
THE INFLUENCE OF INDUSTRIAL RELATIONS MEDIATORS'S FORMAL COMMUNICATION STYLE AND NEGOTIATION TECHNIQUES ON THE SETTLEMENT OF WORK STRIKES WITH CONFLICT MANAGEMENT MEDIARIES: A CONCEPTUAL MODEL

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ABSTRACT

In the case of the absence of agreement in a bipartite negotiation between workers and employers, workers would often conduct work strikes. The existence of industrial relations mediator is extremely necessary to mediate and provide solutions for the occurring problem. The purpose of this paper is to form a conceptual model to examine the effect of formal communication style and negotiation techniques of industrial relations mediators towards the settlement of work strikes through conflict management as a mediating variable. The literature review, conceptual model, hypotheses development, and research methodology are discussed. Practicing this paper would instantly provide information about the relationship of the formal communication style, the negotiation techniques of an industrial relations mediator, conflict management, and the settlement of work strikes at the Regional Manpower Agency of Java Bali Area.

KeyWords

Industrial Relations Mediator, Formal Communication Style, Negotiation Techniques, Conflict Management, Settlement of Work Strikes, Conceptual Model.

INTRODUCTION

Industrial Relations Mediator is part of the Civil Servant Apparatus which is expected to play a maximum role in carrying out their duties as public servants. According to the Law of the Minister of Manpower and Transmigration Number 17 of 2014, Industrial Relations Mediator is the only state apparatus that is given the authority by the Minister of Manpower to implement the settlement of industrial relations disputes. The authority, that is given through the issuance of the Decree of the Minister of Manpower, is a legitimacy of a state apparatus to be able to settle disputes and prevent the occurrence of work strikes in the company.

Industrial Relations Mediator is expected to have good communication skills in the context of negotiating with workers and employers so that the negotiation process can be carried out optimally as an effort to prevent work strikes in the company. The ability to manage conflict is absolutely necessary for Industrial Relations Mediators. They must master conflict management so that the disputing parties can have the same perception, which will lead to the resolution of the industrial relations dispute. With the achievement of mutual agreement of the disputing parties, there would be no feelings of winning or losing in this dispute in order to prevent the occurrence of work strikes.

Preventing work strikes is to prevent and settle issues that cause misunderstanding about work relations, work requirements, or the state of employers between workers or unions. However, in the event of an industrial relations dispute that can trigger a work strike, the settlement is already regulated in the Law Number 2 of 2004 concerning Settlement of Industrial Relations Disputes.

LITERATURE REVIEW

A. Formal Communication

Definition

In order to better understand what formal communication is, we can refer to the opinion of Blake and Haroldsen (2005). The characteristics of formal communication channels, according to Shibutani in Blake and Haroldsen (2005), are that communication channels function with standards for all reports coming from various sources to be verified and the source of the message can be identified and certainly can be trusted.

Purwanto (2011) states that in a naturally larger organizational structure, to be able to communicate with top managers is a difficult task as workers have to advance through the layer of managers underneath the top managers. This means that there are many paths that must be passed to be able to communicate directly with top managers. From the point of view of a company, the biggest problem in formal communication channels is the possibility of distortion or interference in the delivery of information to a higher level since every link in the communication line has the potential to cause misunderstandings.

According to Masmuh (2010), communication in the organization can also be classified into formal communication and informal communication. The basis of this classification is the style, manners, and patterns of information flow within the company. Formal organizational communication occurs when messages or information are sent, transferred, and received through a hierarchical pattern of organizational authority that has been defined in the organizational structure; which is usually called the chain of command.

Factors

According to Shibutani in Blake and Haroldsen (2005), formal communication is characterized by stable rules; task, rules, and sanctions are clearly structured; and can be followed by different people. Participants are recognizable, trustworthy, and responsible, in addition to the existence of accurate channels of communication.

Dimensions

According to Purwanto (2011), formal communication can be interpreted with communications that follow the chain of command and is achieved by a hierarchy of authority. In line, functional, and matrix organizational structures, various positions will appear in accordance to the limits of responsibility and authority. Formal communication dimensions can take the form of top-down or downward communications, bottom-up or upward communications, horizontal communications, and diagonal communications.

B. Negotiation Techniques

Definition

Stephen Robbins (2001) stated that negotiation is the process of exchange of goods or services between two or more parties, and each party seeks to agree on an appropriate price level for the exchange process. In business communication, negotiation is a process where two or more parties who have the same or conflicting interests meet and talk to reach an agreement.

According to Ambar (2017), negotiation is one of the forms of conflict management in addition to mediation and dialogue. Negotiation places more emphasis on the exchange of proposals aimed at minimizing differences due to the incompatibility of goals experienced by members through creating an agreement. Generally, negotiations can be encountered in various fields of life such as transaction processes between sellers and buyers, business agreements, interactions between management and workers in a company, marital relations, hostage situations, and environmental damage. Negotiation is a tool or instrument for communication and management.

Kissinger in Suri (2018) stated that negotiation is a process of combining the position of conflict into a common position under a rule that was agreed upon. Meanwhile, Jackman (2005) stated that negotiation is a process that occurs between two or more parties who initially have thought differently and finally reaching an agreement.

Based on the given definitions, it can be concluded that negotiation is an exchange of opinions aimed at minimizing differences due to differences in objectives by the parties by creating an agreement.

Dimensions

Baguley (2000) stated that negotiation has a number of dimensions, namely:

1. Always involve people, either as individuals, representatives of organizations or companies, individuals or in groups
2. Has a threat of conflict occurrence or contains a conflict that occurs from the beginning until an agreement is reached at the end of the negotiation
3. Using the ways of exchange of something, either a bargain or a barter
4. Mostly conducted face-to-face, using spoken language, gestures, and facial expressions
5. Negotiations usually involve things in the future or something that hasn't happened yet and is expected to happen
6. The end of the negotiation is an agreement taken by both parties, even though the agreement is, for example, for both parties to agree to disagree

C. Conflict Management

Definition

Ekawarna (2018) stated that conflict management is a rational process of iterative nature, where the process occurs constantly undergo refinement to achieve the ideal model and representative. Meanwhile, Howard (1993) stated that conflict management is defined as the steps taken by the conflicting parties or a third party that aims to steer the dispute towards a certain outcome that may or may not result in the form of conflict resolution and may or may not produce tranquility, positivity, creativity, agreement, or aggressiveness.

According to Tommy and Oetzel (2018), the definition of conflict management is a series of actions and reactions carried out by the conflicting parties or a third party in a rational and balanced manner in order to control the circumstances of the disputes that occur between several parties. The approach in conflict management is oriented on the process that leads to the communications of the conflicting parties and third parties, in addition on how they affect the interpretation and importance of the conflict.

In a pluralistic society such as Indonesia, conflicts often occur – both in the implementation of business operations and in social life. Various developments, innovations, and changes in society often lead to conflicts, especially if changes are not accompanied by an understanding of the developing ideas.

Dimensions

According to Thomas and Kilmann in Wirawan (2010), conflict is a condition of objective incompatibility between values or goals, such as behavior that intentionally interferes with efforts to achieve goals and emotionally contains an atmosphere of hostility. They developed a taxonomy of conflict management styles based on two dimensions. The first dimension is cooperation – people's efforts to satisfy others when facing a conflict. The second dimension is assertiveness – people's efforts to satisfy themselves when facing a conflict.

D. Work Strikes

Definition

In Article 1 of Law 13 of 2003 Verse 23, a work strike is an action by workers/laborers that is planned and carried out jointly and/or by a trade union/labor union to stop or slow down work. There are two forms of the nature of work strikes, namely to stop work and to slow down work.

According to Flipo (2003), work strikes are the last economic weapon of workers, which could force employers to accept the demands of the workers. Meanwhile, Gary Dessler (2008) stated that work strikes are a withdrawal of labor work, and there are four major types of work strikes, namely economic strikes, unfair labor practices strikes, wild strikes, and sympathetic strikes.

Dimensions

Dimensions that are affecting the work strike motives are stated in a theory by Gary Dessler (2008) where it could be concluded that the dimensions of a work strike through the form of means and motive, namely:

- a. Plans for a work strike,
- b. Implementation of a work strike,
- c. Termination of work,
- d. Slowing down work,
- e. Economic strike,
- f. Unfair labor practices strike,
- g. Wild strike, and
- h. Sympathic strike.

CONCEPTUAL MODEL

Based on the introduction and literature review that has been done, the conceptual model that can be produced in this study is as in the following figure.

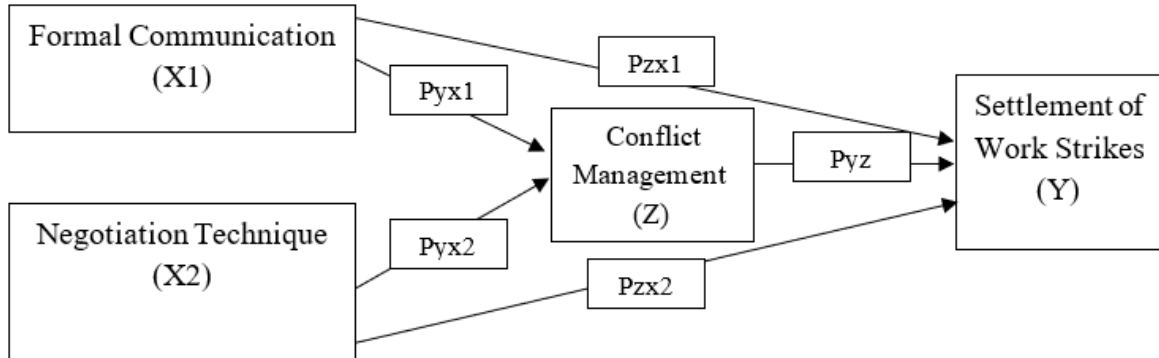


Figure 1 The Conceptual Model

HYPOTHESIS DEVELOPMENT

Based on the conceptual model in Figure 1, the seven hypotheses that is proposed in this study are:

1. The Effect of Formal Communication on the Settlement of Work Strikes at the Regional Manpower Agency of Java Bali Area
2. The Effect of Formal Communication on Conflict Management at the Regional Manpower Agency of Java Bali Area
3. The Effect of Negotiation Techniques on the Settlement of Work Strikes at the Regional Manpower Agency of Java Bali Area
4. The Effect of Negotiation Techniques on Conflict Management at the Regional Manpower Agency of Java Bali Area
5. The Effect of Conflict Management on the Settlement of Work Strikes at the Regional Manpower Agency of Java Bali Area
6. The Effect of Conflict Management in mediating Formal Communication to the Settlement of Work Strikes at the Regional Manpower Agency of Java Bali Area
7. The Effect of Conflict Management in mediating Negotiation Techniques on the Settlement of Work Strikes at the Regional Manpower Agency of Java Bali Area

METHODOLOGY

The method of research is quantitative through Path Analysis. Data collection method is through the deployment of questionnaires with variables of formal communication (X1), negotiation techniques (X2), the settlement of work strikes (Y), and conflict management. The population in this study is the Industrial Relations Mediators of the Regional Manpower Agency of Java Bali Area with a total of 323 people.

The sample is part or the number and characteristics possessed by the population and samples taken from the population must be truly representative (Sugiyono, 2011). To find out the number (n) of Industrial Relations Mediators as samples, calculation of the Slovin formula for an error rate of 10% gives us the result of 77 people.

Methods of data collection is done through questionnaires using the Likert scale. The results of data collection will be measured using the validity and reliability test of the data. The method of research is quantitative through Path Analysis with the help of SPSS software.

CONCLUSION

This paper has discussed the background of the influence of formal communication and negotiation techniques by the industrial relations mediators towards conflict management and its impact in the settlement of work strikes at the Regional Manpower Agency of Java Bali Area; Literature Review on formal communication, negotiation techniques, conflict management, and settlement of work strikes; conceptual model; hypotheses; and methodology. Practicing this paper will instantly find out the relationships between variables in the conceptual model.

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