SOCIAL DIALOGUE

Understanding and Building Effective Social Dialogue

LeadershipPark
Institut for Leaders
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Gratitude to Allah SWT, the Almighty God, who has blessed us with his grace, so that the book on Social Dialogue can be completed and compiled by Indonesia Employers Association (APINDO) together with the Dutch Employers Cooperation Program (DECP) and CNV Internationaal. This launch of this book is expected to be a guidebook for APINDO member companies in building an effective dialogue between employers and workers.

Harmonization of industrial relations will be achieved if deliberate discussion and social dialogue are always prioritized in establishing industrial relations since social dialogue is the main factor to build better relations. With an equal dialogue between employers and trade unions, labour issues can hopefully be resolved without going through a long court process.

The Ministry of Manpower always supports bipartite communication efforts by prioritizing dialogical methods through deliberation and social dialogue in preventing or resolving industrial relations problems as clearly stated in Law no. 13 of 2003 concerning Manpower and Law no. 2 of 2004.

Social dialogue is one of the company's internal communication methods that can be put forward in order to create harmonious industrial relations between employers and workers to prevent internal company conflicts that may endanger the sustainability of the business world and the continuity of work for workers. Furthermore, social dialogue can increase company productivity which will directly impact the betterment of workers' welfare, and also may expand new job opportunities in

order to tackle unemployment rate in Indonesia in the long run.

We hope that this book on Social Dialogue, A Guide to Understanding and Building Effective Social Dialogue, can enlighten and contribute to build harmonious industrial relations that are in line with the great ideals of our nation, namely welfare development. The Ministry of Manpower expresses its high appreciation to APINDO, DECP, CNV Internationaal, KSBSI and LeadershipPark who have written this book as a good foundation to exercise Social Dialogue.

Hopefully all parties involved in industrial relations in general can make the best use of this book.

February 14th, 2022

Dr. Hj. Ida Fauziyah, M.Si
Minister of Manpower of the Republic of Indonesia

The investment climate in Indonesia is currently at an increasingly better stage. Various deregulation policies and laws and regulations in the economic sector that have been issued by the Government. Especially related to the Job Creation Law. Through various regulations aimed at deregulation and bureaucratization the licensing process, this has had a positive impact on the ease of building a business. With the process of investment licensing that is getting easier, it will encourage the growth of an increasingly positive investment climate.

One of the challenges of building an investment climate is the employment sector. In today's rapidly strengthening world competition driven by the growth of automation technology and the internet of things, forcing us to change the old ways of operating the industry. So, it is also necessary for our smart work to ensure that industrial relations are going well to spur productivity levels to keep pace with other countries.

Considering the productivity problems of workers and companies in general, in addition to technical problems, there are also industrial relations problems. Therefore APINDO is very interested in ensuring that industrial relations in Indonesia can take place more harmoniously. There is no longer any concern about labor turmoil that results in the cessation of production processes that also cause the country's economic joints to be paralyzed.

APINDO's good relationships with DECP and CNV and KSBSI have been going on for a dozen years. One of the contexts in this good

relationship is capacity building in terms of social dialogue. In the past five years, training, planning and implementation programs for coaches, referred to as social dialogue agents, have been well organized but still need an expansion of coverage so that the spirit of promoting social dialogue in labor issues can be maintained.

APINDO highly values the author of the book Social Dialogue, A Guide to Understanding and Building Effective Social Dialogue, which is a collaboration of APINDO, DECP, CNV, KSBSI and LeadershipPark Teams. As Chairman of APINDO I hope that this book will continue to be implemented by industrial relations stakeholders and hopes to trigger the emergence of new books on social dialogue that further strengthen the ability and network of social dialogue in Indonesia.

Chairman of APINDO
Hariyadi B Sukamdani

WELCOME SPEECH PETER BONGAERTS

Just before COVID-19 got the world in a grip, a large Dutch trade delegation of 130 companies visited Indonesia in March 2020. "Investing in a future-oriented relationship" was the motto of this visit. I was there myself and saw how the trade relations between our countries, which go back a long way and have always been intensive, were further strengthened.

But there was investment in more than just in trade. In one of the rooms of the beautiful Shangri-La hotel, employer representatives from APINDO and employee representatives of KSBSI met. Here they invested in future-proof industrial relationships – perhaps one of the most important building blocks for tomorrow's trade.

The ceremony that took place in this room was the culmination of three years of social dialogue development to which APINDO and KSBSI, together with with DECP and CNV International, have committed themselves since 2017. The Netherlands has a long history of constructive social dialogue and the experts of DECP and CNV International in this field, Dirk Joosse and Henk van Beers, have continued their unabated commitment to this important topic and have exchanged their knowledge and experience with social partners in Indonesia.

The fact that APINDO and KSBSI are so consciously investing in social dialogue deserves a great compliment. It is a sign of leadership of both organizations that they want to bring Indonesia further as a modern, stable and attractive trading nation with an eye for people and the environment. Sustainability will make the difference in future trade

relationships and a commitment to this by employers and employees is the best investment in the future.

This does not mean that developing sound industrial relations is easy at all. On the contrary. It requires a very conscious investment. To build up trust. To focus on the long-term. To grant each other something in order to move forward. And a lot more besides.

But it is not impossible either. Social dialogue can be learned. Skills can be developed. We can learn from each other's experiences. And that is why it is so good and so important that APINDO and KSBSI are publishing this book. With this book they make a valuable contribution to social dialogue development in Indonesia and thus to a sustainable future of the country.

I wish you much pleasure and inspiration in reading this important book – and especially in putting its lessons into practice!

Peter Bongaerts

Director DECP

Previously, on behalf of KSBSI, I would like to congratulate you on the publication of this manual.

I hope this guide will serve as a valuable mechanism for reducing social tensions in times of crisis and designing policies to suit national priorities. And it becomes a solid basis for building the commitment of employers and workers for joint action to overcome the crisis and achieve recovery.

Since the concept of industrial relations was introduced in the early 20th century, industrial relations actors have believed that negotiation or social dialogue as a suitable mechanism in managing conflicts between employers and employers. This concept has proven to be effective in many parts of the world, as it reduces many conflicts, so that employers and workers have time to work harmoniously in mutually beneficial situations.

Seeing the many problems that have arisen recently, especially regarding the new Law, regarding Wages which causes labor unions to take action against them, this should no longer happen if the parties, trade unions and employers conduct consultations, negotiations or exchange information regarding issues of common interest related to economic and social policies.

The main challenge in industrial relations from the past until now has been how to increase the representation of industrial relations actors (Entrepreneurs' Associations and Labor Unions), because it is well known that the number of entrepreneurs who are members of Apindo, for example, is only a small part of the number of entrepreneurs in Indonesia. So many potential industrial relations conflicts occur due to

not understanding the concept of industrial relations.

The same thing also happened to labor unions, which experienced the problem of the lack of workers who were members of the labor union (representation gap). This situation is exacerbated by the situation in the Indonesian labor market, which is characterized by the majority of business entities (98%) being micro and small enterprises. Only 450,000 medium and large enterprises (2016 economic census). So the concept and scope of industrial relations only covers a small number of workers.

Especially with the new development with the birth of the type of job without an employer (platform application workers). This will increase the number of disguised employers and non-employment standards.

It is time for our country to appear more advanced, especially in employment issues, and the presence of this guide is an answer on how parties can use it to promote consensus building and democratic engagement among stakeholders in the world of work, which will have the potential to solve economic and social problems, promote good governance, promote peace and social and industrial stability, and promote economic growth.

I continue to believe that we need strong and independent workers' and employers' organizations with technical capacity and access to relevant information to participate in social dialogue.

as well as political will and commitment to engage in social dialogue from all parties, and respect for the fundamental rights of freedom of association and collective bargaining

Elly Rosita Silaban
KSBSI President

Industrial Relations VS Emotional Relationships

Whatever your position, as an entrepreneur or employee, you are unlikely to aspire to be a Superman.

Because whatever your position in the business world, you will need other people in the work team. So, aspire to be a part of Super Team.

In the company of others, the law of reciprocity applies. You need others, and others need you. Mutual need for this, makes the need for arrangements so that there are rights and obligations. In the realm of the state, the rights and obligations between employers and workers, governed by laws and their derivative tools. The arrangement was born to protect the rights and obligations of the emerging working relationship between employers and workers, commonly referred to as industrial relations.

In high-performing companies, employers and workers are believed to have more than just industrial relations as state rules, but there are emotional relationships that are not state affairs.

The emotional relationship of entrepreneurs and workers becomes a very important spirit for the formation of a more advanced, more productive and more profitable business world for employers, workers, governments, the environment of the surrounding community.

In the relationship between employers and workers, there is a delegate system and a responsibility system. A simple mechanism, which moves the gear lever to drain delegated tasks and multilevel

responsibilities that cannot be transferred. You perform different roles depending on your position as an entrepreneur or you become a worker. But those roles is united with multilevel duties and responsibilities.

Industrial relationships talk about rules, while emotional relationships talk about trust. The implementation of the rules must be accompanied by trust. Trust without rules, no sense. So, in the structure of thinking about the relationship between employers and workers, there is a reciprocal system in the form of trust and regulation. Emotional relationships are not shaped by rules, but are shaped by empathy, mutual understanding, mutual respect.

Although it cannot be generalized, there are many interviews that show that business people use a broad instinct for the decision to jump into one of the business sectors. However, for middle-level leaders and workers use rules, SOPs or limited discretion as the basis for their actions. This gives rise to the thoughts of writers who sometimes create a dichotomy between manager and leader. The basis of both thoughts is to distinguish between the functions of the role of organizing and leading.

I see there are two main dimensions in terms of improving the performance of the company. That's how the correlation between employers and their workers. This correlation is connected to the rule dimension and the dimension of trust. Between carrying out duties or obligations with a high foundation of mutual trust. Trust in two directions. Employers believe that employees will be able to perform their duties as best they can, and the trust of workers that employers will lead them to better well-being.

In that emotional relationship, there are potential events that make the relationship ups and downs. The cause is largely not due to the

compulsion of outside rules, but rather because of the rise and fall of internal trust levels. Because trust evokes the quality of emotional relationships, industrial relations must be transformed into a higher spirit. If the quality of trust increases, industrial relations also improve.

Employers and workers can transform into large families, with a tangle of emotional relationships. It is no longer just a relationship woven by a working paper but rather based on a mutual trust that is in the commitment of the parties that leads to common ideals.

The space for active communication that allows involving the ranks of employers, management, and workers needs to be created. The subjects of discussion for the sake of performance or progress of the company can be the main common goal. The intensity of communication can be well designed depending on the goals, potentials or problems that arise in the work environment. Various forms of communication space that can be facilitated systematically within corporate entities are social dialogue.

This book will explore how you can make the most of this book to achieve the best goals of industrial relations through patterns of social dialogue communication patterns that allow the common goals of a company to be achieved properly.

Therefore, all industrial relations actors are expected to be more actively involved in social dialogue. The goal is to build and foster harmonious, conducive, and equitable industrial relations in the work environment.

Bipartite and tripartite social dialogues can help design policy solutions tailored to the immediate challenges caused by crisis. Such policies could include resilience and sustainability of companies, limiting

redundancy and providing income support to workers and families.

Social dialogue is key to the survival and resilience of businesses in the face of pandemics. It is also in line with government initiatives to support employers and workers in implementing government programs.

Danang Girindrawardana
Executive Director of APINDO

BENEFITS OF THIS BOOK

This book intended to spark inspiration in the process of developing social dialogue to achieve succesful goals of change towards improvement together with all stakeholders in the company.

SOCIAL DIALOGUE, SHOULD IT BE?

There are no employers without workers, and no workers without employers. Like two sides of coins or banknotes, employers and workers shoulder to shoulder to become an increasingly strong team working together. Harmonious relationship between employers and workers is spirit or spirit in terms of the ongoing performance of the company to produce the performance of the company as aspired.

However, it turns out that although the spirit or spirit of harmonious relations between employers and workers is of an important essence, it is inevitable that industrial relations disputes (disputes between employers and workers) always stick out. Data from the Ministry of Manpower shows that from 2010 to July 2020 there were 28,868 cases of industrial relations disputes. Especially for 2020, the period January to July 2020 cases of disputes that occurred as many as 4,939 cases. This is an increase from the same period in the previous year of 4,206 cases (17.43 percent). The most disputed in July 2020 was in the category of termination disputes of 89.11 percent while the least was a trade union dispute (0.06 percent), as presented satudata.kemnaker. go.id.

Why can there be so many industrial relations disputes, when in the spirit of employers and workers is an inseparable unity? At the time of binding of the working relationship of all parties will definitely make themselves look beautiful and attractive. Binding of working relationships can be done through a simple process or complicated process with a series of selection stages, and is usually organized by deploying existing resources. Binding of work relationships at first, it can be imagined, for example in the interview process has formed an atmosphere of mutual trust to bind themselves so that there are

commitments, promises between parties and so on so that each party has a common goal.

After the process of binding a working relationship or simple language recruitment, then enter the work stage. The company's management will conduct coaching and work orientation processes towards workers. Workers begin to do work in certain parts of the company. Workers will get direction or supervision in line with the existing SOP. Workers will hang out with other workers, and may associate in a union within the company.

However, the Collective Labor Agreement (PKB) is not all smooth. There are often ripples that occur during the tenure of a company. Especially in companies that have hundreds or thousands of workers. In small companies there can also be disputes caused by developments in the work period. In fact, for example, disputes can also occur between husband and wife who have committed themselves to a common purpose, and have unwritten rights and obligations.

Social dialogue is aimed at preventing and addressing problems that occur in the company, whatever the cause. If social dialogue is done systematically, well planned, done well and has a commitment of each party that can be maintained properly, then the potential problems and overcome problems can be expected better.

The driving factors of the change in the Collective Working Agreement (PKB), need a social dialogue approach

In the stage of doing the work there are various developments or setbacks both in terms of worker performance or also in terms of company performance. These changes can give rise to the urgency of adjustments to collective labor agreements. We need to know what

can encourage the need for PKB adjustment between companies and workers? Here are examples in general:

1. The development of competition, such as business competition causes various demands for quality or quantity of production produced by the company. International or domestic competition that could result in the company having to adjust production capacity, sales marketing systems or more strategic corporate actions in the form of mergers or acquisitions. So, there are financial losses that result in the company having to stop operating.

2. The development of industrial technology, industrial revolution 4.0, for example in terms of the renewal of production systems, robotic technology and the internet that developed, resulting in a changing staffing management system. HR that typically works in the production cycle will tend to be replaced by faster, more precise and more standard robots or mechanical machines.

3. The development of IT and e-commerce systems, for example in terms of digital marketing advances that affect sales mechanisms, especially sales to consumers that used to be widely done through stores, but current developments are starting to shift through virtual stores. The huge influence on employment and HR needs in outlets is very different from physical interaction prowess to virtual or virtual interaction.

4. The development of logistic and delivery systems, for example in terms of warehousing and transportation based on IT technology, and delivery systems that are increasingly advanced, and increasingly using third-party networks. Changes in the modern management system make the company grow by delegating some affairs to other companies both subsidiaries and separate supplier companies.

5. Changes in supply chain and demand (examples in the automotive industry from fossil fuel technology to electric vehicles, it requires a different supply chain).

6. Changes in government policy, such as the existence of The Job Creation Law, which requires different derivative regulatory instruments and results in different business process flows.

7. Performance of worker skills, for example with various programs of developing technical expertise and soft skills that result in better HR capacity, will result in a constellation of different worker and management positions.

8. The increase or decline of the company's performance, both financially and market share, this results in various business processes that are adjusted over time.

These eight things encourage changes or adjustments in the working relationship even though it has been written in the PKB between the company and the worker. When there is an intention to adjust the PKB, there is often a conflict in the company. In general, industrial relations disputes arise because of external or internal situations and conditions that give rise to differences of opinion that lead to disputes. Employers or employers' associations that were once friendly can be counter-face-to-face because of disputes with workers or trade unions.

However, there can also be disputes between fellow unions or trade unions that are in the same company. Referring to Law No. 2 of 2004 on The Resolution of Industrial Relations Disputes, understanding industrial relations disputes is about "differences of opinion that cause conflict between employers or a combination of employers with workers / workers or trade unions / trade unions due to disputes related to

rights, disputes of interest, disputes about termination of employment and disputes between trade unions / trade unions in companies".

Types of industrial relations disputes

In various industrial relations disputes, it can be distinguished in several types such as:

Rights dispute

Arises due to differences in interpretation between the rules and the implementation on the ground. The rules of the company internally and if there are differences with the regulations set by the government can also be a trigger of the rights dispute. In the event that there is already a PKB (Collective Labor Agreement) that is arranged between the company's management and workers, it can also be the initial source of industrial relations disputes, if there is a deviation or deviation from the agreement. Not only in the form of salaries or incentives or remuneration, but also can arise from the arrangement of working hours, overtime, maternity leave, and so on.

Difference of interest

In addition to rights disputes, there are other things that have the potential to cause industrial relations disputes. For example, there are differences in interests from each party, in terms of for example the creation of PKB or the renewal of PKB. Often, in the process of preparing and negotiating dialogue in this process there is a discrepancy of opinion due to different interests. For example, in the rights and obligations of the parties, namely working hours, incentives, salary increases, transportation, meal money, occupational security and health management systems, and others.

Termination of Employment

In the event of this situation, it often raises the issue of severance. If the company is in a bankruptcy situation then, haggling against the value of severance will also be a serious trigger for industrial relations disputes.

Difference between unions

Unions have their own system of rules that bring rights and obligations to members before their administrators, for example about dues and services. If there are several unions in one company, it can lead to potential disputes caused by natural friction, such as competition or conflicts of interest.

What is Social Dialogue?

Social dialogue can be understood as one type of information communication between or with representatives of the Government, Employers or Employers' Organizations, workers' representatives or representatives of trade unions related to economic and social policies (according to Ari Hendarmin SH, MH trainer of Social Dialogue from West Java). Ari Hendarmin also emphasized that Social dialogue plays a key role in achieving harmonious industrial relations which also means building democracy within companies that can ultimately increase decent jobs.

Although social dialogue is in a limited community environment, for example in the relationship between workers, employers and governments, in essence the implementation of social dialogue will be influenced by the wider environment. For example, in the annual agenda on the establishment of a national or provincial minimum wage,

there is the same tendency for each party to encourage its interests to be accepted by others. In terms of great interests, it is often used methods of social dialogue so that the interests can be well received by the parties.

The ILO (International Labor Organization) in Peggy Kelly's 2002 paper, Promoting Democracy and Peace through Social Dialogue: The Study of Institutions and Processes of Social Dialogue in Indonesia Geneva, International Labor Office, 2002, wrote that the first step to promoting social dialogue as a way of addressing crises, a tripartite delegation consisting of governments, employers and workers.

UNDERSTANDING SOCIAL DIALOGUE

Social dialogue is nothing new, although the term widely is echoed in this era. According to the **International Labor Organization (ILO) in the Practical Guide to Strengthening Social Dialogue in Public Service Reform** in 2005, Social Dialogue consists of all types of negotiations, consultations or simply the exchange of information between, or among, government representatives, employers and workers, on issues of mutual interest related to economic and social policy.

According to **Henk Van Beers (of CNV International, a Trade Union in the Netherlands)** states that Social Dialogue is a way of thinking to solve a problem in the early stages. According to Henk, this method has been implemented in many European countries more than 50 years ago.

While **Dirk Joose a practitioner and observer of social dialogue from DECP (Association of Employers in the Netherlands)** who has been unfortunate to cross the issues, explained that Social Dialogue is part of the cooperation carried out to achieve win-win results for management and workers. Dirk also added that social dialogue is carried out to prevent escalation of conflict between the two sides, such as demonstrations, and others.

Both Henk and Dirk say that Social Dialogue is a lubricant-like method, to facilitate problem solving and can be applied across all sectors of the industry. Problems can vary, but the methods used remain the same based on trust, interest-based, and creativeness to solve problems.

From this understanding, it can be said that social dialogue can

be in the form of bipartite, namely communication forums between employers or management as representatives of employers with workers or unions as representatives. Social dialogue can be also in the form of tripartite communication forums between employers, workers and the government.

On various occasions, Employment Minister Ida Fauziah, asked all industrial relations actors to actively engage in communication forums and social dialogue. The goal is to build and foster harmonious, conducive, and equitable industrial relations in the work environment. One of them is to open the space of worker engagement to their work environment through dialogues or communication forums, social dialogue conducted intensely in the work environment not only helps to realize harmonious industrial relations.[1]

Minister of Manpower for the period 2014-2019 Hanif Dhakiri in remarks delivered at the 5th Uni Apro Commerce and Finance Joint Conference held by Union Network International (UNI) on November 21, 2017 said, the key to success in facing employment problems and challenges is determined by the extent of the role of stakeholders (governments, employers and workers) in building harmonious industrial relations, Dynamic and Fair. Conducive industrial relations between the three elements of industrial relations of employers, workers and the government will enable the domestic economy to achieve sustainable, productive and profitable growth. This effort can be done through social dialogue media can be in various forms such as Bipartite and Tripartite.

Therefore, social dialogue needs to prevent and resolve disputes to build conducive, harmonious, dynamic and equitable industrial relations so that industrial productivity can continue to accelerate steadily.

Henk says that social dialogue is an instrument for achieving

goals. Social dialogue as a media dialogue with people or groups and understands information more openly and more clearly. It is also used as a means to improve working conditions, income and improve work outcomes. Social dialogue ensures participatory democracy that leads to mutual trust, reduced inequality and increased policy support.[2]

Meanwhile, the International Labor Organization (ILO) has a Workworthiness Agenda as the key to the 2030 Sustainable Development Agenda. The four pillars of the Work eligibility Agenda include: (1) workers' rights at work, (2) decent employment and income, (3) social protection, and (4) social dialogue.

The fourth pillar, social dialogue, is related to the right to form and join trade unions, establish good interpersonal relationships and to collectively negotiate. Social dialogue becomes very important to equalize perceptions, formulate goals for common interests and strengthen trust among industrial relations stakeholders, so that when friction arises in the interaction of such relationships will be easily resolved and not potentially cause industry instability. For the government, the trust fosters the belief that regulation and supervision are carried out with the principle of justice and balance to maintain harmonious and conducive industrial relations conditions in shoring up economic stability.

The basic principles of Social Dialogue (notes from DECP and CNV International) include:

1. Trust, foster transparent conditions. Integrity, respect and mutual understanding.
2. Common Interests, based on what is needed and the common interests of all parties.

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[1] www.republika.co.id/berita/q1vz3k428/pelaku-hubungan-industrial-harus-aktif-dialog-sosial
[2] The Value of social Dialogue, CNV International

3. Creativity, looking for solutions that are acceptable to all parties.
4. Agreement, submit an offer according to the portion of the parties.

Thus, social dialogue in industrial relations can be understood as a form of deliberation efforts carried out by parties who have a common interest in the industrial to prevent and seek a way out of related disputes regarding rights, interests, policies, job cuts and disputes between unions.

In summary, social dialogue can be interpreted as a series of communication processes in the form of negotiations, consultations, and exchanging ideas and / or opinions between workers, employers, and the government. At the stage of practice, forms of social dialogue can vary in forms, namely; relationship between trade unions and employers' organizations (bipartite); trade union relations, employers, and involving government authorities (tripartite).

Director General of Industrial Relations and Social Security of Labor of the Ministry of Manpower, Mrs. Haiyani Rumondang stated that interaction between employers and workers represented by unions or employers' associations and the government is needed when facing situations such as the current pandemic. Aside from existing procedures, both from regulations regulated by the government, as well as those regulated by the company, no less important is to maintain good communication between both parties, namely workers and their companies.

Payaman Simanjuntak, a law expert on state law, reminded the importance of building social dialogue in the workplace between workers and employers. Social dialogue can be done one of them through the Bipartite Cooperation Institute (LKS) in the company. The consideration of Law No. 13 of 2003 on Employment explained that

LKS Bipartite is a communication and consultation forum on matters related to industrial relations in one company.

Agung Joko Purnomo, employment expert staff at APINDO, in his writing on the Implementation of Social Dialogue as an Alternative to Solving Industrial Relations Disputes Between Companies and Workers facing the Covid-19 Pandemic, in 2020, said there are currently no labor laws or regulations in Indonesia that specifically use the word Social Dialogue. Etymologically, the word "dialogue" comes from the Greek word "dia" which means between, between, and the word "legein" which means to speak, exchange ideas, and ideas. So that literally dialogue can be interpreted as conversation, conversation, talking, exchanging ideas and ideas together. In Law No. 2 of 2004 which is the legal source of Industrial Relations Dispute Resolution, in every industrial dispute resolution always through deliberation for consensus by the parties to the dispute, called the bipartite mechanism.

This bipartite and tripartite mechanism became a reference as the basis of the law of Social Dialogue. Dialogue is a process of interpersonal communication that is the exchange of ideas, ideas, information between parties alternating as communicators and communicants. Dialogue is conducted between two or more parties with a high level of quality and includes the ability to listen and share views with each other can take the form of conversations or discussions to exchange ideas and opinions in various forms such as discussions, workshop, brainstorming and others. Social dialogue can be said to be a communication process involving the parties involved and has an interest in finding solutions or solutions as a solution to various social and economic problems that are or will occur for the common good.

Topics discussed in social dialogue on various matters related to industrial relations such as the management, regulation and

development of problems related to management, employment, labor market policy, social protection, taxation or other economic policies.

THE PURPOSE OF SOCIAL DIALOGUE

The purpose of the Social Dialogue is to develop a consensus for the prevention and democratic resolution of problems related to employment and industrial relations. To achieve that goal, it is necessary to do proper planning related to the strategy to be used.

In industrial relations there is social interaction between actors in the industry. The interaction of management as a representative of the company with workers or unions and the government, of course, often encounters differences of opinion due to differences in interests that often cause friction even to trigger conflicts or disputes.

Disputes that occur in industrial relations will cause distrust and disharmony between parties so that it will reduce the productivity of workers and companies. This not only affects the internal company but can also have an impact on other companies in the industrial ecosystem chain.

Law No. 2 of 2004 on The Resolution of Industrial Relations Disputes, explained that industrial relations are the relationship of interests between workers / workers and employers that have the potential to cause disputes. Disputes in industrial relations are differences of opinion that result in disagreements between employers or a combination of employers with workers or unions due to disputes over rights, interests, termination of employment and disputes between unions within a single company. Then in article 3 mentioned in the industrial relations dispute must be attempted settlement first through bipartite negotiations in deliberation to reach consensus. This means that to avoid conflict or resolve industrial relations disputes that occur, the parties concerned are required to put forward efforts to find consensus in various forms of communication such as dialogue.

The ILO said the main objective of the social dialogue itself is to build conducive and harmonious relationships between all stakeholders in the industrial ecosystem to have democratic consensus and engagement to be able to solve important economic and social problems and encourage good governance, promote peace and social and industrial stability and encourage economic progress.[3]

Social dialogue can be understood as one of the company's internal communication methods. This method can be used for a variety of specific purposes. For example :

a) Problem-solving solutions, related to improving health facilities, job security facilities and so on.
b) Draw up a company performance improvement plan.
c) Draw up a roadmap for improving employee well-being.
d) Prevent internal conflicts.
e) Draw up a work plan for the company's social environment.

Social dialogue can be effective if it produces a response or causes an impact in accordance with the purpose of the social dialogue. Response or impact in accordance with the objectives, will be realized if first done careful communication planning and management by considering all elements and aspects of communication that affect.

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[3] https://www.ilo.org/ifpdial/areas-of-work/social-dialogue/lang--en/index.htm

DESIGNING SOCIAL DIALOGUE

The Triangle of Social Dialogue, according to DECP & CNV international as follows:
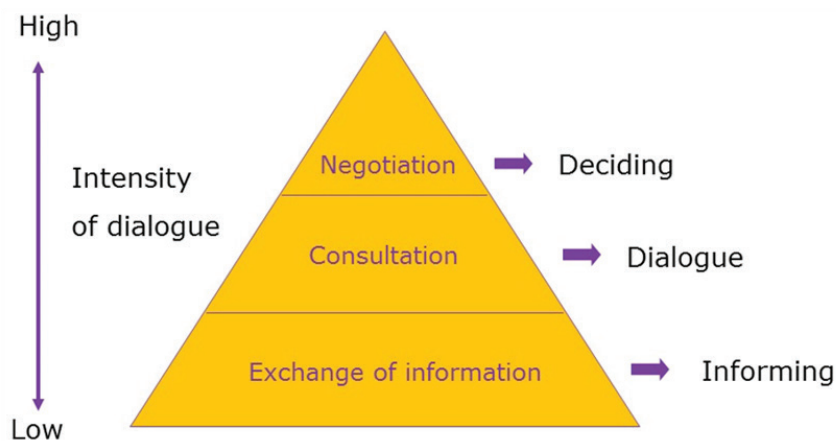
The triangle is intended to facilitate the understanding that the intensity of gradual dialogue, rather than simply conveying information, leads to the dialogue that makes decisions. Since social dialogue is a winning method of solving problems, it is not just a bargaining chip on something to reach an agreement, but a decision directed towards change or an improvement in a particular situation. Then the process of informing, dialogue and deciding needs to be done. The ideal social dialogue process includes several stages, namely a deep understanding of information, reasons and the impact of problems caused coupled with empathy from the parties not to be "selfish" or just want to win alone will produce a formulation of problem solutions that accommodate all interests, this will be more easily accepted by the parties because of the closeness of relationships and trust.

The stages in social dialogue put forward a forum of brainstorming among stakeholders, this means that social dialogue is very emphasized

on listening to others to ensure and deepen the information or problems experienced and become the discussion of the dialogue. The exchange of information in the brainstorming, is the process of consultation, for the parties to understand that the substance of the information needs to be consulted first with the stake holder who has influence or has authority.

The results of the consultation, must be the first step that can be followed up, then the process of solving the problem can be negotiated. The solution of the issue that was informed and consulted became the subject of further negotiations.

In line with the rules of industrial relations dispute resolution in Indonesia that prioritize deliberation to get away out, the ILO also put forward an industrial relations dispute resolution mechanism with a social dialogue process.

Social dialogue is not a confrontation between parties and nor is it a debate to seek the justification of one's own opinion, not to defeat the opinions of others. Social dialogue includes the process of exchanging information in more detail to equalize perceptions, avoid misunderstandings and find common ground of the problem at hand.

The philosophy that social dialogue is a method for communication forums aimed at the purpose of understanding, understanding, accepting, living peacefully and working together to achieve common well-being. In it, the parties involved need to convey information, data, facts, opinions, and try to consider, accept and implement mutual decisions.

To create a space of social dialogue involving parties, we should make plans. A plan of how to achieve the agreed goals of solutions to

the company's internal problems through social dialogue methods.

The plan at least includes:

1. **Background and problem formulation.**

   The background and formulation of the problem must be clear at the beginning. There is no need to arrange a long problem formulation and even make it not focused for the parties who will be invited to dialogue. It may take a narrative in the form of a background why the formulation of the problem needs to be expressed, but it still has to be concise and dense with facts.

   We all have to understand that parties have a fairly busy routine, so don't have enough time to study the thick documents. Therefore, after presenting the background, it is conveyed the formulation of the problem that must be discussed positively and in the form of questions. Example of a problem formulation: "How can we together improve the quality of health care for employees?" "How can companies and employees together improve a safer and more comfortable work environment?"

   Problems that are formulated and delivered well, are halfway to solving problems.

2. **Planning the involvement of the invited party**

   Parties that need to be invited, of course, must be carefully thought out. There are three important reasons, namely, first avoid the dialogue process attended by parties who do not clash or do not support solution efforts. Second, present parties who can be wise so that the dialogue process can run well and quickly. Third, present the authorities to make decisions on the substance that is the

formulation of the problem.

3. **Who is the bearer?**

Who needs to be invited who represents each party, needs to be discussed with who invites.

Well, this has to be careful. Usually the initiative of meetings is carried out by management through the Board of Directors, managers or supervisors. However, in the context of social dialogue, the union chairman or senior employee or whose authorized employee can be an interested party invites. This situation is very dependent on the habits that apply in the company.

If social dialogue initiatives depart from among workers, it is rather awkward to start inviting management people to have social dialogue with representatives of workers. But there is no harm in doing, the main thing to do is to talk first one-on-one. Convey the need to discuss those interests and then make a preliminary agreement, about when, where and who needs to be invited and who needs to invite. In the event of an initial like this, make a friendly situation by reducing the awkwardness of the office.

4. **Time and place of social dialogue events**

Time planning is also important to do, so as not to confiscate or interfere with working hours that could come at the expense of important targets. The choice of time also needs to be considered so that it can be agreed together easily. Regarding the choice of place, you should remain in the area of the company location, but can be considered for example done in the cafeteria room (if comfortable enough), or the garden (afternoon so as not to heat), or

in the meeting room. The choice of a place in the meeting room must be the last alternative so that the social dialogue program is not like the usual meetings. Or, if possible it can also be done outside the company area in the opportunity outside of working hours.

You must understand that the ambience of the meeting place will result in a certain psychological situation for the participants of the meeting. So meetings for social dialogue need to consider areas outside the habits of formal meetings, in order to further build equality, empathy of each party and not appear the dominance of authority from management.

Law No. 2 of 2004 affirms that industrial relations disputes are resolved first through a bipartite mechanism, namely a negotiating dialogue between employers and workers. If it has not gained common ground, it can be continued with a tripartite mechanism that is negotiations involving related third parties such as the government in this case the local labor service as a mediator or industrial relations court mechanism.

Regulation of the Minister of Manpower and Transmigration of the Republic of Indonesia number PER 31/MEN/XII/2008 on guidelines for the resolution of industrial relations disputes through bipartite negotiations, explained that bipartite negotiations are carried out in the following stages.
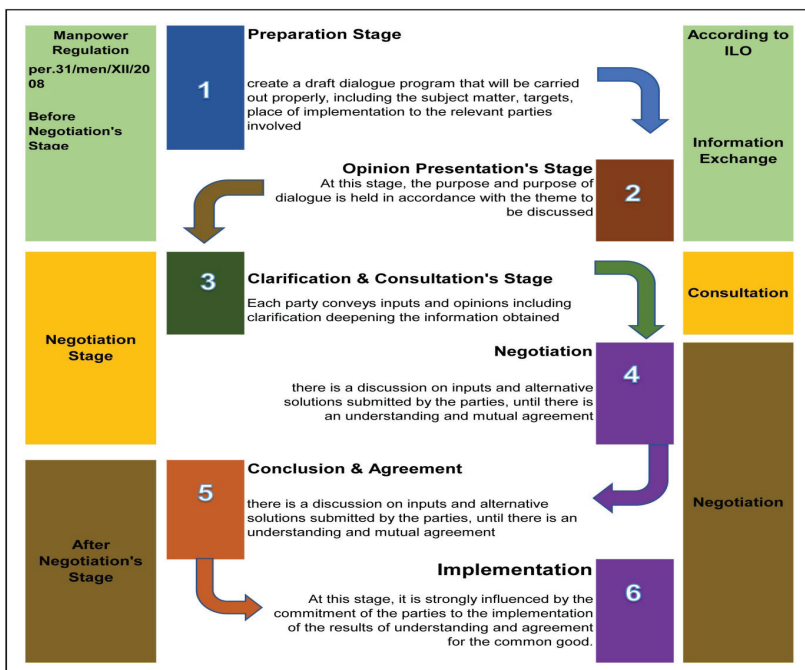
Steps to Conduct Social Dialogue in an Industrial Relations Perspective

1. Preparation Stage

   In the stage of making the program design an important part of the success of social dialogue. This includes the choice of problem topics, the targets of the place and time of implementation and the parties that need to be involved. These choices are a matter of strategy. Especially to recognize parties involved in social dialogue, including those who may have an interest in the problem at hand but have not been involved in the forum. Identify the umber source to dig up background information and the conditions of the parties in more depth to lead to who is selected to be the delegate team and who is then authorized to make the decision.

1. Opinion Presentation Stage

   In the guide, show the steps to explain the purpose and purpose of the meeting agenda. The theme or topic of the problem to be presented must have been determined in the preparation stage, but not infrequently in the stage of presentation of opinions will get new inputs that may be added or subtracted from the topic of the problem. This is natural and does not need to be worried, because accommodating the opinions of participants at this stage becomes very important for closer participation.

2. Stage of clarification and consultation

   In the presentation process, it should be given space for participants to question or ask for clarification on what is presented, so that the speaker can get the opportunity to explain more and may be able to provide additional details. The speaker also needs to present the

exposure by asking for consultation with the participants because there may be things that are not yet known at the time of the preparation of exposure materials.

3. Negotiation Stage

In the previous process, namely clarification and consultation that occurred at the time of the presentation of opinions, there will be a negotiation process. Commonly stated directly at this stage, there is no need to wait a long time to get to the negotiation stage. All participants can immediately hear and welcome what other participants express so that there is an understanding that leads to mutual agreement.

There are possibilities, there are negotiating points that cannot be agreed directly at the time. Usually because of the limits of authority of the participants, for example from participants management representatives may have to ask for the approval of the leadership above it first. Workers' representative participants may need approval from unions or groups of workers, which must be discussed outside of these social dialogue meetings. If it happens, then, it should be given time to process the approval outside the social dialogue forum, with a certain time limit, so that the decision does not wait too long and the discussion becomes ineffective.

4. Conclusion and Agreement Stage

This stage is just as important as the previous stage. Draft conclusions and agreements are done in writing, so that there is appropriate documentation as follow-up material. We recommend that the conclusion and agreement be signed by all participants or representatives of participants. But in matters whose nature the

problem is simple, simply with a commitment to improvement or change alone, there is no need for a formal signature.

5. Implementation Stage

This stage is the implementation or execution of the conclusion and agreement stage. As part of the social dialogue, you have a monitoring obligation to discover how the deal is being implemented progressively on the ground. You need to remember that social dialogue is not a goal, but a means to an end. The goal of improvement or change in a better direction. So monitoring the implementation on the ground accurately becomes very important and can be a valuable evaluation material.

Ethics of Dialogue

Promoting good dialogue requires ethics. The ability to be ethical is not an innate talent, but an ability that can be learned. Your attitude reflects your ability to relate to others.

People tend to react positively or negatively to the way you dialogue, only to the substance you bring. That is, whatever message you bring in the context of dialogue with others, either individually or in a group forum, will largely depend on your way.

Well, about the ethical way, also not only how to talk (verbal) but also about your body language (non-verbal). For example, you present exposure or are expressing opinions in a spoken language, but the way you sit is far back, eyes to the audience, or hands on hips. Your body's attitude like that actually causes the dislike of meeting participants, even though the substance you convey is true.

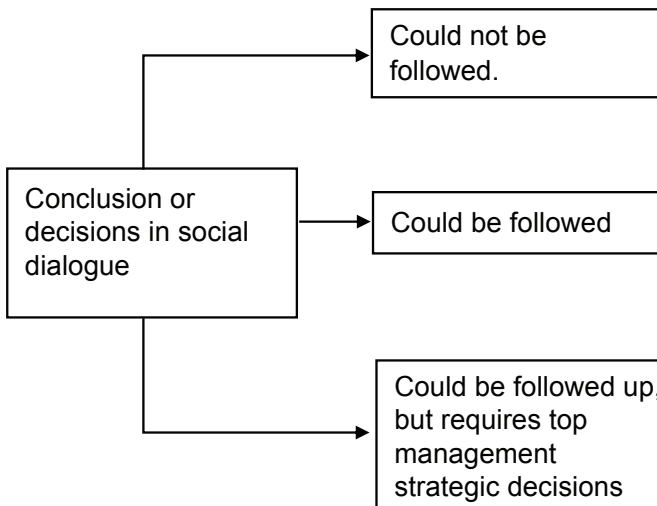So, there are two important combinations in building the ethics of

social dialogue, the language of your lessons and the language of your body. Trying to win a fight without ethics, will never produce the good you want.

In this chapter we discuss the process by which the social dialogue meeting begins. You may wonder, who leads this social dialogue, who is the moderator, who has the right to give an opinion, who presents the formulation of the problem?

This is the art of social dialogue. Social dialogue is targeted not into formal meetings but can conclude. However, the conclusion in the social dialogue process, if it has to be a company decision, may require a formal management meeting to be a company decision. But it can also be a conclusion in the social dialogue that does not require a company decision, because it can be directly followed up by authorized company officials or become a step action to improve the condition that becomes a problem. You can learn the output possibilities scheme of the following social dialogue process.

Schematic follow-up of social dialogue:

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                                    ┌─────────────────────┐
                              ┌────▶│ Could not be        │
                              │     │ followed.           │
                              │     └─────────────────────┘
┌──────────────────────┐     │
│ Conclusion or        │     │     ┌─────────────────────┐
│ decisions in social  │─────┼────▶│ Could be followed   │
│ dialogue             │     │     └─────────────────────┘
└──────────────────────┘     │
                              │     ┌─────────────────────┐
                              └────▶│ Could be followed up,│
                                    │ but requires top    │
                                    │ management          │
                                    │ strategic decisions │
                                    └─────────────────────┘
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Who leads the process of social dialogue?

An important character of the process of social dialogue is its informal dialogical nature. This distinguishes social dialogue from formal meetings that take place within the company. In formal meetings, it is usually chaired by the highest official according to the authority, substance and sector being discussed. But if social dialogue could be led by someone appointed by the agreement of both parties without having to reduce the authority of the office of the highest formal official in accordance with the substance and sector being discussed.

Indeed, it could be, there are psychological constraints if the leader in the social dialogue meeting is chosen from the lower level of office, unless there are certain advantages of the leader, such as authority, seniority, age or the existence of an honorary position.

Leaders in social dialogue should be chosen from people who are very understanding of the substance discussed in social dialogue, which is usually more related to common matters that are in the common interest of all stakeholders. This is different from the meeting that usually discusses the sector agenda and is attended by company officials according to the intended level.

Whoever is a leader in social dialogue needs to have superior leadership qualities. You can study a variety of leadership books to hone your leadership qualities. Learn, practice, improve, practice, reflect, celebrate your successes.

Leading in the process of social dialogue, is to provide services to all participants to follow the flow of discussion, bridge the process and lead to the expected results together. Of course, the matter of leading in the process of social dialogue can be learned, but it will be easier for

people who already have leadership skills before.

How does the process of social dialogue take place?

Equality between the parties in the process of social dialogue becomes important. In establishing this equality, it is quite good if each party wants to leave their positions temporarily in the process of social dialogue.

Social dialogue becomes a forum for sharing and exchanging information and ideas to equalize perceptions and foster trust between parties in industrial relations to find solutions to overcome the problems complained about. In a good social dialogue there is no monopoly of speech or opinion let alone the imposition of will between the parties.

Starting the process of social dialogue, the meeting can be opened with a relaxed atmosphere, and involves mobilizing the enthusiasm of all participants. The formulation of the design of social dialogue can be made using the help of questions including; what, who, when, where, why, and how. These questions to make it easier to gather information and formulate messages or information focus more on problem-solving alternatives. Problem identification techniques by collecting in-depth information commonly used for the creation of factual and actual news, so that the information conveyed is in-depth and accurate according to the conditions that are happening.

Exposure or presentation can be done by the leader, as an opening (what). Learn more about how to present a good presentation. This presentation must be directed appropriately and briefly to get the attention of all participants. Then it may be necessary to present a proposal or suggestion regarding the steps that need to be taken to address the problem.

In various social dialogue meeting processes, it is necessary to open the opportunity for all participants to express their opinions. It could be done brainstorming and then filtered which is more potential applicative.

COMMUNICATION OF SOCIAL DIALOGUE

Communication, a very common thing that everyone does in their daily lives. But in building social dialogue requires mature communication skills, how to make plans and patterns and forms of communication that are in accordance with the problems, background and conditions of the parties involved.

In-depth identification is needed before designing a social dialogue to get all the information as the basis for creation. Identification can be done by assessing by making and answering actual and factual questions that are true and experienced by the parties targeted. So that the information from these answers can be used as a measurable reference.

Henk Van Beers explains that every agent of social dialogue must be able to moderate discussions, understand the purpose and way of social dialogue, and most importantly believe that social dialogue is the way to solve a problem.

According to **Dirk Joosse**, agents in social dialogue in addition to requiring various skills such as negotiation, consultation, mediation in as well as the ability to manage labor relations such as:

1. Understand and master employment relationships, negotiation skills, consultation and mediation.

2. Able to develop and maintain didactic procedures in teaching/ training.

3. Able to build relationships with participants, so that they feel safe enough to experiment with new behaviors to use social dialogue skills in practice.

4. Able to provide positive feedback to participants about their behavior to increase the practical use of skills. Feedback should be based on: observation; Make connections with theories and give alternative suggestions to make participants more successful.

A Social Dialogue Coach should be able to use the following tools:

- Exercise with cases of 'life' in situations of Social Dialogue
- Brief interactive presentation of theoretical concepts of Social Dialogue skills
- Leading group discussions
- Role playing/simulation exercises
- Different feedback techniques about knowledge, skills, behavior.
- Using knowledge (latent) and experience of participants
- Using his knowledge and experience (intuitive)
- Stimulates the sharing of experiences and connects them with learning materials.
- Active listening (open questions, summaries, etc.)

In summary it can be said that "a good teacher does not automatically become a good coach". A coach gathers the experiences of the participants and reframes these experiences by adding the theories he or she wants the participants to learn. The coach aim is to enhance participants' skills, knowledge, behaviors and attitudes in the field of Social Dialogue, thereby creating a solid foundation for Social Dialogue in Labor Relations.

"Agents need to be able to create conditions where everyone feels welcome and comfortable, so that they can communicate well," explains Dirk Joose.

One of the Communication Assessment Form Models:

What is the problem ?	
Goals to be achieved ?	
Current condition ?	
Usable resources ?	
Background of the parties ?	
Appropriate form of dialogue forum ?	
Planned dialogue time:	
Resume :	
Proposal	
Note : You can modify the assessment questions to suit the actual situation	

Opinion of Senior Coach Dirk Joosse

Dirk Joosse, Labor Relations Development Support Program, Dutch Employers.   With 35 years of work for AWVN, an Employers' Organization in the Netherlands and actively providing training in various European countries, Dirk actively facilitates the development of

social dialogue by providing training for trainers on social dialogue, negotiation skills and mediation skills in the Dutch Employment and Cooperation Program (DECP).

Dirk explained the basic principles of building Social Dialogue:

1. Build trust by developing situations of transparency, integrity, respect, understanding and competence

2. Seek common ground based on what the parties need, starting with common interests and parallels

3. Creativity to find win-win solutions

4. Looking for an agreement where both parties can find victory[4]

Within companies, knowledge of current employment relationships is not limited to job skills but also how to develop constructive working relationships, to contribute to reducing labor disputes within the company from policy misunderstandings taken that can lead to conflicts and reduce productivity.

Opinion of Senior Coach Henk Van Beers

Henk Van Beers, an expert from CNV International who seeks to contribute to building decent jobs in developing countries by applying the principles of international solidarity, individual responsibility, social dialogue, and pluralism. For strengthening the position of formal and informal sector workers through social partners. Henk regularly participates actively in sharing his experiences in Indonesia. Provide support for colleagues

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[4] Powerpoint DECP at Mondiaal FNV Congres Building Bridges Oct 2019

in Indonesia with their experience and expertise. Henk argued that officially, every worker in Indonesia has the right to join the union and be represented by the union. However, the practical implementation of this agreement is a challenge in Indonesia.

While every company has obligations to comply with government regulations, wages are set regionally by the Governor under Government Regulations. In a country with a growing economy, as is the case in Indonesia and much of Asia, investment is made in mechanization and digitization and employees must be ready to be employed. At the same time, productivity must increase to stay ahead. As China has achieved over the past few decades, millions of people have made it out of poverty. It can also be realized in Indonesia if there can be cooperation between parties in the industry that starts with mutual trust and listening to each other.

According to Henk the social dialogue model should not be standardized because of the situation of corporate conditions in areas that have their local wisdom, so that they need a flexible communication model that can accommodate these differences in dialogue. Henk stressed that every agent of social dialogue needs the ability to hear. "Not only the origin of hearing but reading what really happened (read between the lines)," he continued. He also added that an agent should also try not to judge the interlocutor and not jump to conclusions.

If you have worked long enough in a company, you can easily feel how the communication patterns that occur in it. Communication patterns in the world of work will affect your attitude. Conscious or not. You interact with coworkers in high intensity, although some have low intensity depending on the position and type of work. In most situations, high-intensity communication can turn a person into another different

person. The easiest example is the way a person's view of a problem can be changed only through the way of dress, how to behave or how to talk.
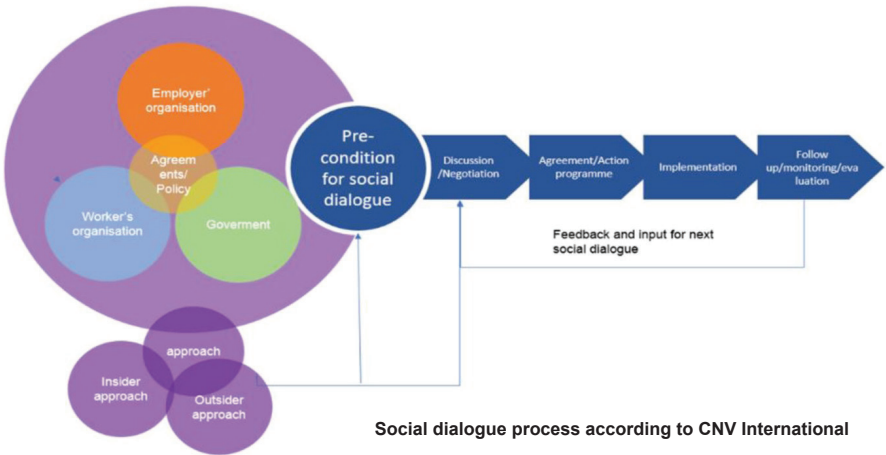
Social dialogue process according to CNV International

No wonder, in a working group or working community, members have similar attitudes and views toward events or problems. That is, communication with high intensity can uniformize the attitudes and views of the community.

The problem is, if the point of view or attitude towards something is wrong or negative, then it is feared that there is a wave of exposure to negativity viruses that can damage work dynamics, damage team work, weaken morale and thwart the company's organizational targets. If, the point of view or attitude towards something is true and positive, then the dynamics of work, teamwork and work strength will be able to be a strong factor in determining the achievement of the company's organizational targets.

That is, intra-company communication plays an important role in achieving the company's targets through attitudes of people-to-person behavior into dynamic team work. Other components in the effort to achieve the company's targets, for example, are mental attitude, technical skills of workers, external communication, technology, competition, and financial aspects. But these things are not the language in this guidebook.

In corporate internal communication there are horizontal and vertical communication patterns. Horizontal is your communication with colleagues or colleagues in the work team that aligns with you. In this horizontal communication, the communication that occurs is usually more fluid and can even easily use 'slang' which indicates the quality of closeness and similarity of degrees between fellow workers.

In vertical communication, it seems very rare to find a model of

'slang communication' between management and workers. In fact, even if there are staff or workers who are very close to the management leadership, he will change the way of communication to be a little more formal if he is at work or if he is with other people.

Management can contain stakeholders from company owners and white-collar workers who are representatives of the company owners. While workers, commonly called blue-collar employees, are more of an operational team that works on orders from management. That is, in the beginning of the scheme of white-collar and blue-collar relationships, there was already a difference in position, between the regulator and the regulated.

However, to protect the rights and obligations of workers and employers, the government issues various regulations for ideal and balanced industrial relations to protect both workers and employers.

Well, those positions then affect the communication model that occurs within the company. Here's what you can find, for example (for example) a leader who is very rude and fierce in the company but very kind and gentle in the household or among his friends. The regulatory and regulated positions affect how a person communicates.

There are always differences in vertical or horizontal communication models. In the form of vertical communication that usually occurs, has a substance that is a command (instruction) or appeal from superiors to subordinates. If from subordinates to superiors, it is usually advice, suggestions for improvement, or complaints. These two types of communication, usually using formal language in the way of delivery, whatever the substance of the message conveyed.

We all interact with each other by communicating. Communication

can be done in simple to complex ways, and technology has now drastically changed the way humans communicate. Communication is not limited to verbal or words, but rather non-verbal forms, such as smiling, waist-to-waist, embracing, giving a two-fingered V greeting, a nod to the head, body attitude, and so on.

Communication becomes an important spirit in the company's operations. We need to understand that a company is a formal organization that has specific goals. To achieve the company's objectives there are very urgent functions:

management role		operational/ production roles
	intra communication	

Between the role of management and the operational role of production is connected with communication. Without communication, the company's goals will not be achieved, and with poor communication, the company can be damaged.

A frequent problem in the communication process in a company is that those communications are highly dependent on their human character. Management and operations contain human beings in teamwork, communication occurs between humans in various levels. Communication is established between business owners, the highest leadership of the company, middle leaders, supervisors (supervisors), employees (staff), mingling between vertical communication with horizontal communication. An important relationship between communication science and organization lies in the ability of people

at various levels to communicate with each other to support the achievement of company goals.

Internal communication barriers can occur due to a variety of causes. For example, strata or degrees of position between people in the company also affect the type of communication that occurs.

For example, I have a good friend, a very bossy director, very straightforward, loud, often painful in communicating with his subordinates, even with his secretary. But it's very much different, when he's at home, he's very gentle, very persuasive and empathetic when communicating with his wife and children.

Maybe you've found that example in your life. I tell you, try answering these questions to your discussion in the working group. Questions:

1. Does he have two different personalities?
2. Does his background behave differently like that?
3. Is the boss's communication model distracting?
4. Is there a specific reason that the boss needs to change his communication model?

In that example, it can also happen at the staff level, he can be a head or family member who is very sweet communicating at home, but becomes very bad when he is in the company. These questions can also be directed at staff.

So, in the thought of future improvements, may there need to be changes that need to be made? For example, here:

Verbal communication

Old habits >> Formalistic, bossy, ruthless

New Habituation >> Informal, empathy, sweet

Non-verbal communication

Old habits >> Rigid, indifferent, scary body attitudes

New habituation >> Attitude of the body standby, supple, authoritative

Communication becomes an important part of the entire process of social dialogue. Aiming to achieve mutual understanding, understanding and acceptance and working together in finding agreements to find common solutions.

Social dialogue is a form of social interaction and becomes one form of verbal and non-verbal communication that can be an internal choice of the company. Just like communication in general, social dialogue also has a major component that will affect the process of social dialogue.
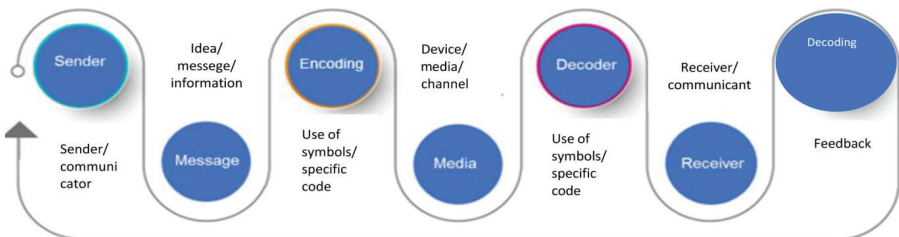
Communication Process Schemes in General

Sender, is a communicator or sender who becomes the source and has a motive and purpose of the communication process carried out. Communicators in social dialogue can be any of all stake holders related to industrial relations who have a motive and purpose.

Message, is an idea, idea, information using symbols, verbal or non-verbal language that will be sent to the messenger or communicant as

the target to be addressed. The message in a social dialogue contains various topics such as information, policies, problems and other matters related to industrial relations interactions.

Encoding is the process of converting ideas, thoughts or components of messages, other information to be conveyed into symbols, words, actions, diagrams, body movements, images and others. The language or symbols used must be understood by the recipient of the information. Accuracy in compiling information formats for social dialogue must adjust to the background of the parties targeted, such as the level of education, friendship, character, culture to consideration of the time and place of delivery and closeness of the relationship with the recipient will affect the effectiveness of delivery.

Media, or channels are tools used in conveying messages. The selection of media used must also be done carefully because although a message has been formulated properly but it could be distorted so that it can change the message or information received by the communicant different from what is conveyed. The selection of media for social dialogue is adjusted to the conditions of the theme to be conveyed as well as the conditions of the parties involved.

Decoding is the reverse process of encoding, where the receiver interprets the information conveyed by the sender and tries to understand it as best as possible. Effective communication only occurs if the receiver understands exactly what the sender is intended for. Differences in educational background, status, character, culture and perception between sender and receiver of the message will have an impact at this stage, for it needs careful planning and adjustment before conveying information or messages.

Receiver, communicant or receiver is the person targeted for the

message or information. The receiver of the information tries their best to understand what the sender of the information means so that the communication objective is achieved. The extent of the recipient's understanding of this information depends on the subject, experience, knowledge, beliefs, cultural character and his or her relationship with the sender.

Feedback is a response given by the communicant as the recipient of a message to the communicator or sender. If the response provided by the receiving parties in a social dialogue is not in accordance with the initial expectations or purpose of sending messages by the sending party, then the social dialogue is ineffective. Conversely, if the parties respond according to expectations and objectives, then the social dialogue is effective.

Techniques to Be a Good Listener

The process of communication is the process of interaction between humans in which there is an exchange of ideas, ideas, thoughts, information and so on both verbally and non-verbally. For that in doing the communication process requires good language skills so that the process of delivering messages, information and ideas runs smoothly. Language skills are a unity of abilities that include several skills, namely listening or listening skills, speaking skills, reading skills, and writing skills.

Listening skills are a receptive ability that is capturing information through hearing and digesting or understanding messages, information ideas in the form of verbal and non-verbal sentences delivered by others.

Listening is one type of spoken language skills that are receptive.

Listening is not only a listening activity but also digests and understands what is heard. There are two types of situations in listening, namely the situation of listening interactively and the situation of listening in an inactivate manner. Interactive listening occurs in face-to-face conversations and conversations on the phone or the like. In listening to this type, we take turns doing listening and talking activities. Therefore, we have the opportunity to ask questions to get an explanation, ask the other person to repeat what was said by him   or her or her or her to ask her to speak somewhat more slowly. Then, examples of noninteractive listening situations, namely listening to radio, TV, movies, sermons, or listening in ceremonial events. In such a situation of inactivity, we cannot ask for an explanation from the speaker, cannot repeat what is said, and cannot ask for the conversation to be slowed down.[5]

To master the ability to hear or listen well, it can be done by practicing some of the following techniques:

[5] http://dwicahyadiwibowo.blogspot.com/2014/05/aspek-aspek-keterampilan-dalam.html

Listening Assessment Table

Receptive Principle	Attitude / Behavior	Check	
		Y	N
Listening = more use of the five senses of hearing and assisting the function of sight	▪ Store or remember elements of language that are heard using short-term memory ▪ Trying to differentiate meaning from distinguish sounds ▪ Aware of the forms of stress and tone, tone of voice, intonation and reduction of word forms		
Listening = use the auditory, visual and analytical functions to digest what is conveyed	▪ Differentiate and understanding the meaning of the heard words ▪ Recognize special tenses (typical word-order patterns) ▪ Detect keywords that identify topics and ideas ▪ Guess the meaning of the context ▪ Knowing grammatical word classes ▪ Realizing basic forms of syntax ▪ Recognize cohesive devices ▪ Defect sentence elements such as subject, predicate, object, and other elements ▪ Trying to clarify if the sentence conveyed is not acceptable, digested or understood		

So the purpose of listening is to obtain information, capture the content, and understand the meaning of the communication conveyed. A person's attitude towards a message received is determined by the belief and judgment of the object with all its attributes. Therefore, the parties involved in social dialogue must put forward an open and accepting attitude when being listeners and receiving information or opinions from others, so that the substance or core of what is conveyed can be fully accepted and understood properly as expected, not fail to understand.

Speech Techniques (Speech Skills)

Social dialogue as a process of communication certainly involves interaction between parties in the usual form of exchange of messages, ideas, ideas and information. In such interactions, of course, there is an exchange of roles and functions of listening and speaking. If in the previous session has been discussed how important the ability to listen is good for all parties to make a social dialogue achieve its goals, then the parties are also required to have the ability to speak or express a good opinion in a discussion.

One of the skills in another language unity is speaking skills. Speaking is a type of spoken language skill. With respect to speaking skills there are three types of speaking situations, namely interactive, semi interactive, and non-interactive. Interactive speaking situations, such as face-to-face conversations and phone conversations that allow for a change between speaking and listening, and also allow us to ask for clarification, repetition or we can ask the other person to slow down the tempo of the interlocutor's speech.

Then, there are also semi interactive speaking situations, such as the nature of addressing the public directly. In this situation, the audience

is unable to interrupt the conversation, but the speaker can see the listener's reaction to their facial expressions and body language. Some speaking situations can be said to be completely non interactive, such as speeches over the radio or television.

Social dialogue is a form of interactive communication where the process of conveying opinions is carried out through conversations conducted directly and alternating messaging and sending feedback between dialogue participants. This, of course, allows for misunderstandings. For this reason, it is necessary to speak skills to express effective opinions so that the dialogue process can run well.

Expressing opinions in social dialogue is part of the rights of the parties concerned in industrial relations, the right is protected in the independence law to express opinions. However, of course such freedoms do not mean absolutely unlimited rules, to protect all interests and the wider good, so expressing opinions is based on several rules:[6]

1. The principle of balance between rights and obligations
2. The basis of deliberation and consensus
3. Principles of legal certainty and justice
4. Principle of proportionality
5. Basic benefits

Based on the five principles of independence to express opinions in public, the implementation is expected to achieve the goal of:

1. Realizing responsible freedom as one of the human rights in accordance with Pancasila and the 1945 Constitution.

2. Realize consistent and continuous legal protection in ensuring freedom of expression.

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[6] UU No 9 tahun 1998 tentang Kemerdekaan Menyampaikan Pendapat di Muka Umum

3. Realizing a climate conducive to the development of participation and creativity of every citizen as an embodiment of rights and responsibilities in democratic life.

4. Placing social responsibility in the life of society, nation, and state, without neglecting the interests of individuals or groups.

The delivery of opinions in social dialogue is more done through direct conversations in forums. But sometimes the presentation of opinions can also be done in writing.

The ability to convey good opinions from the parties in a social dialogue can be improved by paying attention to the following principles and techniques of expressing opinions:

Opinion Delivery Techniques Table

Principle of Submission Opinion	Opinion Delivery Technique
1. **Logical,** is a process of thinking using logic, rational and reasonable that is relevant to the problem 2. **Critical**, compare and accommodate several current and future problems so as to produce conclusions and ideas that can solve problems 3. **Analytical**, describe in depth based on facts and data obtained from various sources objectively 4. **Realistic,** suggestions can be implemented in real terms.	▪ Contains ideas, ideas that prioritize the results of general logic thinking rather than mere desires ▪ Focus on the problem object, background and alternative solution of the problem being faced not the subject ▪ Organized based on facts and data as reinforcements, not just assumptions ▪ Arranged based on the cause and possible consequences caused by ▪ Accommodate various inputs as a basis for consideration

5. **Methodical**, formulate something in an orderly relationship so as to form a system that means whole, thoroughly and explains causation	▪ Delivered in a clear and systematic arrangement so that it is easy to understand ▪ Delivered in a clear and systematic arrangement so that it is easy to understand ▪ Submitted in accordance with the appropriate time and conditions and applicable rules ▪ Delivered while respecting the other party ▪ Conveyed clearly with a reasonable, calm, flexible attitude ▪ Delivered using verbal and non-verbal language well and appropriately (voice intonation, mimicry, gestures) ▪ Not forcing opinions

TIPS FOR PUTTING TOGETHER AN INTERESTING PRESENTATION

Presentation becomes an important part of communication in the process of social dialogue. A presentation needs to be prepared if there are issues that need to be raised in an urgent social dialogue but may have high complexity. It could be without the need to prepare a special presentation, if the problem that needs to be solved is simple. But with or without presentation, it still takes expertise to convey a problem or a potential aimed at achieving mutual understanding, understanding and acceptance, in order to get a mutual solution agreement.

A good presentation has at least four main components, such as the following:
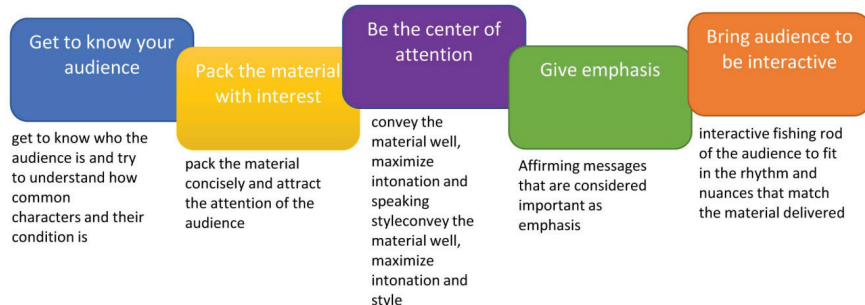
The first is a welcome and thank you for the willingness of the audience to attend the social dialogue event. You must remember that the audience present may be individuals who are quite busy and may also be facing job pressures that make him or her less comfortable. Appreciate their time. Appreciate also their intention to attend so that their presence should not be in vain because they listen to mediocre presentations.

Second, the core of the problem or expectations directly. If there are some problems and expectations, list the most urgent at the top. You need to convey briefly what is the background that causes the problem or expectation.

Third, the conclusion of problems or hopes. This needs to be done at the end of the presentation as a reminder or affirmation of what is expected of the program. Conclusions need to be arranged in positive language.

Fourth, thank you. Ethics that really need to be done is thank you coupled with a polite body attitude.

Quick tips during presentation

Get to know your audience	Pack the material with interest	Be the center of attention	Give emphasis	Bring audience to be interactive
get to know who the audience is and try to understand how common characters and their condition is	pack the material concisely and attract the attention of the audience	convey the material well, maximize intonation and speaking styleconvey the material well, maximize intonation and style	Affirming messages that are considered important as emphasis	interactive fishing rod of the audience to fit in the rhythm and nuances that match the material delivered

Social dialogue is based on trust with respect and honesty. What is the measure of trust, respect, and honesty? So how to know the level of trust, the level of respect and the level of honesty of others?

The answers to these questions are in the realm of soft skills. To build a social dialogue, good soft skills are needed to combine all aspects of trust, honesty and respect for others. Especially in terms of soft skills like this, you can study various popular psychology books, which contain leadership skills, cooperation skills, empathy, persistence and others.

In essence, if you intend to become an agent of Social Dialogue, you need to master the soft skills within yourself. The goal is to be a good communicator, be a good leader, be able to understand or empathy with others, respect others and be part of an effective work team.

The ability to manage self-management and management interacts with other humans, often called soft skills. Soft skills refer to a broad set of skills, behaviors, attitudes, and personal qualities that enable people to effectively interact with their environment, thereby being able to work well alongside others to achieve goals. These skills are widely applicable and complement technical skills and academic skills.[7]

Soft skills are needed in terms of easing potential disputes in industrial relations. In industrial relations, an assertive attitude or mentality of appreciation to others is required, respect for everyone including leaders and subordinates, and equal employees. In the era of digital applications, automation and the use of artificial intelligence in

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[7] Laura H. Lippman, 2015, Workforce Connections : Key Soft Skills that Foster Youth Workforce Succes: Toward A Consensus across Field, Child Trends & USAID

economic activities are believed to increase productivity and efficiency in modern production, as well as provide convenience and convenience for consumers.

But these technological advances also present challenges to workers in the form of skill demands and mastery of technology. A wave of massive changes in industrial sectors around the world with the implementation of information technology and automation will reshape the skills necessary to work, as well as work ethic and way of working.

This era requires an increasingly skilled workforce with a level of technical skills and adaptability skills in the future job market. HUMAN RESOURCES are required to be more capable, better able to adapt to the advancement of information technology and automation in an ever-changing work environment. Soft skills are becoming more and more needed than in previous industrial eras.

So is the ability of qualified soft skills only needed and targeted for those modern industry players who rely on the sophistication of technology and artificial intelligence as is rife in the industrial world in the last ten years? What about blue-collar workers? Workers in manufacturing or traditional patterns such as factories, do they also need this type of skill or ability? Will soft skills have a positive and progressive impact on them? The answer is yes. It's even very necessary.

Leadership, communication, creativity, innovation, organization, adapting, synergizing and negotiating skills and skills are imperatives in today's industrialized world. Without soft skills, they would not be able to make a positive contribution to the company.

Soft skills are also needed in terms of easing and resolving

potential disputes in industrial relations, between workers and company management. Things often stem from problems of empathy, communication or adaptability. In industrial relations, an assertive attitude or mentality of appreciation in others is needed, respecting leaders, subordinates and equals. With the ability and mastery of good soft skill there will be opportunities to avoid communication impasses and can give birth to new viewpoints that benefit all parties.

Companies are required to continue to grow to overcome competition, requiring all human resources who have the ability to struggle and the ability to survive in difficult situations when there is a dispute over industrial relations. With the ability and mastery of good soft skills there will be opportunities to avoid communication impasses and can give birth to new viewpoints that benefit all parties.[8]

Building Empathy

"Our concern today will make a meaningful difference in the future." - Morrie Schwartz These wise words make us realize that your future is determined by your current concerns. In terms of social dialogue, the demands of concern for the problems that occur in the company show how seriously you are putting the future of the company. This applies the same, both to the employer side or represented by the management ranks and to the worker side. The bottom line is that wherever you are as a management or worker, you need to have a sense of care about the dynamics of the company you work for.

That care will increase your empathy for the other party, the other person, other circumstances that you may not be feeling. Empathy is the ability to realize, understand, and appreciate the feelings and thoughts

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[8] APINDO & ILO, 2021, Kajian Penguatan Kebijakan Pengembangan Soft Skills Menuju Industri 4.0

of others. Empathy is the ability to align themselves (sensitive) to what, how, and the background of other people's feelings and thoughts as the person feels and thinks about them.[9]

Empathy is putting oneself in the emotional state of another person and as if experiencing it yourself. This empathy attitude will encourage someone to do social care or care for others. When the individual has empathy for others, social care will appear in the individual. A person who can put himself in the position of others or who is being felt by others then in his heart will form Social Interest.

Social dialogue aims to create harmonious, dynamic and equitable industrial relations. To achieve these goals requires empathy skills in all stakeholders involved in conducting social dialogue.

A social dialogue conducted without empathy from the parties will cause a high sectoral ego, making it difficult to reach meeting point because the target in the dialogue is each other's interests. Social dialogue will turn into an arena of debate that will sharpen the problem into conflict.

Therefore, social dialogue must be carried out with the empathy ability of the parties involved, so that what is discussed in social dialogue is not solely for the benefit of the group but accommodates and understands the interests of others. This is very important in the process of finding common solutions to problems in social dialogue to be more harmonious.

Empathy in social dialogue will cause concerns that encourage a person to understand the perspectives and conditions of others, and try to be useful by providing assistance to the conditions experienced.

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[9] Stein, Steven J. & Book, Howard H. 2002. Ledakan EQ: 15 Prinsip Dasar Kecerdasan Emosional Meraih Sukses, Terjemahan Trinanda Rainy dan Yudhi Murtanto, Penerbit Kaula, Bandung.

Therefore, a Social Dialogue must be based on the desire to solve problems together. "If you believe there is a power play in social dialogue, then you are on the wrong track," Henk's said.

According to Daniel Goleman there are several characteristics of empathy, namely:[10]

1. **Understanding** others is quickly capturing the feelings of others, respect and being able to feel and read the feelings of others.

2. **Service orientation** is providing services needed by others, meaning that it is able to provide action against the problems that are happening.

3. **Developing others** is providing positive input or building, meaning it can provide solutions.

4. **Leveraging diversity** is taking advantage of differences instead of conflict, being able to benefit from problems.

Based on the above discussion, it is clear that the success of a social dialogue requires empathy for all parties involved in industrial relations. Here's the technique of building empathy attitudes for industrial relations stakeholders in managing social dialogue. These wise words, interesting to us, read: "We need to have empathy. When we lose empathy, we lose our humanity." Goldie Hawn (We need to have empathy. When we lose empathy, we lose our humanity.

Empathy is an attitude that is free from evaluative (non-judgmental) nature, thus allowing for a thorough acceptance. According to de Janasz et al (20219), Mangundjaya (2021), Timpe (1999), there are

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[11] Goleman, Daniel. 1997. Emotional Intelligence (Kecerdasan Emosional); Mengapa EI Lebih Penting daripada IQ. Jakarta : PT Gramedia Pustaka Utama.

several ways to develop empathy, as follows:[11]

1. Doing Self-Introspection

There are several ways to do introspection, including asking the following:

a) Don't I like constructive criticism?
b) How do others look at me?
c) Do others look at me to a certain standard?
d) Do I judge others by my standards without learning that person's standards?
e) Do I expect others to be just like myself?

2. Listen to others

Listen to others wholeheartedly, actively. This means asking questions and having a concern to do something out of the answers they give. Listening to gain a better understanding. Active listening is also known as listening with empathy or reflective listening. This will be able to build a working environment that increases mutual understanding and trust in each other.

3. Respect and respect others.

In general, treat others the way they want to be treated as such. Be kind to others, and respect and respect and respect them.

4. Put a position on someone else.

Try to change roles and put others in position before responding to others. By trying to put yourself in the shoes of others and understand others, this will make a person more about others completely. This will

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[11] Manual Bagi Fasilitator Membangun Kepercayaan & Empati, Performacita

be able to help harmony in establishing interpersonal relationships in the workplace.

5. Ask for feedback from trusted people

Others especially people who are close to themselves will usually be willing to provide objective feedback. Based on this feedback, it is expected that individuals will be better able to get to know themselves better.

6. Be objective and positive.

In general, each individual is expected to be able to develop a positive attitude in others and not make judgment or negative criticism, especially before knowing the actual condition. By always having positive thoughts, it will be able to support the ability to empathize that has an impact on flexibility in establishing interpersonal relationships in the workplace.

7. Be neutral and impartial

Do not give a certain assessment, being neutral and impartial is one aspect that needs to be developed. In this case, empathy doesn't necessarily mean agreeing, but it does mean understanding the speaker's point of view. Judgment and criticism can destroy a person's self-esteem, as well as become an unpleasant condition.

8. Communicate empathy by doing, among others:

a. Communication as clear as possible, i.e. understanding the information conveyed.

b. Focus on the person being spoken to (focus), namely making eye contact, attention posture and physical closeness.

c. Reflecting is ensuring attention and showing it to others.

d. Open up (disclosed). That is, put forward honesty and sincerity in communicating.

e. Able to capture the main message (address mixed message), which is sensitive to the main message delivered even though sometimes mixed with some messages delivered.

f. Understand and understand (acknowledge important), which is to ensure that you understand deeply the problems or expectations conveyed.

9. Interact with different types of people.

Establishing relationships and interacting with different types of people will be able to develop empathy. By engaging in various activities, it will also involve emotional factors that will eventually be able to train empathy.

10. Ask for help from professionals.

Sometimes if you are unable to introspect or receive feedback from others, then the thing that can be done is to ask for help from professionals such as psychologists for better self-recognition.

Empathy Assessment Table

Basic Principles	Attitude/Behavior	Check	
		Y	N
Awareness & Equality Social dialogue must be conducted by seating all parties in the same degree to achieve the goals of common interests. Both employers and workers or givers and wage earners are given equal and balanced treatment in conducting dialogue, so that the purpose of social dialogue as a forum for communication and the process of sharing opinions between parties can encourage the achievement of agreements and create harmonious industrial relations.	▪ Based on awareness &will within self to achieve common goals above group and personal interests ▪ View all parties equally in the eyes of the law ▪ Have a common goal that is equitable well-being ▪ Partners in industrial relations		

Digging for Information Social dialogue focuses on deepening information that can be obtained through intense interaction between the parties concerned. In-depth communication is done not only collecting information conveyed verbally but also non-verbally, so that the message obtained can clearly describe the condition experienced by others.	▪ Be a good listener ▪ Understand the reason/background of the condition ▪ Extract information from many sources and perspectives ▪ Observing non-verbal language (tone of speech, facial expressions, gestures and other body language.		
Understanding & Feel A deep understanding and feeling the conditions experi-enced by others will provide the same perspective on the person, so as to lower each of the egos of the parties not to impose the will in social dialogue.	▪ Understand and feel the conditions experienced by others ▪ Imagination puts itself in the shoes of others.		

Give a positive response Social dialogue offers a choice of solutions that prioritize the achievement of common goals above the interests of the group. Of course, it requires awareness and empathy from all parties to benefit from every difference that occurs.	▪ Benefit from different perspectives or problems faced ▪ Provide positive solutions that are well received		

WILLPOWER and ABILITY

When problems in the company arise, there is actually a lot that can be done by means of ordinary procedures (SOPs), reporting to supervisors or managers and processing immediately to overcome the problem. Because, usually a professional company standarad of precentage (SoP) that are constantly updated and trained to its employees. For example, you find a leaking water faucet, a chipped power cord, an unkempt dirty bathroom, or there are serious safety and work safety issues. These kinds of things may be incidental in nature, requiring instantaneous attention and handling, which should be reported instantly.

But perhaps, there are problems that arise on a larger scale or there is an insistence on expectations that may need to be conveyed to management. This is, for example related to the Collective Labor Agreement (PKB), wage increases, overtime incentives, rest time, employee canteen, related to welfare, safety and safety of work. For this more comprehensive solution is needed that requires systematic handling.

On the large scale of the problem, it may not be the domain of the authority of a supervisor or manager, because he needs a strategic settlement plan, may require a director's decision. Because such problems require budget considerations, increasing production capacity, sales or the existence of a tax incentive system that is the authority of the government. The scale of this problem is part of the company's strategic plan.

So, this is what can be designed in the agenda of social dialogue as systematic as in the company. Very complex problems require a systematic, multi-stakeholder problem-solving plan and the main thing

is the willingness and ability to answer future challenges. Things that would normally be related to financial projections and work productivity.

Team work in social dialogue must have two main conditions, namely willing and able to solve problems or challenges of the company's organization. It is possible to overcome the large scale of the problem, it will not be solved instantly. Requires a stage of completion that is in accordance with the development of the company, financial performance and expertise of its workers.

However, with a dedicated social dialogue team, it will be really willing and able to overcome problems and encourage the achievement of company performance. The combination of the will and ability of all parties, namely stakeholders such as employers, workers, employers' associations, trade unions, governments and other related agencies, will be able to find solutions to various problems. In fact, the combination of willpower and ability will drive the realization of the potential performance and success of the company's organization quickly.

The problem, however, is that in terms of choosing who wants and who can afford it, it may not be an easy job. Requiring observant observation in the field, it takes time to find people who have abilities that can represent from each element, management and workers. The point is the will and ability of all parties. Willing and able.

People who are willing and able, must be found to build a good social dialogue, because the harmonization of industrial relations that is the purpose of social dialogue cannot be built only by discourse, but clearly requires the active involvement of parties.

Documentation Techniques

Documentation of a social dialogue program is indispensable. This is evidence that corroborates and underlies a policy or ruling taken on a problem in industrial relations. Documentation that needs to be made in social dialogue includes:

- Documentation of minutes in the form of event news / summary of discussion / report

- Supporting documentation of correspondence (invitations and attendance lists)

- Documentation of photos or videos of activities

Minutes are a record of the process of social dialogue activities carried out from the beginning to the end. Starting from the opening, discussion of problems, up to decision making, and closing.

As part of the bipartite, minutes of social dialogue can be made referring to the form of negotiation minutes according to Manpower Regulation per number. 31/MEN/XII/2008 contains at least:

1. Full names and addresses of the parties;

2. Date and place of negotiation;

3. The subject matter or object in dispute;

4. Opinions of the parties

5. Conclusion or outcome of negotiations

6. Signature of the parties to the negotiations

However, you should not refer to the Manpower Regulation setting. You can use more creative agreements, with more populist documentation models, so they can be loaded in company bulletins, or on information boards. The point, is that if the habit program needs

to be known by all stakeholders of the company, then the company's internal communication media can be utilized.

The substance of the information that needs to be conveyed needs to be written down properly. The big goal is to build awareness and problem solving and wide enthusiasm among stakeholders. The language used in the published documentation should be positive, should not be inflammatory or propaganda, because common goals must be achieved together.

Social Dialogue Documentation Table

Head of Note	Content
It is part of the explanation of the structure of the implementation of social dialogue activities	1. Name or theme to be discussed 2. The day and date of the dialogue is held 3. Implementation time 4. Place of implementation 5. Event arrangement 6. Parties present
Content of The Notes	**Content**
It is a core part and is considered important in the discussion of dialogue.	1. Opening word 2. Discussion of the problem 3. Submission of opinions 4. Decisions, results and recommendations 5. Closing time (Hour)

End of Notes	Content
Contains the approval or confirmation of the minutes, although they are located at the end, their understanding and position are very important in the writing of the minutes.	1. Department Name 2. Name of party, position 3. Signature
Supporting Documents	**Content**
Contains supporting documents that corroborate the minutes of social dialogue	1. License 2. Invitation letter 3. Opinion exposure material 4. List present
Documentation	**Content**
Contains supporting photos of social dialogue activities	1. During the event 2. The participants

Problem Solving Techniques & Decision Making

Is it possible to accommodate the many problems and needs of each party into an ideal solution? Of course it's very difficult. So what to do? Get to know more about the problem conditions faced and dig up as much information as possible as data makes proposed recommendations.

Often, just a small problem can lead to a new problem that is bigger and involves more parties. This is due to three things:

1. Warning of problems that occur, albeit incidentally. It could be caused by the negligence of supervisors who received information on the problem, maybe because it was considered trivial so that no appropriate action was taken. But this if it happens over and over again will result in the apathy of the workers who report it. As a result, similar problems will not be reported, and then there will be subsequent warnings.

2. There is no practical problem reporting system that can be done by workers or management easily. If reporting of the problem must be done too procedurally and cause complexity or uncertainty in the security of the reporting party, it will result in the inhibition of the substance of the report flowing to the competent management. As a result, management lacks systematic report information and jeopardizes the continuity of the company's organization.

3. Less effective decision-making is taken from inaccurate or less in-depth information. This kind of thing can happen that results in decisions taken not done through proper identification so that the formulation of the problem is not in accordance with the problem factually.

Problem Solving Assessment Form

Conditions/backgrounds that occur :	
Problems that arise : _____ _____ _____	Impact or risk :
Potential resources that are owned or can be obtained:	
Alternative Solution 1 :	
Goals/profits :	Impact or risk :
Alternative Solution 2 :	
Goals/profits :	Impact or risk :
Comparison :	
Solution 1 (… %)	Solution 2 (… %)
Important note:	

So how to choose the right solution if the comparison between the advantages and risks of these choices is equally large?

It takes decision making skills to make decisions and make the right choice among the many alternative solution options available. Then how?

There is a practical instruction that is commonly done in corporate organizations, namely "just throwing the ideas!". This is interesting, because you do not need to use the procedural approach (SOP), just do it properly and appropriately, and politely, to express complaints in the language of hope. For those who are afraid and have never tried, maybe this seems worrying, but there is no harm in trying. Discuss it with your supervisor or coworkers you know well.

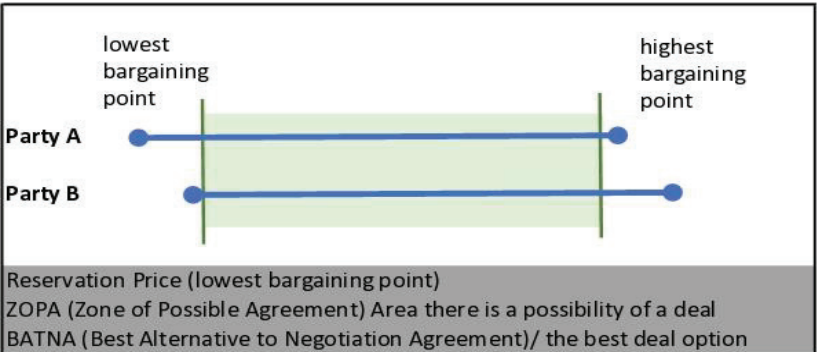## Decision Making Assessment Form

Pitching alternative solution ideas:	Identify the response:	
Consideration/input of other sources/experts:	Identify the response:	
Consideration of experience :	Solution 1	Solution 2

Consideration of profit-loss:	Solution 1	Solution 2
Consideration of the breadth of impact:	Solution 1	Solution 2
Consideration of the magnitude of the impact:	Solution 1	Solution 2

Negotiation & Handling Objections in Social Dialogue

Negotiation is a process of bargaining between parties in industrial relations. Where the parties who have similar interests or conflicts due to differences in interests hold talks to reach an agreement.[12]

Reservation Price (lowest bargaining point)
ZOPA (Zone of Possible Agreement) Area there is a possibility of a deal
BATNA (Best Alternative to Negotiation Agreement)/ the best deal option

[13] Jim Sebenius, 2017, BATNAs in Negotiation: Common Errors and Three Kinds of "No", Harvard Business School

The industry players both employers and workers will each try to meet the purpose of meeting needs or solving problems originating from each party. Not infrequently negotiations experience dead ends and failures, to the potential to cause conflicts that have the impact of declining productivity.

But in that case, all parties, with high will and ability must really agree on one thing: the productivity of a well-maintained company. So, whatever is being discussed in the process of social dialogue will not interfere with the company's performance. The higher the performance, the more prosperous and fulfilled all the rights and obligations of each party.

This graph illustrates how the dialogue process can show the parties supporting or not supporting the program's grand objectives.

According to Dr. Herlina Saragih, a communication science expert and lecturer at the Defense University, the failure of negotiations resulted from negotiators sent by each side unqualified, did not have a frame of reference and frame of field experiences so it was not able to fulfill it elegantly.[13]

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[13] kaltim.prokal.co/read/news/344692-pentingnya-negosiasi-dalam-hubungan-industrial

Negotiation Assessment Form

Determine the lowest bargaining point :	1st party :	2nd party :
Determine the highest bargaining point:	1st party :	2nd party :
Specify ZOPA		
Alternative BATNA 1		
Alternative BATNA 2		
Alternative BATNA 2		
Deal Value		

Handling Objection Assessment Form

Accept and repeat the offer/issues submitted well		
Identification, background, reason and purpose of the proposed offer		
Explanation of the background, reasons and purpose of the offer we submit (show sympathy and empathy)		
Give a choice of solutions, explain the benefits and benefits	Solution 1	Solution 1
Ask what the consent/ objection is		
Make conclusion together as a cover		
Note, Evaluation		

Do you need an institution or not?

Indeed, there is still a lot of debate about whether or not to establish a social dialogue institution in a corporate organization? In fact, whatever your choice will depend on your goals.

Dirk Joosse and Henk Van Beers argue that Social Dialogue should be formed naturally or simply flow, following the problems and challenges that arise during the company's organizational journey. Dirk and Henk argue even deeper, namely "If a formal institution is formed filled by top management levels, instead it is feared that there will be bias in decision making". It can happen if precisely if formed the Institution can even occur the head of the Institution is a delegate from the top management, so that the sensitivity of the problem below becomes less. Dirk and Henk argue that social dialogue is an ongoing process, not only done solely if there is a problem, but social dialogue is held to prevent problems from arisen or become in such a way, but done naturally only, without the hassle of forming institutions.

Social dialogue can take the form of various activities, communication interactions between employers and workers such as in the form of negotiations, discussions, talks, hearings, training and so on. But there is an important feature of social dialogue, namely the existence of a dynamic and systematic agenda, not just chat. Social dialogue can be designed in such a way, involving selected people to solve certain problems within an organization or company.

Because the form of social dialogue activities is very dynamic and systematic, the question arises, should social dialogue forums be institutionalized? Because by instituting this forum, a systematic series

of stages of activities can only be carried out by people who sit in the institutions of social dialogue.

If there is an institution that manages the existence of social dialogue in a company, then we can expect a group of people who are assigned to at least carry out five important aspects that are the authority or obligation of an institution.

The five important aspects are, planning aspects, implementation aspects, monitoring aspects, evaluation aspects and accountability aspects. By managing these five important aspects, social dialogue can be expected to run systematically, not just incidental events.

But there are risks. If social dialogue within a company is institutionalized, who is about a person appointed or gets a delegate to be a caretaker, say a social dialogue institution? Well, this is crucial, because those people become the main tangent to consider what is most important in various matters in the agenda of systematic social dialogue. He or those people will be determinants of which ones need to be discussed, who needs to discuss, how to discuss them and what the decision is.

If you are part of corporate management, what kind of person is right to sit in the Social Dialogue Institute in your company? Similarly, if you are part of a worker or union, who do you decide to represent you sitting in a social dialogue institution in the company?

Considerations for giving birth to a social dialogue institution in a company must also be estimated the possible costs that arise, and who bears those costs. If the costs that arise are borne by the union or the management of the company, then the independence of the Institution will be influenced by the cost giver.

Consider also if in terms of determining if it is decided that the existence of a social dialogue institution in a company then, the structure of the management of the Institution must be thoroughly studied in advance. Structure will result in a new bureaucracy, a procedure, a range of control, an authority, an accountability. Those things arise when making decisions related to institutions. You have to imagine what approximately the urgency of the institutional structure is with the potential for ease, simplification of solving the company's organizational problems and/or the potential achievement of the company's productivity targets.

Regarding the Institution of Social Dialogue is necessary or not necessary to use the Institution so that all things run normatively and naturally, I think it can still be considered. Perhaps, the size of the company can be an important factor to determine whether this institution needs to be established or not. In a densely wealthy company, whose number of employees is above 1000 people, it may be good if there is an institution. However, if the employees are only 50 people?

Another thing to consider in making decisions about the need for social dialogue institutions or unnecessary, is about the substance of what problems need to be solved. The urgency of the problem is also important to consider. Just imagine, if in a company that runs very conducive, there is no problem whatsoever about employee performance, about productivity, about employee welfare or problems of safety and security facilities, why was a social dialogue institution born? There's not always a need for that.

So, your decision, institutionalized social dialogue or not? Please decide for yourself according to the conditions in your company.

TEAM WORK

Social dialogue is a form of bipartite and tripartite communication forum as a means of consultation and deliberation on labor issues whose members consist of elements of employer organizations, and trade unions/ trade unions, and the Government.

Considering the composition of the two or three elements, then comes the thought in our minds. That is, how to set parallels in social dialogue? It is clear that in industrial relations, in a management company that represented the owner of the company is an element of leadership and the workers are subordinate elements. But in social dialogue, equality becomes important, so that the parties involved have the opportunity to express urgent things and ideas of solutions without concern. Equal and equal, being an important principle in social dialogue, because with this, there is active interaction between stakeholders involved in industrial relations who each aim to find common ground and understanding on a problem.

In social dialogue activities, teamwork is needed between elements. This cooperation needs to start from a sense of equality and alignment. What kind of cooperation is needed in the process of social dialogue? To answer this question, we need to understand first, what kind of people are willing and able to become members of team work.

The ability to be part of a team work is one form of personal skills (soft skills), namely the ability to work with others to achieve common goals.

It is impossible for the purpose of a social dialogue to be achieved if it is designed and implemented by people who do not have the ability to cooperate with others. Let's say in simple language, if the social

dialogue team is conducted by a selfish or antisocial person, what about the output will be achieved?

Team work skills are the skills to work together with others who complement each other and are committed to achieving previously agreed targets to achieve common goals effectively and efficiently. Motivation and awareness are needed to equalize goals on the parties to form common perceptions that support coordination to solve problems.

The existence of individual mutual interactions with other individuals, although derived from different parts of the task but carried out synergistically and in coordination together.

In other words, team work is a collaboration of the willingness and strong ability of individuals to achieve organizational goals together. Team work members are actually people who are willing and able to do so. It's not too important to have members who are intelligent but unwilling and unable to cooperate with others. Leave them intelligent or pretentious, but minus the willingness and ability to appreciate others, because individual intelligence or individual intelligence is useless in social dialogue. Team work in social dialogue is to share roles, with all the will and ability to solve common problems within the company.

Here is one form that can be used to share assignments synergistically and coordinating :

Team Work Assessment Form

Tasks	Output	
Communicating policy Accommodating workers' aspirations Give advice on consideration	Suggestion Recommendations Memorandum	
Formulation of roles and responsibilities		
Criteria	Team	
Communicating Coordinating Sharing information and discussions Cooperate Give support Maintain trust Maintain solidarity Putting the group first	Entrepreneur	Entrepreneur Association
	Worker	Trade Unions
	Government Institution	Others Institution (Education Institution etc)

The government issued various rules to respond to the outbreak of Covid-19, related to employment, on March 17, 2020, issued by the Ministry of Manpower Circular Number M/3/HK.04/III/2020 on worker/labor protection and business continuity in the framework of prevention and countermeasures of Covid-19. Then followed by PERPPU No. 1 of 2020 on State Financial Policy and Financial System Stability for the handling of the Covid-19 Pandemic and/or in order to deal with threats that endanger the National Economy and/or Financial System Stability.

Then PP Number 21 of 2020 on Large-Scale social restrictions in order to accelerate the handling of Covid-19 continued with Presidential Decree No. 11 of 2020 on the establishment of Public Health Emergencies. After that, other implementation rules were promulgated, either from the Ministry of Health, the Ministry of Industry, the Governor's Regulation, or the Mayor/Regent's regulations, as well as circulars from the labor office and other agencies related to the handling of Covid-19 in the area.

With the issuance of various regulations that limit business operations, it will certainly create friction between employers, workers and the government. If it has led to a dispute between industrial relations, then broadly speaking, it will follow what is in Law no. 2 of 2004 on Industrial Relations Court and Law No.13 of 2003 on Employment. Basically all parties, both government, employers and workers want to be safe from Covid-19, but from the business world can not necessarily stop their business activities. For this reason, a bipartite mechanism is needed, sitting together between employers and workers to discuss how well, so that there is no friction even the government as a regulator has also mandated that workers and employers conduct dialogue.

There are no labor laws or regulations in Indonesia that specifically use the word Social Dialogue. Law No. 2 of 2004 is the source of industrial relations dispute resolution, in every settlement of industrial disputes always through deliberation for consensus by the parties to the dispute, called the bipartite mechanism. This bipartite mechanism is then a reference as the basis of the social dialogue law.

Bipartite settlement needs to be done so that disputes can be resolved amicably. Bipartite implementation so that each party does not feel that anyone is defeated or won. According to Law No.2 of 2004 on The Resolution of Industrial Relations Disputes Article 1 Paragraph (10). Bipartite negotiations are negotiations between workers/workers or trade unions/trade unions with employers to resolve industrial relations disputes.

According to the Regulation of the Minister of Manpower and Transmigration No.PER.31/MEN/XII/2008 on Guidelines for The Resolution of Industrial Relations Disputes Through Bipartite Negotiations Article 1 Paragraph (1): Bipartite negotiations are negotiations between workers / workers or trade unions / trade unions with employers to resolve industrial relations disputes in one company.

Bipartite settlement is binding, Law No. 2 of 2004 gives a maximum of 30 (thirty) days for completion through this institution, if more than 30 days then bipartite negotiations are considered to fail.

If the negotiations reach an agreement, a joint agreement must be made that contains the results of the negotiations. Conversely, if no agreement is reached, the minutes of negotiations must be made as evidence that bipartite negotiations have been conducted. In bipartite negotiations failed, one of the parties must record the dispute to the agency responsible for local employment.

Important things to consider during the bipartite negotiation process:

1. Make a Minutes of Negotiation and signed by the parties (Article 6 paragraph 2 of Law No.2 of 2004)

2. If there is an agreement to make a JOINT AGREEMENT and signed by the parties (Article 7 paragraph 1 of Law No.2 of 2004)

3. The Joint Agreement must be registered by the parties to the local Industrial Relations Court (Article 7 paragraph 3 of Law No.2 of 2004)

4. If there is no agreement to make news of the bipartite event and signed by the parties.

5. If bipartite does not reach an agreement, the parties write to the local Education & Labor's Service, to be asked for a settlement through mediation by the Education & Labor's Service mediator. Authorized officials at such agencies shall offer to the parties to offer settlements through mediation, conciliation or through arbitration.

The provisions of Article 6 and Article 7 of Law No. 2 of 2004 provide a way for the resolution of workers / workers' disputes and labor disputes based on consensus deliberation by putting forward the principle of family between workers / workers with employers / employers or between trade unions with employers / employers, can be outlined in the agreement of both parties called mutual agreements.

Bipartite settlement must be pursued first before the parties choose another alternative solution. This means before the parties or parties to the dispute invite a third party to resolve the issue between them. Must first go through the negotiation stages of the parties commonly called

bipartites.[14]

Facing of the Covid-19 Pandemic in 2020, the Ministry of Manpower issued a Circular letter of the Minister of Manpower dated March 17, 2020 number M/3/HK.04/III/2020, which instructed that industrial relations problems could be resolved by agreement between employers and workers.

The widespread social meaning of dialogue can also include tripartite, where employers dialogue with the government, or workers dialogue with the government, or employers, workers, or governments gather together dialogue, negotiate together. Or with other stakeholders.

Basically, the settlement of industrial disputes through mediation is mandatory, while the parties do not choose a settlement through conciliation or arbitrator after the agency responsible for employment offers to the parties to the dispute. If the mediation settlement process is not reached, the Mediator submits a written recommendation to give an opinion in the settlement. Furthermore, the parties must provide a written answer to the recommendation, which contains agreeing or rejecting the recommendation.

Those who do not give advice, are considered to reject the advice. Furthermore, if the advice of intermediary officers is accepted, a JOINT AGREEMENT is made to be registered with the court of industrial relations to obtain a proof of registration deed.

The government may appoint a mediator in charge of mediation or a peacemaker who can mediate in resolving disputes between workers / workers and the ruler / employer. A mediator appointed has the conditions as stated in article 9 of Law No. 2 of 2004 and at least

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[14] Adrian Sutedi, Hukum Perburuhan, Sinar Grafika, Jakarta, 2009, halm, 108

educated S1. Within 7 (seven) days of each worker/worker complaint, the mediator has held a sit-down dispute case to be held in a mediation meeting between the parties. Mediators are employees of government agencies responsible for qualified employment – the conditions as mediators set by the minister to be tasked with performing and have the obligation to provide written advice to the disputing parties to resolve rights disputes, termination disputes and disputes between trade unions / workers in one company.

The appointment and accommodation of mediators is determined by the Minister of Manpower. If a dispute resolution agreement has been reached through a mediator, a joint agreement is made signed by the parties and mediators, Then the agreement registered in the Court of industrial relations (mediation) is the resolution of industrial relations disputes through deliberation brokered by one or more neutral mediators. Industrial relations disputes that can be resolved through mediation are :

1. Rights dispute

2. Conflict of interest

3. Termination dispute,

4. Disputes between trade unions / trade unions in one company

Within no later than 7 (seven) business days after receiving the written request, the mediator must have conducted research on the sitting of the case and immediately hold a mediation hearing.

In the event of a settlement agreement reached through mediation, a joint agreement (PB) was made signed by the parties and known by the mediator and registered in the Industrial Relations Court at the District Court in the region of the parties entering into a joint agreement.

In this case the mediation does not reach an agreement, the mediator issues a written recommendation no later than 10 (ten) working days from the first mediation session to the parties. The parties shall give their opinion in writing to the mediator no later than 10 (ten) business days from receiving the recommendation. Those who do not give their opinions are considered to reject the written advice.

In the event that the parties agree to the written advice of the mediator, no later than 3 (three) business days from the time the written recommendation is approved, the mediator must have finished helping the parties make a joint agreement (PB) to then be registered in the Industrial Relations Court at the local District Court by filing a lawsuit by one of the parties. The mediator shall complete his or her duties no later than 30 (thirty) business days from the date of the dispute resolution request.[15]

Conciliation is the resolution of industrial relations disputes through deliberation brokered by one or more neutral conciliators. Conciliation procedure is no different from mediation, which is to resolve disputes outside the court for agreement, regarding disputes of interest, disputes of termination of employment or disputes between trade unions / trade unions in one company by conciliators. Conciliator, i.e. one or more authorized to resolve industrial disputes who shall give written advice to the disputing parties. Unlike mediators, a conciliator is not a government employee. Conciliators can grant conciliation after obtaining registered permission in the office of the agency responsible in the field of employment district / city.

Similar to the mediation settlement process, the law gives the settlement time no later than 30 (thirty) working days from the time of

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[15] Ibid, hal. 110

receiving the dispute resolution request. The type of industrial relations dispute through conciliation is :

1. Conflict of interest

2. Termination of employment disputes, and

3. Disputes between trade unions / trade unions in one company.

The completion time through conciliation is 30 days. The settlement by the conciliator is carried out after the parties submit a request for a settlement in writing to the conciliator appointed and agreed upon by the parties, no later than 7 (seven) working days, the conciliator shall have conducted research on the sitting of his case and no later than the eighth working day shall have been held the first conciliation session.

In the event of a settlement agreement reached through conciliation, a joint agreement (PB) was made signed by the parties and known by the conciliator and registered in the Industrial Relations Court at the District Court in the region of the parties who entered into a joint agreement (NT).

In this case no agreement was reached by conciliation, the conciliator issued a written recommendation no later than 10 (ten) working days from the first conciliation session to the parties. The parties shall have given their opinion in writing to the conciliator within no later than 10 (ten) business days after receiving the written advice.

In this case the parties agree to a written recommendation. Within no later than (three) days since the written recommendation is approved, the conciliator must have finished assisting the parties to make a mutual agreement (NT) and be registered in the Court of industrial relations at the District Court in the territory of the parties to the joint agreement (PB). The conciliator completes his duties within no later

than 30 (thirty) days from receiving the request for dispute resolution.

Conciliators must be registered with the agency responsible for employment and have fulfilled the conditions that have been set and there must be legitimacy by the Minister or Competent Authority in the field of employment.

Arbitration is the resolution or termination of a dispute by a judge or judges for which they will submit to or obey a decision that has been given by the judge or the judges they have chosen or appointed.[16]

Arbitration for the settlement of industrial relations disputes outside the industrial relations court through the agreement of the disputing parties to submit dispute resolution to arbitrators whose rulings are binding on the parties and are final (final and binding).

In general, people in developed countries actually prioritize the resolution of disputes outside the court, namely through arbitration. There are several reasons why the parties use this arbitration, namely:

1. Arbitrators have the expertise to examine and decide disputes judged objective
2. Faster and cost-effective settlement
3. Confidential
4. The sensitivity of the arbitrator in making decisions
5. Non-precedence
6. Implementation is easier to implement

According to Article 1 (one) number 15 of Law No. 2 of 2004 mentions industrial relations arbitration (arbitration) is the settlement of a dispute

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[16] Erman Rajagukguk, Arbitrase Dan Putusan Pengadilan, Chandra Pratama, Jakarta, 2000, hal. 14

of interest relations, and trade union disputes in only one company, issued by the industrial relations court through written agreements of the parties to submit disputes to arbitrators whose rulings are binding on the parties and are final. Against an arbitral award, either party may apply for annulment to the Supreme Court within no later than 30 days from the date of the arbitration award.

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