Functions and Roles of Industrial Relations Mediators at the Department of Manpower in Makassar City

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ABSTRACT

Competence is an ability that must be possessed by an Industrial Relations Mediator. Because of the competence of an officer, he will be able to carry out work in his field of duty and be able to complete the task with good and correct results. Based on this description, the purpose of this study is to find out and analyze more deeply about the Competence of Industrial Relations Mediators at the Makassar City Manpower Office. This research method uses descriptive qualitative. The informants were as many as nine people. Data collection techniques and instruments with interviews, observations and document reviews. Data analysis techniques by collecting data, reducing data, displaying data, verifying and drawing conclusions. The results showed that the competence of industrial relations mediators in terms of skill aspects is categorized well based on two indicators, namely technical skills and human skills. From the aspect of knowledge is categorized both based on indicators of educational background and disciplines owned by a fairly high Mediator of Industrial Relations. From the aspect of self-image/attitude, it is categorized as quite good, based on two indicators, namely self-control, the Industrial Relations Mediator is good but from the self-confidence indicator when viewed from the work team, it is good but when viewed from the personal is still inadequate.

Keywords: mediator; skills; knowledge; self-image/attitude; employment agency

INTRODUCTION

One measure of the success of the development of a country is the extent to which the country can foster and protect the workforce. The protection of workers here is important considering that this is a basic human right/right (Daraba et al., 2018; Feroz et al., 2021; Kokkodis et al., 2020). And through policies and programs the government has made every effort so that the industrial community is willing and able to implement all statutory provisions in the field of manpower in order to provide comfortable working and doing business including the issue of protecting workers in order to achieve the expected level of productivity (Bassier et al., 2021; Maravilla et al., 2022; Mathiyazhagan, 2022).

With the growing development of companies/industry in Makassar followed by an increase in the number of workers, there can be potential for various problems in the field of employment
both internally and externally. This of course requires the application of laws and regulations in the field of labor inspection, as well as guidance in implementing the labor inspection system by related parties.

The Manpower Office as one of the government agencies that deals with problems in the field of manpower is responsible for overcoming all labor problems, so that they do not have a broad impact by causing social upheavals such as demonstrations and demonstrations.

The most common problem in the manpower sector is the problem of industrial relations disputes. For this reason, in dealing with labor issues, especially in industrial relations disputes, mediation can be taken. This mediation is carried out by the Industrial Relations Mediator. Industrial Relations Mediators are Civil Servants who are given full duties, responsibilities, powers and rights by authorized officials to carry out activities for fostering and developing industrial relations as well as mediating industrial relations disputes outside the court. The handling of cases of industrial relations disputes can be carried out properly if the Industrial Relations Mediator has good competence in carrying out his duties.

Competence can be seen in terms of skills, knowledge and attitudes (Crawford et al., 2020; Prahalad & Hamel, 1997; Saggaf et al., 2017; Zhu & Kindarto, 2016). Even though they have gone through education and training (training) for industrial relations mediators, not all industrial relations mediators are able to understand laws or regulations regarding manpower, when viewed from a legal and judicial point of view. This is because not all industrial relations mediators have an educational background with a legal discipline, because it is known that industrial relations mediators belong to the legal and judicial group. Even though the requirements for participating in the Industrial Relations Mediator Training stipulate that all disciplines can take part in the education and training. In addition, according to the researcher’s temporary observations, the problem that always appears is the lack of good communication between one team of industrial relations mediators and another team of mediators, in terms of handling each dispute case, this is usually triggered by a difference of understanding between the team of mediators who will be appointed to resolve dispute. The purpose of this research was conducted to find out and analyze more deeply about the function and role of the Industrial Relations Mediator at the Makassar City Manpower Office.

**METHOD**

This research uses a descriptive method with a qualitative approach. Sources of data in this study were obtained from primary data consisting of informants and secondary data obtained from observation and document review. Data collection techniques and instruments used observation interviews and document review while data processing and analysis techniques in this study used data collection techniques, data reduction, data display, verification and conclusion drawing.
RESULT AND DISCUSSION

Based on the results of the research on the skill aspect, several indicators can be explained as follows: a) Technical Skills. Results of an interview with the Head of the Manpower Office, on June 21 2021, in the work room, regarding technical skills. The Industrial Relations Mediator said that : “Yes, I think the Industrial Relations Mediator. I see that he has been able to carry out his obligations and authorities. This is proven by his ability to carry out mediation of industrial issues which have been reported to the Manpower Office. If it's a matter of mastery over the Labor Law, I think of course the mediators are capable because it is the basic material for resolving problems, and any readings about new regulations we always accept.” In line with the interview conducted with the industrial relations mediator on 3 July 2021 in the complaint room, he explained that: “I feel capable of carrying out our duties, obligations and authorities, because it has been regulated in Permen No. 17 of 2014.

After all, we have undergone training. In the training, we have been given or equipped with ways to do our work according to the procedures or conditions that apply. This can be seen from the results of the mediation we always reach an agreement between the disputants. Of course, technically we have to be able to know about the laws and regulations, because that is our guide in mediating any labor issues that have reported the case.” This is in accordance with the results of observations and document reviews conducted which show the ability of Industrial Relations Mediators to carry out work in accordance with existing regulatory mechanisms.

b) Human Ability (Human Skill). The results of an interview about the human skills of the Industrial Relations Mediator, conducted on June 21 2021 to the Head of the Industrial Relations and Social Security Division, explained that: “In industrial relations mediators in resolving HI disputes, we have formed our respective teams (team work) ), because each mediator can exchange ideas in the mediation process or in conducting coaching in the field. With the team work it is hoped that there will be the same understanding and interpretation in the application of the rules in the implementation of mediation, and to avoid various good perceptions about the mediator, the expected results will be better because there is a lot of input. So as a team work mediator has been able to work in a team, as evidenced by being able to resolve disputes well. This opinion is in line with the results of an interview with the Industrial Relations Mediator which was conducted on 5 July 2021, which explained that “We as a team will be able to work together in resolving dispute cases. We will try to mediate together. Because our hope is that with a team like this, getting maximum work results must be supported by responsibility, cooperation and mastery of the material ”.

From the observation data and document review, it can be shown that there is conformity with the results of the interview, where from the observation data the Industrial Relations Mediator carried out his work in groups (team work) and was strengthened by an order issued and signed by the Head of Service.

An interview regarding the knowledge aspect was conducted with the Head of the Makassar City Manpower Office on June 21, 2021, in his office who said that: "Even though he does not have a background in law and employment education, industrial relations mediators are still said to be able to understand their work. So far, the way to increase the ability of HI mediators is by
involving them in socialization, technical guidance, capacity building and capacity building carried out by the central, regional and provincial governments. We sent them to study.

Indeed, our International Relations mediators have different scientific disciplines, but this is precisely their diversity by combining their scientific disciplines in carrying out their work.” The same interview was conducted with the Head of the Industrial Relations Dispute Settlement Section on 22 June 2021 who said that: “From a scientific point of view, it is not absolutely necessary to have a degree in law, although in fact it is better to have a degree in law. Because I see that the mediation process is more on a policy-policy approach, meaning that the relation to scientific disciplines may be from administrative science, social science. I see the results of mediation through negotiations which are not a legal approach even though the guidelines used are legal normative but in practice more capabilities are based on general scientific disciplines. And I see this International Relations mediator being able to do and understand all of that.” Based on the results of the document review, the educational background and discipline of the Industrial Relations Mediator are in common with the opinions of the informants, that the Industrial Relations Mediator discipline is not only from law but from several disciplines.

Based on the results of research on the aspect of self-image/attitude, several indicators can be explained as follows: a) Self-Control. An interview regarding self-control was conducted with the Industrial Relations Mediator on July 3, 2021. in the complaint room. The mediator explained that: "Situations and conditions where when handling cases or conducting mediation there are arguments between disputing parties that are commonplace. No one wants to give in and feel that each is right. I also used to be cursed at by one of the disputing parties, it was thought that I took sides with one of the disputants. This is where our patience is tested with no emotion and restraint. Because if both of them can't hold back, the case won't be finished.” Interviews were also conducted with Trade Unions/Labor Unions on 11 June 2021, in the mediation room, saying in the same vein that: "International Relations mediators have never been angry during mediation. They can restrain our emotions, are able to convince us by giving explanations that we can understand what they mean. When negotiating is always successful.” An interview regarding self-confidence was conducted with the Head of the Industrial Relations and Social Security Division on June 21, 2021, in his office who said that: "I think that, judging from the individuals, most of them have quite good self-confidence, but there are some who don't. On average, senior HI mediators have good self-confidence, compared to mediators who are young or have just finished training. This is in line with the interview with Trade Unions/Labor Unions on 11 June 2021, who said that: "I think the confidence of HI mediators is good, because I see them being able to mediate well and be able to resolve cases well.”

Wicaksana (2016) argues that competence is a combination of knowledge, skills, values and attitudes that are reflected in the habit of thinking and acting. From this explanation it is intended that competence which consists of knowledge, skills, values and attitudes will be seen from how a person carries out his work which he does every day and completes his work well. As for McAshan (Wicaksana, 2016), stated that competency is defined as knowledge, skills and abilities mastered by someone who has become part of himself, so that he can carry out cognitive, affective and psychomotor behaviors as well as possible.

Tehuayo & Labusab (2016), defines competence as a fundamental characteristic possessed by someone who has a direct effect on, or can predict, excellent performance. In other words, competence is what outstanding performers do often or more. many situations with better results,
than the average performers do. Furthermore, detailing competence, namely skills, knowledge, social roles, self-image, traits and motives.

Skill is a person's ability to carry out an activity or work both physically and mentally. According to Mega & Peratiwi (2017) said that ability is the ability of individual human resources to create, create and aspire to their potential into a work that can be assessed and appreciated in various work activities according to the goals to be achieved. This description, provides the view that individuals who have skills are individuals who think of creating something that does not exist based on the accumulation of works carried out with high evaluation in accordance with the desired work output.

In the field of management according to Wulandari (2016), there are three types of basic abilities that must be possessed to support someone in carrying out work or tasks, so that maximum results are achieved, namely technical skills, human skills and the ability to make decisions, conception (conceptual skills). In this study, the basic abilities that will be examined are technical skills and human skills.

The Skills of Industrial Relations Mediators when viewed from the aspect of technical skills are good. With the technical capabilities possessed by the Industrial Relations Mediator, he will be able to support the implementation of his work, namely conducting mediation. This technical ability is directly related to the main tasks and functions. This is in line with what was stated by LAN (2012) that "technical abilities are abilities that are directly related to the main tasks and functions of agencies". The main tasks and functions of the Industrial Relations Mediator have been regulated in the Regulation of the Minister of Manpower and Transmigration Number 17 of 2014. The level of ability of the Industrial Relations Mediator in carrying out his duties and work can be seen from the level of success in handling cases with the end of case resolution, namely reaching deliberations for consensus by issuing collective agreement (PB), namely an agreement between the employer and the worker/labourer and minimizing the issuance of Recommendations, namely the failure to reach an agreement between the two disputing parties, because the issuance of recommendations indicates that the Industrial Relations Mediator failed to carry out his duties as an intermediary in conducting mediation.

The Skills of Industrial Relations Mediators when viewed from the aspect of human skills are good. Human skills (human skills) of Industrial Relations Mediators can be seen from their ability to work together in a team work (team work) in carrying out mediation. The Industrial Relations Mediator in carrying out his work, namely handling cases of industrial relations disputes, is carried out by forming a work team consisting of 3–4 people, this team was formed based on an order issued by the Head of the Makassar City Employment Office, with the intention that the Industrial Relations Mediator who given the task of handling cases of industrial relations disputes can be responsible for the cases handled and a report will be prepared to be submitted to the Head of Service. Team work will later cooperate and support each other by building good communication between team members and with disputing parties. This is in line with Sudarmanto's opinion (Rodiyatul, 2020) who explains that "people who have teamwork competence will tend to think positively of others, do not impose opinions and provide mutual support and motivation at work".

The ability to communicate is important by issuing and receiving as well as other people's suggestions can be a factor in the success of a good task/job as expected, in addition to the ability to negotiate is also needed. Because negotiation is one part of the work of an industrial relations mediator. Good communication certainly expedites a negotiation. The communication and negotiation skills of Industrial Relations Mediators can be seen by their success in always
resolving cases of industrial relations disputes with the results achieved by deliberation through an agreement by making a collective agreement (PB).

Orlando (Orlando, 2018) defines knowledge as "Information that changes something or someone, this happens when the information becomes the basis for action, or enables a person or institution to take different actions or actions that are more effective than previous actions.

The knowledge of the Industrial Relations Mediator in terms of educational background is good. All Industrial Relations Mediators have a fairly high educational background, namely undergraduate (S1) and Masters (S2), with different disciplines (law, economics, social). The difference in scientific disciplines does not mean that the Industrial Relations Mediator is incapable of carrying out his duties/work but will enrich knowledge by exchanging knowledge which will be useful for himself and the organization.

In addition to having a fairly high background, Industrial Relations Mediators in adding and increasing insight and knowledge, have attended various kinds of training or technical training. As expressed by Habiburrahman & Zhavira (2021) says that "one of the main components of competence is knowledge that correlates with performance, can be measured, with acceptable standards and can be improved by training and development efforts". These trainings through education and training are intended so that the development of insight and knowledge about employment will be broader by always following all developments, changes, innovations which will certainly affect the implementation of work.

The types of training followed by the Industrial Relations Mediator are the Industrial Relations Mediator Upgrading Training, Tranning Of Traineers (TOT) of Trade Unions/Labor Unions, Wage TOT, Collective Agreement (PB) TOT, Company Regulations (PP), Collective Labor Agreement (PKB), TOT Terms of Work. This technical training is attended by Industrial Relations Mediators so that capability, capacity and performance will increase. In line with the results of research (Kurniasari, 2018) which writes that it is very important for an agency to provide training to add insight or training to its employees so that they can become employees who are more competent at work.

Self-image is part of self-concept. Self-concept is one of the main components of competence, namely attitude and behavior. Self-concept is the attitude, values or self-image attached to a person. As stated by (Rahmat, 2013) that self-concept is a person's attitude, values or self-image.

The self-image/attitude of the Industrial Relations Mediator in terms of self-control is good. The self-control of a Relationship Mediator can be seen during mediation, where at the time of mediation between the two disputing parties there is a debate without giving in to each other, that their opinions and actions are correct. As an intermediary, this is where the role of the Industrial Relations Mediator is not to get involved in the debate but to patiently and calmly provide explanations and resolve them according to the provisions of the applicable labor regulations. Self-control is very important because it will certainly affect the success of doing a job.

Self-control in Industrial Relations Mediators is formed due to conditions and situations that are commonplace in their work environment. Industrial Relations Mediators with the task of always interacting and communicating with many people demand to be able to overcome existing
situations and conditions. In addition, they must be able to control themselves by not taking sides with anyone (neutral), rejecting all temptations, inducements or involvement that does not match the goals of individuals and organizations. This is in accordance with what was expressed by Spencer and Spencer (Runtu et al., 2016) that "self-control is the ability to keep emotions under control and resist negative actions when tempting, when working under conditions or pressure".

The self-image/attitude of the Industrial Relations Mediator in terms of self-confidence is quite good. If you look at it from the industrial relations mediator's self-confidence, if you carry out the task as a team work (team work), it is good, but if you look at it from the industrial relations mediator's personal point of view, that confidence is inadequate. This is due to the fact that all of the work is carried out as a team, so that when carrying out mediation individually not all of them are able to do it. Confidence in carrying out work can also be influenced by years of service or experience in conducting mediation, so that an industrial relations mediator who has a long working tenure since being appointed as an Industrial Relations Mediator has a lot of experience in conducting mediation. So to carry out the task as an intermediary he was able to do it himself based on experiences.

CONCLUSION

Based on the results of the study, it can be concluded that the competency of the Industrial Relations Mediator at the Makassar City Manpower Service in terms of skills and knowledge aspects is good. Meanwhile, from the aspect of self-image/attitude, when viewed from the indicators of self-control, it is good, but when viewed from the indicators of self-confidence, it is still inadequate. Therefore, several suggestions were put forward based on the results of this study: 1) In order for Industrial Relations Mediators to maintain and improve the skills they already have, 2). The need to increase the knowledge and insight of Industrial Relations Mediators by participating in various training and technical guidance such as technical training and TOT, 3) Providing opportunities for Industrial Relations Mediators individually to be given the opportunity to develop their confidence.

REFERENCES


