided by a single

ought to be complex and needs careful consideration [20, 27, 43, 44]. From a policy perspective of view, the study strength lies in identifying and providing insight of focus area related to negotiation strategies such as structural negotiation strategies, strategic negotiation strategies, behavioral negotiation strategies, concession exchange negotiation strategies and integrative negotiation strategies and leveraging on these aspects is most likely to generate beneficial to the communication. Since policymakers are constraint by limited policy resources, it is recommended to focus on developing specific policies that would make the government services more effective in communication by using the digital platform. Moreover, the government needs to design policies that would enhance their citizen ability and motivation (example: provide higher education and/or industry specific training), which required for practice the communication.

In comparison with other studies, this study has brought several implications and strength toward the organizational communication effectiveness. The prime difference in this study is that this study has applied five types of negotiation strategies toward effective of communication. Further, the technology social effect hypothesis demonstrated that the digital application influences the sharing of data, communication, and learning. It can also influence the behavior of a person [20]. Furthermore, based on the theory of social presence, the digital application attitudes and impacts are supposed to differ and to be built implicitly and collectively [10, 45, 46]. In addition to that, social psychological strategies used in communication technology to clarify meaning creation and usage patterns include social learning and contextual information processing [10, 45, 46]. Behavioral behaviors are likely to change based on other experiences, behavioral effects and emotional reactions. This type of social impact on one's intervention may occur from communication which exposes other people's ideas, attitudes and behaviors [10, 45, 46]. Communication is also the primary waythrough negotiation, hence there is a communicative perspective to negotiation [47].

Although this study's findings validated the theoretical lenses and model it employed, allowing it to forward a substantial contribution to theory and policy, it is not without its share of limitations, which include the following. Firstly, data from government services, perceiving the risk of confidential organization information leakage, could be bias and act as a limitation for this study. In order to address these issues, respondents were assured confidentially, anonymity and informed that there were no right or wrong answers for the questions the survey. Moreover, CMV was tested, result of which indicated that common method bias was not a serious issue for this study. Nevertheless, it is recommended that

implementing further methodological remedies, such as collecting outcome data from secondary sources or conducting multiple surveys in different time periods could address this limitation better. Secondly, this study focused on the features of an Omani government service sector and did not consider the other characteristics within its scope, which could have limited the findings of this study. To overcome this limitation, a multi-country study could be undertaken to better understand the impact and differentiation of communication effectiveness.

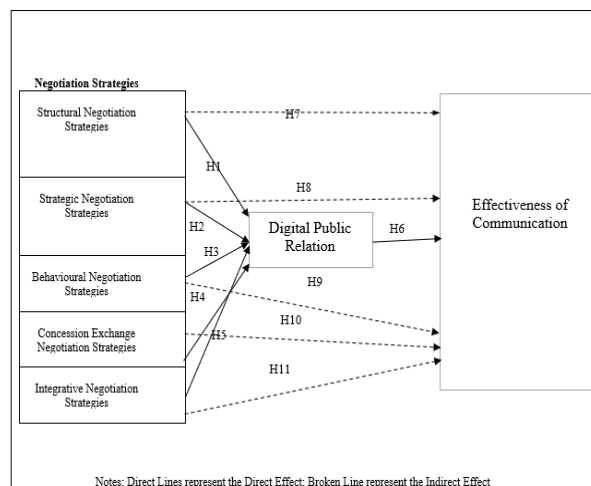


Fig. 4 Final model after data analysis

It is recommended that at an organizational level, this study forwards an integrated framework that could help government services understand measure and enhance the driver of negotiation strategies by exploiting their knowledge, working practices and thereby increasing their communication skills [5, 48, 49]. In addition to that most importantly, this study could support both present and potential customers in terms of communication. Based on this study, government service managers could develop policies and programs to enhance the communication awareness for their local employees through training, which should improve the knowledge of effective communication and working practices, thus enabling the government services to perform better communication [24, 50, 51]. Finally, while this study provided considerably new insight, a continued research effect is needed for a greater understanding of the digital public relation and effectiveness of communication relationship.

Because of this study, limitations disclosed above, it is urged that future researchers should implement the model forwarded by this study to different countries and their influence on the effectiveness of communication. As the data of this study limited the inferences related to certain relationships posited by the study, this research must be replicated, particularly using longitudinal or time-series data from more than one source to reveal its applicability or inability.

The study has achieved its objectives by developing

a framework connecting the negotiation strategies, digital public relations and communication effectiveness within the premises of theory of social presence and negotiation theory, supported and validated by data and robust statistical analyses. Generally, this study examines the effects of negotiation strategies on digital public relations and communication effectiveness among the Omani government's services. Although the results diverged from those once expected in certain hypotheses, nonetheless overall, this study has important contribution as discussed above.

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