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Dynamics of Management and Trade Union Relations in Building Harmonious Industrial Relations in the Indonesian Manufacturing Industry: A Qualitative Case Study

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Abstract. *This study aims to examine the dynamics of management and trade union relations in building harmonious industrial relations in the manufacturing industry in the Bandung area. The study focuses on patterns of communication and interaction, sources of tension or conflict, and negotiation and harmonization strategies employed by both parties. The study employs a qualitative approach with a case study design and an interpretive/constructivist paradigm. Data were collected through semi-structured interviews, observation, and document analysis involving informants from both management and trade unions. Data were analyzed through data reduction, data display, conclusion drawing, and verification, with credibility strengthened through triangulation and member checking. The findings indicate that management and trade union relations develop dynamically through formal and informal communication. Sources of tension include not only wages and employee welfare but also company policies, working hours, job security, restructuring, automation, termination of employment, delayed information, differences in perception, and trust. Harmonization is developed through data clarification, bipartite dialogue, interest-based negotiation, agreements or collective labor agreements, monitoring, and trust restoration. The study concludes that harmonious industrial relations do not mean the absence of conflict, but rather the ability of management and trade unions to manage differences openly, objectively, constructively, and sustainably. The findings highlight the importance of communication, dialogue, data, negotiation, consistent implementation of agreements, and trust as foundations for harmonious industrial relations.*

Keywords: *Communication; Industrial; Management; Relations.*

1. Introduction

The manufacturing industry is one of the sectors that supports the Indonesian economy with its labor-intensive production characteristics, so that the interaction between management as a representative of the interests of employers and workers as a representative of the interests of laborers is an inseparable element of the continuity of company operations. This interaction, within the framework of Indonesian labor law, is known as industrial relations,

namely a system of relationships formed between actors in the production process of goods and/or services consisting of elements of employers, workers/laborers, and the government based on the values of Pancasila and the 1945 Constitution of the Republic of Indonesia.

Harmonious industrial relations are essentially the ideal condition that every business organization aspires to achieve, considering that the quality of the relationship between management and workers is directly correlated with productivity, operational efficiency, and business sustainability. As stated by Igama et al. (2025) in their study of manufacturing companies in the Cikarang Industrial Estate, harmonious relations between management and workers have been shown to contribute to reducing employee turnover rates and improving company performance, because maintaining good industrial relations through constructive negotiations regarding wages and working conditions can resolve various employment issues more fairly. This finding confirms that industrial relations are not merely an instrument for compliance with employment regulations, but also play a strategic role in supporting business sustainability (Igama et al., 2025).

However, the reality on the ground shows that the process of building harmonious industrial relations is not a simple matter. The inherently divergent interests of employers focused on production cost efficiency and increased profits, and those of workers who demand a decent income, job security, and protection of normative rights, often give rise to tensions that have the potential to escalate into industrial relations disputes. Zulkarnaen (2020) highlights that achieving harmony of interests between employers, workers, and the government in industrial relations, particularly after the enactment of the Job Creation Law, is highly dependent on awareness and a legal political stance capable of simultaneously accommodating the interests of company productivity, a decent income for workers, and national investment competitiveness. This complexity demonstrates that industrial relations is a dynamic arena for negotiating interests that constantly changes according to the surrounding social, economic, and regulatory context.

In this context, labor unions play a crucial role as collective representatives of workers' interests when dealing with management. In their study of the role of labor unions in companies, Saputra, Aldianto, and Ghifari (2024) concluded that labor unions play a crucial role in preventing and resolving industrial relations disputes, primarily through effective communication with management and advocacy for the fulfillment of workers' normative rights. However, the effectiveness of this role is largely determined by the extent to which management is willing to open dialogue and recognize labor unions as strategic partners, not merely parties to be dealt with formally. Similarly, Irwandi (2022) found that the role of labor unions and the quality of industrial relations significantly influence the level of labor welfare, indicating that the dynamics of management-labor union relations impact not only the stability of company operations but also directly impact workers' quality of life.

The problem becomes even more complex when viewed from the perspective of Indonesia's multi-union labor organization, where a single company may have more than one labor union

with different ideological orientations and advocacy strategies, as stipulated in Law Number 21 of 2000 concerning Workers' Unions/Labor Unions. This condition demands that management have the capacity and adaptive communication strategies to manage relations with various worker representations simultaneously, while also demanding that labor unions be able to consolidate the interests of their members effectively. Putra, Kumbara, and Charli (2024) also emphasized that management leadership style and work discipline play a significant role in shaping perceptions of employee welfare, which in turn influences the quality of work relations between workers and the organization.

Rustini, Santy, Mawarni, and Marselina (2024) through a case study in the service sector also revealed that effective industrial relations design requires continuous two-way communication between management and employees to achieve harmony, a finding that is also relevant to the manufacturing context given the characteristics of more structured and labor-intensive work that tends to give rise to higher relationship complexity. Meanwhile, Sanjaya (2022) reminds that employee welfare cannot be reduced only to the aspect of financial compensation alone, but also includes recognition, appreciation for performance, and a sense of procedural justice in decision-making concerning workers' interests—an aspect that is closely related to how management treats trade unions as representatives of the collective voice of workers.

Although various previous studies have confirmed the importance of harmonious industrial relations for organizational sustainability, these studies are generally limited to normative or descriptive quantitative measurements of relationships between variables, and tend to portray industrial relations as a static condition at a specific point in time. However, as demonstrated in various case studies in the field, the relationship between management and labor unions is essentially dynamic, experiencing ups and downs, renegotiations, and strategic adjustments over time in line with changing business conditions, leadership changes, market pressures, and changes in labor regulations such as the enactment of the Job Creation Law. These dynamics have not been explored in depth through a qualitative approach capable of capturing the meaning, process, and context behind the interactions between management and labor unions, as experienced and interpreted directly by the actors involved.

The manufacturing industry in Indonesia, including those located in industrial areas around Bandung and West Java in general, is a relevant context for studying these dynamics, given that this region is one of the largest manufacturing industrial bases in Indonesia with a long history of quite dynamic trade union activity, including in terms of strikes, Collective Labor Agreement (PKB) negotiations, and Bipartite Cooperation Institution (LKS) forums. Manufacturing companies in this region face dual challenges: the demand for production efficiency to maintain competitiveness amidst global competition, as well as the demand for the fulfillment of normative rights of workers who are increasingly organized through trade unions. This condition encourages the importance of research that specifically explores how the dynamic process of relations between management and trade unions is built, maintained,

experiences tension, and ultimately directed towards the creation of harmonious industrial relations in the context of the manufacturing industry in Indonesia.

The urgency of this research lies in the importance of understanding the dynamics of the relationship between management and labor unions as a foundation for building harmonious industrial relations in the Indonesian manufacturing industry. Amidst changing labor regulations, demands for increased productivity, and the increasingly complex interests of employers and workers, a comprehensive understanding of how communication, negotiation, conflict resolution, and trust-building occur in industrial relations practices is necessary. In addition to contributing to the development of human resource management studies, particularly in the field of industrial relations, the results of this research are also expected to provide input for company management, labor unions, and the government in formulating more adaptive, constructive, and sustainable industrial relations management strategies, thereby creating organizational stability while improving worker welfare.

Based on the description of the problem, this study intends to conduct an in-depth study through a qualitative case study approach to understand the dynamics of the relationship between management and labor unions in an effort to build harmonious industrial relations in the manufacturing industry in Indonesia. The choice of a qualitative approach is based on the consideration that the phenomenon of industrial relations is a social construction that is full of subjective meanings, interconnected interests, and complex interaction processes, so that it requires in-depth data collection through interviews, observations, and document reviews to obtain a holistic and contextual understanding, as shown by a similar approach in the study of Igama et al. (2025) which uses a descriptive qualitative method with in-depth interview techniques, observations, and source triangulation to understand industrial relations interactions in the field.

2. Research Methods

This research uses a qualitative approach with a case study research design. The qualitative approach was chosen because the phenomenon studied, namely the dynamics of the relationship between management and labor unions in building harmonious industrial relations, is a social phenomenon that is full of subjective meanings, complex interaction processes, and unique contexts in each organization, so it cannot be adequately understood only through measuring variables numerically. As emphasized in the study of the case study method in qualitative research, case studies are useful when researchers want to understand a particular problem or situation in great depth, where researchers can identify cases that are rich in information (information-rich cases), in the sense that a major problem can be studied in depth from one or several examples of a particular phenomenon (case study method in qualitative research, 2022). The case study design in this research is descriptive-exploratory, aiming to describe in depth and explore the processes and dynamics that occur in the relationship between management and labor unions in the research object, without intending to test hypotheses or cause-and-effect relationships between variables. The research does not

aim to test hypotheses, but rather to describe the actual phenomena occurring in the field as understood and interpreted by the actors directly involved (Assyakurrohim et al., 2022, in a study of the case study method). This approach is consistent with similar research conducted previously by Igama, Nuraeni, Ferawati, Fitters, and Debi (2025) in examining industrial relations in manufacturing companies, which used a descriptive qualitative approach to understand the interactions between employers and workers in depth, rather than to make statistical generalizations. Research Paradigm

3. Results and Discussion

3.1. Description of Research Data and Informants

The data used in this study were obtained from semi-structured interviews with informants directly involved in the dynamics of industrial relations in the manufacturing company that served as the research location. The interviews were aimed at exploring the informants' experiences regarding communication patterns between management and labor unions, the sources of tensions that arise in the employment relationship, and the strategies used by both parties in building industrial harmony. The direction of data collection is in accordance with the research questions formulated in Chapter I, namely regarding interaction and communication patterns, factors causing tension, and negotiation strategies and mechanisms for industrial relations harmonization.

The data in this study are not positioned as numerical data. They are understood as the experiences and interpretations of industrial relations actors. Therefore, informant responses were read in depth to identify patterns, meaning tendencies, and relationships between themes. This reading method was adapted to the research design in Chapter III. This study used a qualitative approach with a case study design because the phenomenon of management-union relations is viewed as a social phenomenon with subjective meaning, complex interaction processes, and a unique organizational context.

The research informants consisted of representatives from the labor union and management. From the labor union side, data was obtained from union officials and the union chairman. From the management side, data was obtained from the Senior HR Manager and the Industrial Relations Manager. This selection of informants is considered important because industrial relations cannot be viewed from only one perspective. The relationship between management and labor unions always involves conflicting interests experiences that are not always the same, and perspectives that can complement each other.

The four informants provided access to two important institutional positions in industrial relations: management and labor unions. However, the representation of these two positions does not equate to the representation of all workers or the manufacturing industry. The opinions of union leaders and officials cannot automatically be treated as the voice of every member, while the opinions of HR and IR reflect management functions that specifically

address labor relations. Therefore, the findings should be read as an in-depth description of the case under study, rather than as sectoral generalizations.

In the draft of Chapter III, the research analysis unit has been directed at the relationship or interaction between management and the labor union. Thus, individual informants are viewed not merely as individuals, but as representatives of positions within industrial relations. Data from informants is used to understand the communication process, negotiations, and conflict resolution mechanisms as part of a series of social relationships within the company.

Table Research Informant Data

Informant Code	Informant Name	Position or Role	Work Unit or Section	Length of work	Data Perspective
SK01	Saepulloh	Electrical Technician / Union Officer	Maintenance	13 years old	labor union
SK02	Yadi Suryadi	HSE Lead / Chair of PUK FSPMI	HSE / PT KSW	13 years old	Chairman of the trade union
HR01	No Name	Senior HR Manager	Human Resources	25 years	Management / HR
IR01	Fauzi W Putra	Industrial Relations Manager	Human Resources	20 years	Management / Industrial Relations

Informant SK01 is a union administrator who works as an electrical technician in the maintenance department. He has 13 years of experience. The interview was conducted in Bandung on August 29, 2026, using a semi-structured interview method. This informant's position is important because the experiences shared come from workers who are directly involved in daily work activities and also play a role in the union organization.

Informant SK02 is Yadi Suryadi. This informant serves as HSE Lead and Chair of the FSPMI PUK. He has 13 years of service. The interview was conducted on August 27, 2026, at the Bandung Plant. His position as union chair makes this informant's data valuable because it can explain members' aspirations, negotiation experiences, and views on industrial relations from the perspective of collective worker representation.

Informant HR01 is a Senior HR Manager in the Human Resources department. He has 25 years of experience. The interview was conducted on August 26, 2026, in Bandung. Data from this informant was used to understand how the company builds communication with labor unions, manages employment policies, and handles issues that could impact industrial relations.

Informant IR01 is Fauzi W Putra. This informant serves as Industrial Relations Manager in the Human Resources department. He has 20 years of service. The interview was conducted on August 27, 2026, via Zoom Meeting because the informant was on duty in Surabaya. Data from this informant provides a more operational overview of the communication flow when industrial relations issues arise, the function of the bipartite forum, the negotiation process, and how to resolve deadlocks.

The composition of the informants indicates that the research data covers two main groups in industrial relations. The first group is the labor union, which represents the interests of

workers. The second group is management, which represents the interests of the company. These two groups are central to the research because harmonious industrial relations are determined not only by company policies but also by employee acceptance, the quality of communication, and the ability of both parties to build agreements.

Table Informant Position in Relation to Research Focus

Research Focus	Informants Involved	The Role of Data
Interaction and communication patterns	SK01, SK02, HR01, IR01	Explain the forms of formal and informal communication between management and trade unions.
Sources of tension or potential conflict	SK01, SK02, HR01, IR01	Explain the issues that trigger differences of opinion and potential conflict
Negotiation and harmonization strategies	SK01, SK02, HR01, IR01	Explains how dialogue, deliberation, negotiation and problem solving are carried out

Based on the table, it can be seen that all informants contributed to the three research focuses. However, the depth of the data provided was not always equal. This is normal in qualitative research, as each informant spoke from a different perspective and with different experiences. Informants from the labor union sector explained more about their experiences conveying aspirations and understanding harmonious relationships. Informants from the management sector explained more about communication mechanisms, policy considerations, and problem-solving steps.

Data from informant SK01 indicates that communication between union officials and management is considered to be going well. The informant stated that communication has been very good to date, and that members' aspirations have largely been conveyed. This statement is further supported by the informant's experience, having served three terms as a union official. This data demonstrates that the relationship between union officials and management is not always face-to-face. A space for communication has been established and is still viable.

Data from informant SK02 provides a broader picture of communication channels. Communication with management is reported to be running quite well through formal forums such as bipartite meetings, P2K3 meetings, and labor discussions. Furthermore, informal communication is also conducted to expedite the resolution of issues in the field. This data indicates that industrial relations in the company do not rely solely on formal forums. Relationships are also maintained through faster, less procedural, daily communication.

From a management perspective, informant HR01 explained that communication is built through direct communication in daily operations, open communication such as suggestion boxes, informal dialogue in the cafeteria or sports field, and ad-hoc coordination when specific issues arise. This statement demonstrates that the company provides multiple communication channels. These channels are not only formal but also utilize the informal spaces available in the work environment.

Informant IR01 described a more systematic communication flow. When an industrial relations issue arises, it can be identified by the immediate supervisor, HR Business Partner, or union representative. This is followed by clarification of the facts and collection of supporting data. If the issue has broad implications or has the potential to escalate into a dispute, HR will coordinate with Legal to ensure compliance with laws and regulations, as well as the collective labor agreement (PKB) or company regulations. The issue is then discussed in a bipartite forum before a resolution is determined.

These four data points demonstrate a fairly clear relationship pattern. Communication isn't conducted through a single channel. It's established through formal channels, informal channels, and technical coordination channels when issues arise. In the context of this case study, this pattern is crucial because harmonious industrial relations isn't simply defined by the presence or absence of conflict. The relationship is more evident in how issues are discussed, how information is shared, and how common ground is sought between workers and the company.

Although communication was deemed quite good, there is still room for improvement. Informant SK02 stated that the follow-up and feedback process for worker aspirations still needs to be accelerated so that members are aware of the progress of each aspiration submitted. This note is important because good communication goes beyond the availability of a forum. Communication also needs to be followed by clear responses, reasonable follow-up times, and certainty of information for workers.

Data on the sources of tension also began to emerge in the interviews. Informant SK01 stated that during his time as a manager, no major tensions were encountered, but relationships could become less harmonious if both parties' egos were prioritized. This information suggests that tension doesn't always manifest in major events. Tension can arise from attitudes, communication styles, and how each party holds or manages its interests.

Informant SK02 stated that tensions typically arise when policies directly impact workers. Issues mentioned include welfare, work systems, changes to company regulations, performance appraisals, and the implementation of new policies that workers don't fully understand. This section demonstrates that the source of tension is closely related to policies that directly impact workers' interests.

From a management perspective, informant HR01 cited issues such as wages and benefits, working hours or overtime, occupational safety, job status and security, changes in company policy, and union rights as frequent triggers for differences of opinion. Informant IR01 also stated that issues frequently brought to the negotiation table include wage and benefit adjustments, interpretation of provisions in the collective labor agreement (PKB) or company regulations, regulation of working hours and overtime, work discipline and employee sanctions, organizational restructuring, and disputes related to termination of employment.

The difference in emphasis between union and management informants should not be interpreted as a conflict of data. Rather, it reflects each party's position on industrial relations. Unions focused more on the impact of policies on workers, while management focused more on the types of issues that frequently arise in the industrial relations management process. From these two perspectives, it can be seen that tensions in industrial relations extend beyond economic issues such as wages and benefits. Tensions also relate to communication, regulatory changes, job security, restructuring, and trust in the decision-making process.

Harmonization strategies are also beginning to emerge from this initial data. Informant SK01 stated that members' interests are championed by providing strong reasons and compelling data to ensure their requests are accepted. The informant also emphasized the importance of mutual trust. The union is understood as an asset and partner to the company. Conversely, the company is understood as a second home for workers seeking a livelihood.

Informant SK02 stated that the union prioritizes dialogue and deliberation. Prior to negotiations, input from members is gathered. Afterward, internal discussions are held. Proposals are then submitted to management, supported by data and objective considerations. The goal is not only to advocate for workers' rights but also to find mutually acceptable solutions.

From a management perspective, informant HR01 explained that differences in interests are resolved through bipartite dialogue, negotiation or consensus based on win-win solutions, internal mediation, formal escalation through the Bipartite LKS or the Manpower Office, and objective policy transparency. Practices deemed effective in maintaining industrial relations include empathetic and open communication, regular forums, union involvement in policy, fairness and consistency, investment in welfare and occupational health and safety, and a culture of collaboration.

Informant IR01 reinforced this view by explaining the negotiation strategy. The approach used was interest-based negotiation. In this approach, discussions are directed at the primary interests of both parties, not just the defended position. The informant also emphasized the importance of data, objective analysis, information transparency, active listening, and seeking win-win solutions.

From all of this preliminary data, it can be understood that harmonious industrial relations in this study are not defined as a relationship completely devoid of conflicting interests. Harmonious relations are more closely defined by the ability of both parties to maintain communication, open dialogue, use data as a basis for negotiation, and build trust. This perspective is also evident in the informants' responses when explaining the meaning of harmonious industrial relations.

Informant SK01 defined harmonious industrial relations as a joint effort to build trust. In this relationship, the company is expected to produce quality products and employees achieve better welfare. Informant SK02 defined harmonious industrial relations as a relationship based

on mutual respect, trust, and a commitment to resolving problems through dialogue. Workers and management are viewed as strategic partners with a shared goal of creating a productive, sustainable company that provides welfare for workers.

Management's perspective is also not significantly different. Informant HR01 defines harmonious industrial relations as a condition where management, employees, and unions are able to build trusting, open interactions that are oriented toward business sustainability and employee well-being. Harmonious relations are not defined as a state without conflict, but rather as the ability to constructively manage differing interests. Informant IR01 also stated that harmonious industrial relations occur when management and workers share a common goal of maintaining business continuity and employee well-being. Differences of opinion may still arise, but they need to be resolved through open dialogue, mutual respect, legal compliance, and collective labor agreements.

The shared meanings of the four informants formed an important basis for the analysis. Trust, dialogue, openness, well-being, and corporate sustainability emerged as recurring elements in the informants' responses. These elements will be explored further in the results and discussion sections that follow. At this stage, the data demonstrates that industrial relations are understood by the parties as relationships that require ongoing maintenance. Maintaining these relationships is not sufficient only through formal regulations. Day-to-day interactions, communication styles, follow-up actions, and mutual respect also contribute to their quality.

The data analysis method in this study was conducted through thematic analysis. Interview data obtained from each informant was first sorted based on their relevance to the research focus. Responses related to communication were grouped into the theme of interaction and communication patterns. Responses related to differing perspectives were grouped into the theme of sources of tension. Responses related to dialogue, deliberation, data, collective action plans (PKB), and trust were grouped into the theme of negotiation and harmonization strategies.

This reading technique has been adapted to the data analysis plan in Chapter III. The proposal explains that data analysis will be conducted through data reduction, data presentation, and conclusion drawing and verification. The analysis was also conducted through manual coding, grouping the raw data into main themes relevant to the research questions. Therefore, the research results are not compiled based on the researcher's assumptions, but rather on the patterns of responses emerging from the informants.

The credibility of the findings was strengthened through cross-reading of the statements of SK01, SK02, HR01, and IR01. Similarities and differences in emphasis between the two groups of informants were compared to identify patterns that could be explained by the interview data. This cross-reading constituted a triangulation between informants from management and union elements; this study did not triangulate direct interviews with non-managerial workers or government officials. Therefore, conclusions about workers' experiences in general remain limited to the information provided by the available informants.

The initial readings indicate that the research data is strong enough to answer the three research questions. For the first question, the data demonstrates the existence of formal and informal communication patterns. For the second question, the data indicate that sources of tension arise from policies directly impacting workers, welfare issues, regulatory changes, restructuring, layoffs, differences in perception, egos, and delays in information. For the third question, the data indicate that harmonization strategies are implemented through dialogue, deliberation, data-based negotiations, bipartite forums, collective bargaining, agreement monitoring, and trust-building.

With this data set, the discussion in the following section can be more focused. The data will not be presented as a new theory. Instead, it will be read as the results of field research that demonstrates how management-union relations are built, tested through differing interests, and then reoriented toward more harmonious industrial relations.

3.2. Results and Discussion of Interaction and Communication Patterns

This section aims to answer the first research question regarding patterns of interaction and communication between management and unions in the manufacturing companies studied. Based on a thematic reading of the interview data, these interaction patterns cannot be understood simply as the existence of formal and informal communication. A stronger understanding is the formation of collaborative communication that connects institutional procedures, operational proximity, representation of aspirations, and reciprocal management responses.

Thus, the main theme for the first research question is formulated as collaborative communication as the foundation of industrial relations. This main theme explains that the relationship between management and labor unions is not built through a single communication channel, but rather through the integration of five mutually supportive subthemes.

This overarching theme demonstrates that communication in industrial relations functions as a liaison mechanism between company interests and workers' interests. Formal communication provides legitimacy and procedural certainty, while informal communication helps maintain the fluidity of day-to-day relations. Within this process, unions act as channels for representing workers' aspirations, while management feedback determines whether communication is truly perceived as two-way.

1) Formal communication as an institutional mechanism

Formal communication occurs through bipartite meetings, P2K3 meetings, labor discussions, monthly meetings, town halls, the Bipartite LKS, and collective labor agreement negotiations. These formal channels serve not only as a platform for conveying information but also as a platform for procedural validation for discussing industrial relations issues. Data from SK02, HR01, and IR01 indicate that formal forums are necessary to ensure that issues concerning

workers' and company interests can be discussed in an orderly, documented, and clearly based manner.

Interpretatively, formal communication serves as a mechanism that provides certainty for both parties. Unions gain a space to express their members' aspirations, while management has a means to explain the basis of company policies. Therefore, formal communication is not merely administrative but a vital part of industrial relations governance.

2) Informal communication as a problem-solving accelerator

In addition to formal forums, informal communication occurs through face-to-face communication, daily coordination, conversations in the workspace, dialogue in the cafeteria or sports field, and ad-hoc coordination when specific issues arise. Data from SK02 and HR01 show that informal communication helps expedite initial responses to issues that don't always require formal forums.

The significance of this subtheme lies in the ability of informal communication to maintain relational closeness. In the manufacturing context, which has a busy work rhythm, informal communication functions as an accelerator for problem-solving. However, informal communication does not replace formal forums. In fact, the two are complementary, as informal communication accelerates responses, while formal forums provide legitimacy and certainty of follow-up.

3) Bipartite forums as a space for institutional dialogue

The bipartite forum is the subtheme that most clearly illustrates the institutional dialogue between management and unions. In the IR01 data, when industrial relations issues arise, the communication process involves identifying the issue, clarifying the facts, gathering data, coordinating with relevant parties, and discussing it in the bipartite forum. This pattern suggests that the bipartite forum serves as a space for transforming grievances or potential tensions into more focused discussions.

Bipartite forums are not merely understood as administrative forums. They function as institutional spaces that allow both parties to clarify issues, develop alternative solutions, and prevent conflict escalation. Thus, bipartite forums serve as a bridge between day-to-day communication and more formal industrial relations decisions.

4) Trade unions as a channel for representing aspirations

Data from SK01 and SK02 show that workers' aspirations are conveyed through union officials. This confirms that unions not only play a role when conflicts arise but also serve as a channel of representation, connecting workers' experiences in the field with communication processes with management.

In a thematic reading, the existence of labor unions provides a collective form for workers' voices. Members' aspirations, which were previously individual, are collected, structured, and conveyed through more organized mechanisms. In this way, labor unions fulfill a representative function while preventing communication from devolving into personal confrontation.

5) Management feedback as a two-way communication enhancer

Management feedback emerged as an important subtheme because communication wasn't completed at the stage of conveying aspirations. SK02 data indicates that follow-up and feedback on workers' aspirations still need to be accelerated. Meanwhile, HR01 and IR01 data demonstrate ad-hoc coordination, fact-clarification, and discussions in bipartite forums when specific issues arise.

The significance of this subtheme is that the quality of communication is determined by reciprocal responses. Worker aspirations conveyed may not necessarily result in strong relationships if they are not followed up clearly. Therefore, management feedback strengthens two-way communication and is an important indicator of worker trust in the industrial relations process.Synthesis of Research Findings

A synthesis of research findings was prepared to combine the readings and answers to the three research questions. This section is not intended to present new theory, but rather to synthesize field findings obtained from interviews with union and management representatives. Therefore, this synthesis builds on data on interaction and communication patterns, sources of industrial relations tensions, and negotiation and harmonization strategies discussed in the previous section.

The direction of this synthesis remains aligned with the research questions in Chapter I. This research aims to understand how communication patterns are formed between management and unions, what factors contribute to tensions, and how negotiation strategies and mechanisms are implemented to build industrial harmony. Because this research uses a qualitative case study approach, the data are not read in isolation as stand-alone answers. They are read as a series of interconnected experiences.

During the analysis process, the interview data was reduced, presented in a matrix, and then interpreted through thematic grouping. This method aligns with the analysis techniques described in Chapter III: data reduction, data presentation, conclusion drawing and verification, and manual coding into key themes relevant to the research questions. Therefore, the synthesis in this section is structured as a result of reading the patterns emerging from the data, not as a loose opinion of the researcher.

The first finding indicates that communication patterns between management and the union do not occur through a single channel. Formal communication occurs through bipartite forums, the Occupational Health and Safety Committee (P2K3), labor discussions, monthly

meetings, town halls, the Bipartite Work Unit (LKS Bipartite), and collective labor agreement negotiations. Informal communication also occurs through direct dialogue, daily communication, workplace social spaces, and ad-hoc coordination. Union informants stated that communication with management is quite good, and members' aspirations can be conveyed through union officials.

Management findings reinforce this picture. Communication is said to occur through direct communication during daily operations, suggestion boxes, informal dialogue, and coordination when specific issues arise. In a more formal process, industrial relations issues are identified by direct superiors, HR Business Partners, or union representatives. This is followed by clarification of facts, data collection, and discussion in bipartite forums if the issue has broad implications.

From this data set, communication can be understood as the initial foundation of industrial relations. Formal communication provides a legitimate and structured space. Informal communication provides flexibility. Bipartite forums provide a venue for clarification and resolution. Aspiration channels through trade unions provide a space for workers to collectively express their concerns. However, the findings also indicate that feedback still needs to be strengthened. Expressed aspirations need to be clearly developed so that workers do not wait too long or interpret the situation on their own.

The second finding shows that the sources of industrial relations tension are multi-layered. Tensions stem not only from economic issues such as wages and benefits. Tensions also arise from changes in policies, working hours, overtime, occupational safety, job status and security, union rights, restructuring, automation, layoffs, delays in information, differences in perception, egos, and distrust. Union informants stated that tensions can arise when company policies directly impact workers, particularly regarding welfare, work systems, changes in regulations, performance appraisals, and new policies that are not yet fully understood.

4. Conclusion

The conclusions are structured according to the three research questions (RQ1, RQ2, and RQ3) to clearly demonstrate the relationship between the objectives, interview data, and research findings. The conclusions are based on statements from four informants from management and union positions. Therefore, these results describe the dynamics within the case study, not a representative picture of all manufacturing companies in Indonesia. RQ1: What are the patterns of interaction and communication between management and the union? Communication occurs through complementary formal and informal channels. Bipartite forums, P2K3 meetings, labor meetings, and collective labor agreement negotiations provide structured spaces for discussing shared issues. Direct communication, daily coordination, and informal dialogue help clarify issues requiring a swift response. This means that the quality of the relationship is not determined by the number of forums alone, but by the openness of the communication content and the continuity of follow-up. The statements in SK01 and SK02 indicate that members' aspirations can generally be conveyed through the union. HR01 and

IR01 explain the existence of communication channels and the stages of identifying and clarifying issues before further discussion. However, SK02 cautions that feedback on aspirations needs to be expedited. The answer to RQ1 therefore has two sides: space for dialogue is available, but the accuracy of responses remains a work in progress. RQ2: What are the sources of tension or potential conflict? The sources are divided into structural and relational factors. Structural factors include wages and benefits, working hours and overtime, safety and job security, regulatory changes, restructuring, automation, and layoffs. Relational factors are evident in information delays, differing interpretations, egos, lack of transparency, lack of empathetic communication, and mistrust. These two groups of factors are related: policies that are onerous for workers can create greater tension when the rationale for the policy is not adequately explained.

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