

# THE ROLE OF FK3 INDEPENDENT TRADE UNIONS IN RESOLVING WORKERS' AND MANAGEMENT CONFLICT DISPUTES BIPATRITLY IN PT. INDAH KIAT PULP & PAPER TBK

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## ABSTRACT

The Industrial Sector after the Covid-19 pandemic that has hit the world since the end of 2019, is a nightmare for the entire industrial sector. Industry began to rise to economic growth after the pandemic, with a slow influx of investment and a large expansion of investment into the regions that were improving the industry's state. The development of the business world is influenced by human resources, which is one of the most important components that can streamline the achievement of one company's business goals. The relationship between employers and workers in work relations is expected to be harmonious to achieve improvement, work productivity and welfare. The government guarantees workers freedom of association and assembly in a union forum. The FK3 Independent Workers Union is the only trade union in PT. Beautiful Tips Pulp & Paper. The issue of Industrial relations has always been a never-ending conversation between workers, trade unions and employers to be studied on labor bipatrit. Management and workers sometimes do not escape a problem that often occurs in the field or a phenomenon that often occurs in the company environment. The employment relationship between workers and employers is not always harmonious, there are disagreements in responding to labor law. The purpose of the study became a learning material for researchers to understand the role of trade unions and the Communication Forum (FK3) in dispute resolution. conflicts between workers and management bipatrit in PT. Beautiful Tips Pulp & Paper Tbk. This research is based on several observations studied by researchers, to discover the existence of the Independent Trade Union Employee Welfare Communication Forum (FK3). This research uses a descriptive qualitative approach method to describe some of the analysis obtained from the research object in a valid source obtained. Qualitative case studies as research that uses empirical evidence from one or more.

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## 1. INTRODUCTION

The Industrial Sector after the Covid-19 pandemic that has hit the world since the end of 2019, is a nightmare for the entire industrial sector (Laksana et al., 2022). The industry began to rise to economic growth after the pandemic, with the influx of investment coming in slowly and the large expansion of investment into the regions that became forged to improve the state of the industry. The process of industrialization will become more widespread as a result of the interest of entrepreneurs in investing in developing countries to obtain significant profits (Utomo & Lubis, 2019). The development of the business world is influenced by human resources which is one of the most important components that can streamline the achievement of the goals of the company's business (Yusuf & Setiawan, 2021). The company has the main assets in the company is investment capital and human resources which are the main capital of the company. Workforce is a very important asset in companies other than money

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(Laksana & Fajarwati, 2021). Indah Kiat Pulp & Paper Company is the largest industry in Banten Province in paper production than Sinarmas Group. Banten Province by having several companies with the largest capital investment as industrial estates in Serang Regency (Saepulloh & Laksana, 2022). PT. Indah Kiat Pulp & Paper Tbk Serang Mill is a private company with the status of a foreign investor established in 1991, PT. Indah Kiat Pulp & Paper Tbk is engaged in Indonesia's largest paperboard manufacturing industry.

Freedom of association as a basic right cannot be separated from the approach to the reality of social life and various economic aspects (Yuniar & Nugroho, 2013). A worker or laborer is a human being who uses his energy and ability to get retribution in the form of his income, either in the form of money or other forms of the giver work or entrepreneur (Abidin & Agus, 2017). The relationship between employers and workers in work relations is expected to be harmonious to achieve improvement, work productivity and welfare. This weak position of workers requires a container to be strong (Nugraha, 2015). The government guarantees workers freedom of association and assembly in a trade union forum (Mantili, 2021). The FK3 Independent Workers Union is the only trade union in PT. Beautiful Tips Pulp & Paper. The Independent Trade Union of the Employee Welfare Communication Forum (FK3) conducts a relationship with workers through interactions carried out by representatives of the division coordinator or building by sending leaders who represent as administrators of SPM FK3. The union that houses the communication forum of PT. Beautiful Tips represent the appropriations the union is responsible for in addition to management. SPM Forum Komunikasi Kesejahteraan Karyawan (FK3) Indah Kiat is also active and a member of the Trade Union /Trade Union Alliance (ASPSB) in Banten Province (Serang, 2018).

The issue of Industrial relations I has always been the never-ending talk of workers, unions and employers to be studied on labor bipatritly. Management and workers sometimes do not escape a problem that often occurs in the field or a phenomenon that often occurs in the company environment. The employment relationship between workers and employers is not always harmonious, there are disagreements in responding to labor law (Utami, 2013). Conflict is an inevitable event in organizational life, even conflict is always present in every cooperative relationship between individuals, groups or organizations (Isparwoto, 2012). Conflict is one of the social symptoms that occur in personal and together that may not be avoided between organizations, which is an obstacle in communicate who have disputes with each other (Saepulloh & Laksana, 2022). The FK3 Independent Workers Union has always been the mediator in disputes between workers and management (employers), where SPM FK3 stands for who serves as a companion for workers to be able to mediate and negotiate with what is done between workers and management by conducting industrial relations Bipatritically. Industrial relations dispute settlement (PPHI) is an effort to recreate a harmonious relationship, between employers and workers or trade unions after there is an industrial relations dispute (Laia, 2019). The existence of trade unions can be a medium to fight for the welfare of workers, such as making agreements on collective labor agreements between workers and companies (Laksana & Fajarwati, 2021).

The dynamics of employment in Indonesia can be said to be not running optimally and it is felt that it always experiences problems caused by differences in the interests of workers and companies (Wijaya & Subekti, 2021). Communication often generates misunderstandings that generate conflicts, one's behavior seeks to be consistent in several ways such as behaving, behaving, in our perception about the world, about the ambitions and development of its organization (Amin, 2017). Policies that exist in an organization or company in management, are always the subject of consideration by trade unions in responding to problems that will occur in the environment companies, as well as the impact that will have on workers who will feel heavy in living the policy. Conflicts of interest between workers in trade unions and companies occur due to differences in perceptions and the fulfillment of conflicting needs (Faricha & Prabawani, 2019), Disputes occur because there are differences in points of view between workers and employers towards employment contracts or regulations in the company (Mantili, 2021). In general, there are several workers' rights that must be protected, including: The right to work, the right to fair wages, the right to association and gathered the right to the protection of safety and health, the right to be lawfully processed, the right to be treated equally, the right to personal secrets and the right to freedom of speech (Sinaga & Zaluchu, 2017). The definition of a dispute over rights in Law No.2 of 2004 concerning the resolution of

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disputes over industrial relations is a dispute that arises due to non-fulfillment of rights, due to differences in implementation or interpretation of the provisions of the laws and regulations of the employment agreement, company regulations or collective labor agreement (Khakim, 2014)

The purpose of the study became a learning material for researchers to understand the role of trade unions M andiri Forum Komunikasi (FK3) in resolving conflict disputes between workers and bipatrit management at PT. Beautiful Tips Pulp & Paper Tbk. Because within the company only the only Independent Trade Union in PT. Indah Kiat Pulp & Paper Tbk, but legally within the Trade Union/Trade Union Alliance, became an independently formed union in that industry. Unions and management in the labor relations meme must work together to create a conducive work climate through collective bargaining embodied in agreements that can be used as a binding and beneficial guideline (Ningsih et al., 2015). Views and perceptions of workers about the FK3 Independent Workers Union in PT. Indah Kiat there is an interesting issue to research the function and role of the FK3 PT Independent Workers Union. Indah Kiat became the subject of much discussion formed by widespread public opinion

## 2. METHOD

This research is based on several observations studied by researchers, to discover the existence of the Independent Trade Union Employee Welfare Communication Forum (FK3). This research uses a descriptive qualitative approach method to describe some of the analysis obtained from the research object in a valid source obtained. Qualitative case studies as research that uses empirical evidence from one or more (Laksana & Fajarwati, 2021). This study determines the source of information from informants with the capacity of trusted informants. The determination of informants in this study is based on the criteria of people who are considered capable of providing precise and accurate information related to the research so that from the research can recognized for its validity (Kenedi et al., 2022). Data analysis techniques in this study require data and information both theoretically and field data (Yusuf & Setiawan, 2021). In addition, researchers also carry out data collection techniques through literature studies by reviewing books, journals and regulations related to research problems (Nurizar, 2020).

## 3. RESULT AND DISCUSSION

PT. Indah Kiat Pulp & Paper Tbk Serang Mill Since 1991 has been in one of the processing industries in Jalan Raya Serang-Jakarta, Kragilan, Serang-Banten Regency. 42184. PT. IKPP Each year can produce 1,700,000 metric tons of cartons and 480,000 metric tons converted into wrapping carton products. Therefore, with a large capacity of PT. IKPP has a very large human resources of 6000 employees spread across separate parts of the field in each building such as *Paper Machine* (PM), namely PM 1, PM 2, PM 3, PM 4, PM 5, PM 6. This is supported by a very large working population, which is one of the most important capitals, considering that the labor factor in this development process must be Noted, therefore it is necessary to a-effort to foster, lead and protect the workforce to create welfare related to which it did. Based on Article 33 paragraph (1) mentioned above, it can be explained that the pro-duction is carried out by all people for the sake of building prosperity is equal and not for the sake of the individual (Utomo & Lubis, 2019).

The position of workers is seen as weak in strength in functional positions, so that workers or workers feel that they do not have the power to fight what happens in the company or things that occur It cannot be done other than just surrendering to a policy that burdens workers. Trade unions/trade unions here are representatives of workers/workers in a company for several affairs (Podungge et al., 2021). There are often disputes between workers / workers and management or employers with policy power. Industrial relations disputes are differences of opinion that result in conflicts between employers or combinations of employers with workers or labor unions due to disputes regarding rights and disputes of interest and disputes over termination of employment as well as disputes between unions within one company (Utami, 2013).

### THE ROLE OF INDEPENDENT UNIONS

The Independent Workers Union of the Employee Welfare Communication Forum (FK3) was formed from PT's aspirations. Beautiful Tips independently of several employee initiatives to form an Employee Welfare Communication Forum. A trade union is an organization that negotiates for employees

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(Larasati, 2011). An organization that becomes an association of workers and workers in appreciating complaints and contributing (Laksana & Fajarwati, 2021). FK3 is legalized as an Independent Trade Union, recognized by the company, and validated to the Banten Provincial Manpower Office, with the legality of being registered as a trade union in the labor service. The Mandiri Workers' Union chaired by Haji Hendrik Gunawan he is one of the figures and active employees of PT. Beautiful Tips Pulp & Paper Tbk. Until now, he is still active in the defense struggle for the welfare of PT. Beautiful Tips Pulp & Paper (Serang, 2018).

Role has a meaning, namely a set of levels expected to be possessed by people domiciled in society, roles are part of the main tasks that must be carried out (Abidin & Agus, 2017). The FK3 Independent Workers Union's role is very strong, the only union in PT. IKPP. So all the struggles the FK3 Independent Workers Union carried out greatly affect all policies and negotiations between settling industrial relations disputes on workers and management or companies. Trade unions are a legal umbrella for active workers in industrial companies (Saepulloh & Laksana, 2022). The power possessed by workers in PT. Indah Kiat Pulp & Paper only from the FK3 Independent Workers Union, because from the existing policies at the company, FK3 is the only Independent Workers' Union in PT. IKPP, so that all negotiations and agreements are carried out bipatritly by SPM FK3 and IKPP management, there are no other union representatives anymore.

In general the formation of Trade Unions to promote the interests of members and the survival of trade unions and maintain or enhance the support of workers by providing for their needs among others: providing protection, granting rights and interests, and improving the welfare of workers and their families (Faricha & Prabawani, 2019). Trade unions or workers have been explained that an organization or association of workers/workers to fight for and defend the rights of oppressed workers, some the properties contained in the trade union, as follows: a) Free, meaning that as an organization in the exercise of its rights and obligations the trade union is not under influence and pressure from other parties; b) Be open, that trade unions in accepting members and or fighting for workers do not distinguish between political, religious, ethnic groups and genital larynx; c) Independent, that in establishing, running and developing the organization is determined by one's own power, not controlled by other parties outside organization; d) Democratic, that in establishing, running and developing the organization, selecting administrators, fighting for and exercising rights and obligations organization is carried out in accordance with democratic principles; e) Responsible Jawan, that the right in achieving its goals and carrying out its obligations the trade union is accountable to the members, society and state (Abidin & Agus, 2017)

## **BIPATRIT RESOLUTION OF CONFLICT DISPUTES**

Industrial relations in every dispute or dispute that occurs between workers, trade unions and employers in the ring occurs and cannot be avoided, therefore trade unions and employers always carry out conflict dispute resolution by conducting bipatrit negotiations. Bipatrit became the initial avenue for unions and employers to get the outcome of a mutual agreement. Where bipatrit the negotiation process is carried out between two parties, namely the employer and the worker or trade union, among others, if there is a dispute between employers and workers, as well as bipatrit efforts are the first steps to conduct deliberations to get an agreement by consensus (Khakim, 2014). The FK3 Independent Workers Union is also in negotiating for a Collective Labor Agreement agreement, here the FK3 Independent Work Union becomes a bridge for employees or workers in a personal conflict dispute carried out advocacy assistance and disputes with management so that a peace relationship is established between several parties between workers, unions and management or employers. In carrying out industrial relations, every worker is directed to have an attitude of feeling of belonging and developing an attitude of maintaining and maintaining the business continuity of companies, as well as every entrepreneur in industrial relations are expected to be able to develop an attitude of treating workers based on an equal partnership and able to improving the professionalism and welfare of workers (Yusuf & Setiawan, 2021).

### **Types of Industrial Relations Disputes**

As for disputes occur in the company between workers, trade unions and management or employers. Disputes include several types, as follows: a) Rights disputes are disputes that arise due to non-

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fulfillment of rights, due to differences in the implementation or interpretation of the provisions of laws and regulations, employment agreements, company regulations or collective labor agreements; b) Dispute of interest, is a dispute that arises in an employment relationship due to the absence of conformity of opinion regarding the creation and or change of the terms of employment stipulated in the employment agreement, or company regulations or collective labor agreement; c) Termination dispute is a dispute arising from the absence of conformity of opinion regarding the termination of the employment relationship carried out by one of the parties ; d) Disputes between trade unions are disputes between trade unions and other trade unions in only one company due to the absence of adjustments regarding the rights and obligations of the union (Khakim, 2014).

### **Dispute Resolution Approach**

The FK3 Independent Workers Union has conflict management in resolving conflicts between workers and management or company management. Through a communication approach and a lobbying approach to management to mediate which became the initial main avenue before the widespread conflict occurred and prolonged. Conflict Management is the steps actors or third parties take to direct disputes towards certain outcomes that may or may not result in conflict resolution of tranquility, positivity, creativity or aggression (Royani, 2014). An approach oriented to the conflict management process points to the communication patterns of the actors and how they influence the interests and interpretation of conflicts (Ruliana, 2016). Theoretically in industrial relations for the settlement of disputes in several other ways, including: 1) Through negotiations; 2) Handing over to the clerk/dividing board ; 3) Handing over to employment employees for mediation (Utami, 2013).

These approaches make a strategy by the FK3 Independent Workers Union to carry out bipatrit dispute resolution first. Through a uniformity approach, it will give rise to three management streams that can make industrial relations harmonious, namely: 1) Scientific Management, it is hoped that through scientific management will creating an industrial climate through partnerships between capital owners and workers so that organizational efficiency increases; 2) Relations between employees, on relations between employees emphasize more on the creation of satisfaction in social relations and working groups and workers should be treated like human beings while managers should always be aware that the desire of employees to be able to his squeeze and emotions are understood and seek to create a sense of belonging to the company; 3) How to understand behavior in the workplace by dismissing his individual needs not on social needs, this is emphasized more on employee satisfaction (Khakim, 2014).

In addition to management approaches, there is dispute resolution using industrial relations principles, including: a). Must be implemented by employers and workers or unions. workers by deliberation for consensus (Article 136 paragraph 1 of Law Number 13 of 2003); b) If deliberative efforts for consensus are not achieved, then employers and workers or trade unions resolve industrial relations disputes through procedures regulated by the Law (Article 136 paragraph 2 of Law Number 13 of 2003); (Laia, 2019). The FK3 Independent Workers Union can do other ways besides using scientific management methods and following the principles of industrial relations in a bipatrite manner, SPM can do this by going through mediation. Linkgup for settlement of industrial relations disputes through mediation includes four types of disputes, namely rights disputes, interest disputes, layoff disputes, disputes between unions in one company (Khakim, 2014).

## **4. CONCLUSION**

Industrial Relations is a way to resolve problems and disputes between workers, trade unions and employers by conducting bipatrit relations initially in carrying out agreements together, without any disputes that become protracted problems. FK3 Independent Workers Union where independent trade unions exist in PT. Indah Kiat Pulp & Paper always refers to the Labor Act and policy as a bridge for workers to overcome problems and find solutions together, creating the expected welfare between workers and employers. The FK3 Independent Workers Union although it stands alone within the company PT. IKPP became part of the struggle of workers to improve the welfare of their workers without any intervention from within the management. The FK3 Independent Trade Union has always been part of the union fighters in the Trade Union/Serika Labor Alliance (ASPSB).

The FK3 Independent Workers Union follows the existing policy measures of the government and employers so that from equal status between workers and employers there is no cut down between

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owners capital and workers. All movements made by SPM FK3 always trace to the Manpower Law which is a guideline on the welfare of workers to obtain the same rights and interests

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