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THE DIALECTIC OF THE RELATIONSHIP BETWEEN PERTAKINA ADMINISTRATORS AND PERTAKINA MEMBERS IN ORGANIZATIONAL ACTIVITIES

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Article Info	ABSTRACT
	The phenomenon regarding Indonesian Migrant Workers (PMI) concerns the government in empowering their abilities after returning from working abroad. One non-governmental organization that houses the former PMI is the Association of Retired Workers and Families (PERTAKINA). The members who are former PMI are empowered in PERTAKINA organizational activities. There are organizational problems, namely the members' dissatisfaction with the management, which causes tension between the management and members. This research aims to find, understand and analyze the dialectics of the relationship between PERTAKINA and its members in organizational activities and to find the right relational communication model for PERTAKINA in organizational activities. This study uses Relational Dialectic Theory (RDT) to analyze these problems. The method used is a case study, with data collection techniques through interviews with PERTAKINA management and members and observation techniques in completing research data. The findings in the study indicate that members have dissatisfaction and distrust of the management, which causes tension in organizational activities. However, the members were reluctant to convey this openly to the organization's management, so it only became a conversation behind the management's back. Based on these findings, it becomes a new element in the relationship pole, namely tolerance as an element for Relational Dialectic Theory *This is an open access article under the CC BY-SA license.*
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1. INTRODUCTION

Indonesia is a country that has abundant resources, including natural resources and human resources. However, the number of jobs the government offers is not proportional to the labour available in the country. As a result, many Indonesians find work in other countries, often called Tenaga Kerja Indonesia (TKI). Since the 1980s, the use of migrant workers has become more widespread, especially female migrant workers (TKW) and male migrant workers, and this trend continues today.

Along with the demand for female workers from various countries, domestic labour recruitment businesses have begun to take a less serious approach to training prospective employees. It causes the quality of labour in Indonesia to be inadequate to fill the positions currently available. Inequality in population and employment causes labour problems, including exporting labour for financial gain and paying low salaries for work within the country.

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Although the departure of migrant workers helps bring foreign exchange to the country, many challenges and problems are faced by migrant workers and migrant workers in their destination countries. Some of the frequent cases are torture, low wages, and legal problems that are difficult to overcome. Laws in Indonesia and destination countries often do not adequately protect Indonesian migrant workers, primarily due to cultural and legal differences.

Many sacrifices must be made by migrant workers, such as leaving their families, facing the risk of illness and problems with employers, and struggling to return to their hometowns with unstable economic conditions. Protection laws and programs must be further enhanced to protect Indonesian migrant workers abroad.

To assist and protect Indonesian migrant workers, non-governmental organizations such as Pertakina play an important role. Pertakina focuses on empowering and protecting retired Indonesian workers (former TKI) and has programs to help them develop their skills and businesses and access necessary services and information. Pertakina also works with the government, institutions, and other partners to solve various problems faced by migrant workers.

Pertakina's journey has not been without challenges, especially due to the growing size of the organization and the complexity of the problems faced. There are tensions and intersections between managers and members that need to be faced and resolved through good communication. Communication becomes important in overcoming tensions and understanding shared values in the organization.

2. LITERATURE REVIEW

This study examines the important role of literature review in determining research objectives and tools. Researchers also include previous research with the same theme to support the quality of the research. The literature review is a basic framework for analyzing the object under investigation and identifying relevant relationships with the symptoms and problems to be studied.

Previous research on the dialectic of board and member relations has been widely conducted, including:

1. Research by Jameson (2004) that examines organizations and their members who engage in dialectical tension looks for ways individuals within organizations can address seemingly conflicting needs for autonomy and connection.
2. Research by Ujang Saefullah (2013) examines communication dialectics, Islamic traditions, and Sundanese culture among the indigenous people of Kampung Dukuh. This research uses the Ethnographic Communication method with a qualitative approach.
3. Research by David Collinson (2014) examines dichotomies, dialectics, and dilemmas in leadership studies. The study examines how the dialectic study of leadership can open up new lines of inquiry and provide important insights into power relations and identity.
4. Research by Dewi Widowati (2014) on Corporate Communication in the dialectic of organizational communication in the privatization of SOEs. This research focuses on the dialectic that occurs in the privatization process of PT Krakatau Steel (Persero), Tbk, as one of the SOEs in Indonesia.
5. Research by Dr. Wiwik Setiyani, M.Ag. (2016) on the dissociative actions of Banjar people towards environmental dialectics (OUTSIDER). This study analyzes the dissociative actions of the Banjar community in Surabaya in the context of dialectics with the new environment.
6. Research from Ngai & Singh (2015) on Chinese corporate leaders who use web-based bilingual messaging to build stakeholder bonds. The Chinese and English versions of the message have different dialectic oppositions to communicate with stakeholders from different linguistic and cultural backgrounds. The results showed that using dialectics in leaders' communication with stakeholders can influence relationships and how people perceive messages.
7. Research by Mayang Puti Seruni (2018) on power relations in the informal sector: a case study of waste picker stalls in Kademangan, South Tangerang City. This research shows that marginalized actors experience social deprivation and exclusion due to structural and agency limitations.
8. Research by Maudi Sabila (2019) on dialectics in the relationship between media departments and public relations in the context of relations with the media, especially related to changes in the identification registration system and errors in news content.
9. Research by Ditha Aziezah, Johanna Debora Imelda (2021) on gender relations for impromptu working women during a pandemic. This research shows that friendship, mutual trust, and ownership of social and economic capital influence changes in gender relations.
10. Research by Dharma (2017) on the dialectic of interpersonal communication examines the charm of communication with oneself in the context of Dimas Kanjeng involving fraud and the influence of the charm of communication on his followers.
11. Research by Sharon Rose Widjaja Susilowati Natakoesoemah (2021) on applying the concept of Corporate Social Responsibility (CSR) in developing MSMEs through the BRIncubator program.

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Based on the information provided, previous studies used Relational Dialectics Theory (RDT) as their theoretical framework but focused on different problems related to communication and relationships in the context of organizations. Some of the problems expressed include negotiations between autonomy and connection in overcoming management conflicts in organizations (Jameson, 2004), dialectics of relations in organizational and cultural relationships (second research to tenth research), to the application of the concept of Corporate Social Responsibility in developing MSMEs through the BRIncubator program (Sharon Rose Widjaja Susilowati Natakoesoemah, 2021).

This research focuses on the communication of relations between administrators and members in the PERTAKINA organization, where the relationship is influenced by dissatisfaction from members and causes tension between institutions and members, as well as between members. This problem is the main focus of research entitled "The Dialectic of Relations between PERTAKINA Management and Members in Organizational Activities".

In organizational communication, this study includes the concept of communication and organization. Communication is conveying information and understanding from one person to another through symbols or signs. Meanwhile, organizations are defined as communication groups arranged in hierarchical relationships with each other and carrying out their responsibilities in a specific context.

The communication process within an organization encompasses various essential elements, such as internal and external communication channels, induction procedures, meetings, interviews, and other related mechanisms. In the overall explanation, this study focuses on analyzing relationships and communication in the context of organizations, especially in PERTAKINA, using the Relational Dialectic Theory as a theoretical framework.

Relational Dialectic Theory (RDT) is a theory that is widely used in the field of interpersonal communication. This theory has a background based on the philosophical concept of dialectics which is given emotional treatment and driven by values in relational dialectics. This theory takes its strength from the complementary principle of Yin and Yang, where any value pushed to the extreme contains the seed of an opposing value.

The theory of relational dialectics can be traced back to the ancient Greek philosopher Heraclitus, who believed that the world is in a state of continuous change like fire, and creative and destructive forces exist on both sides of every activity. Another influence came from Mikhail Bakhtin, a Russian scholar best known for his theory of dialogism. Bakhtin understood human dialectics as two physical forces similar to centripetal (the emotional force that moves towards unity) and centrifugal (the emotional force that leads to divergence) that interact with each other and do not have the highest resolution.

The theory of relational dialectics was first thoroughly outlined by Leslie Baxter and Barbara Montgomery in their book "Relating: dialogues and Dialectics" published in 1996. Although the origin of this idea has been around for a long time, it is considered an interpretive theory of how communication creates meaning through interaction in relationships.

In this theory, social life is considered not closed and monologue but accessible through conversations containing various competing voices and discourses. Relational dialectics emphasizes that constructing meaning through communication is a struggle between different or contradictory discourses.

In the context of interpersonal relationships, relational dialectic theory explains how relationships always change and adapt and involves a complex balancing act between the two forces of attraction and contrast. Communicators and communicants must combine their perspectives to some extent while maintaining each position's individuality.

Relational dialectic theory is based on interpretive epistemological foundations, which focus on the scientific community's understanding of how meaning is socially shaped through communication and everyday discourse. Therefore, qualitative methodology is used in this theory to give a comprehensive picture of the process of meaning formation in relationships.

In relational dialectic theory, the nature of relationships includes five distinct qualities: amplitude, past and present and future, scale, process (sequence), and speed or rhythm. The nature of this relationship describes how relationships progress and change over time, as well as how actions and changes occur within a relationship. Relational dialectic theory provides a deep understanding of the complexity of interpersonal relationships and how conflict and harmony always interact in human relationships.

The Relational Dialectics (RDT) theory is based on several assumptions that describe the characteristics and dynamics of interpersonal relationships. Some assumptions in this theory include:

No progress in connection: This assumption states that human relationships are characterized by ups and downs resulting from competing desires. In relationships, there is tension between the desires of individuals who often contradict each other. It reflects the constant dynamics and changes in relationships.

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A connected life is characterized by constant transformation: This assumption refers to the qualitative and quantitative changes that occur in a relationship over time. Relationships are not static but constantly changing and adapting to different situations and contexts.

Contradiction as an important component in relationships: In relational dialectic theory, contradiction or tension is an important aspect of relationship dynamics. The interaction of two opposing elements can lead to tension that constantly exists and never stops.

Communication as the key to managing inconsistencies in relationships: In the face of tension that exists in relationships, communication becomes the most important thing. Communication helps social actors overcome and manage conflicts that govern their relationships through communication practices.

The basic elements in dialectical perspective include:

a. Totality: The argument that two people in a relationship depend on each other. Totality indicates that what happens to one party will impact the other party in the relationship.

b. Contradiction: The concept of contradiction indicates a fight between two different elements or forces, often leading to conflict and tension in the relationship.

c. Motion: Refers to the nature that encompasses the process of relationships and changes that occur over time.

d. Praxis (Praxis): Human beings are considered active and responsible decision-makers in relationships. Despite environmental limitations and influences, humans still have an active role in influencing relationships.

3. METHODS

In this study, the assumptions underlying the interpretive paradigm are as follows:

Ontology: This research is based on the assumptions of constructivist ontology, which focuses on the understanding that social reality is socially constructed through human interaction and communication. Reality is not perceived as something objective but as a result of shared interpretation and construction.

Epistemology: The interpretive paradigm considers knowledge and understanding formed through direct experience and active interaction with the research subject. Researchers are considered tools to understand existing realities and are actively involved in the field to gain insight and deep understanding.

Axiology: The interpretive paradigm recognizes the existence of values and meanings underlying the views and actions of the research subject. Researchers realize that their interpretations and analyses are influenced by their values and the worldview shared by the research subject.

Methodology: This research uses a qualitative approach that enables researchers to understand complex and diverse phenomena deeply. Qualitative methods allow researchers to engage in the field and collect data through participatory observation and in-depth interviews.

Rhetoric: In the interpretive paradigm, researchers realize that language and ways of communicating can influence their analysis and interpretation. Therefore, researchers must be careful in conveying their findings so as not to deviate from the experience and perspective of the research subject.

Overall, this study uses an interpretive paradigm with a qualitative approach to understand and explore the relational tension between management and PERTAKINA members. With this approach, researchers seek to understand social reality from the point of view of the people involved in organizations and explore how appropriate communication can help manage tensions and create harmonious relationships within organizations.

4. RESULTS

In this study, researchers conducted participatory observations and in-depth interviews with PERTAKINA members and administrators to explore information about relational tensions between administrators and members and communication models used in organizations. Here are the results of the study outlined in some of the key findings:

Relational Tension: From the results of the study, it was revealed that relational tension occurs between the management and members of PERTAKINA. These tensions arise from various aspects, including differences in organizational vision and goals, uneven distribution of power, and differing views on organizational strategy and policies. This tension creates an atmosphere of mistrust and disharmony within the organization.

Communication Model: In dealing with relational tensions, PERTAKINA administrators and members use various communication models. One communication model that is often used is problem-solving through cyclic turnover. They seek to find compromises and find mutually acceptable solutions to resolve tensions. In addition, they also integrate by looking for ways to combine different views and reach a mutual agreement.

Communication Role: Communication is important in managing tensions and building harmonious relationships between administrators and members. Researchers found that effective communication practices can help

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overcome differences of view and create shared understanding. However, it was also revealed that vagueness and lack of communication can exacerbate tensions and create misunderstandings within organizations.

Network Expansion: In the face of tensions, PERTAKINA strives to expand its network and communicate with other institutions, including governments and organizations. It is done to seek support and joint solutions to the organization's problems.

Discussion

Based on the study results, it can be concluded that in the PERTAKINA organization, there is a relational tension between the management and members. This tension is natural in organizations that involve many individuals with different views and goals. However, these tensions can hinder achieving organizational goals and creating harmonious member relationships.

The importance of communication in managing relational tension was also a major highlight in the study. Effective communication can help find solutions together and achieve better understanding among the board and members. Therefore, the role of communication in the PERTAKINA organization needs to be strengthened to improve the relationship between management and members.

In addition, this research also shows that network expansion and cooperation with other institutions can help organizations find support and solutions to the problems they face. Organizations can overcome tensions by communicating and collaborating with others and creating a more supportive environment to achieve organizational goals.

Communication and network expansion in managing relational tensions also emphasize the importance of values such as democracy, gender equality, and global solidarity, which are part of PERTAKINA's values. These values can help create an inclusive organizational environment and open space for the participation of all members in the decision-making and implementation of organizational programs.

To achieve the vision and mission of the organization, PERTAKINA needs to continue to strengthen internal and external communication and expand networks and cooperation with other parties. Thus, the organization can create an environment that supports the growth and empowerment of members and achieves organizational goals together.

The totality of the relationship between the organization's management and the organization's members indicates the existence of dependence between the two parties. Changes that occur in one party will affect the other party. This pattern of dependence is influenced by the psychological, social, and cultural characteristics involved in the relationship. In the context of the relationship between the board and members of PERTAKINA, this totality is seen when organizational policies are implemented. For example, informants testify about how certain policies will affect the relationship between them: In such instances, policy changes affect the relationship between administrators and members, and they must adapt to those changes. This totality shows how their dependence causes changes on one party and impacts the other.

Contradiction is a concept that hints at tension or opposition in relationships. In relationships between administrators and members of an organization, contradictions can arise when there are conflicting differences of opinion, wants, or needs between the two parties. An example of a contradiction in the relationship between the board and members of PERTAKINA is when there are differences in views about the policy or direction of the organization. Administrators may have a particular vision or strategy that they consider essential to the growth and success of the organization, but members may have different views on it. These contradictions can cause tension in the relationship and require efforts to reach an agreement or consensus.

The concept of motion in relationships implies that relationships are always in movement or change. Relationships never stand still and always evolve, whether in a positive or negative direction. This change can occur due to changes in the situation, environment, or interaction patterns between related parties (Papa et al., 2021). In the relationship between management and PERTAKINA members, motion can occur when there is a change in organizational structure, policies, or organizational goals. These changes can affect their relationship dynamics and require them to adapt and respond to those changes.

The concept of Praxis in relationships implies the existence of active interaction and deliberate change of each party in the relationship. Praxis suggests that relationships are not something static or just happen but involve active actions from both parties to create change or achieve certain goals (Papa et al., 2021). Overall, the theory of relational dialectics illustrates that life in relationships is always filled with tensions and changes that affect each other between the related parties. The concepts of totality, contradiction, motion, and Praxis are important in understanding the dynamics of the relationship between management and members of the PERTAKINA organization. By understanding these concepts, administrators and members can be better prepared to face relationship challenges and achieve common goals more effectively.

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5. CONCLUSIONS

Based on this research, it can be concluded that the relational dialectic that occurs in the PERTAKINA organization is a problem that can affect the relationship between management and members. Although not yet an organizational conflict, disharmony in the relationship can hamper the organization's operations and adversely affect the organization's image in the eyes of partners and local governments. Less intense communication between management and members is also one of the obstacles to achieving a more harmonious relationship. Therefore, efforts are needed to improve two-way communication that is more open and transparent between the two parties, as well as with partners and local governments.

This research has several limitations, including interviews conducted in person and online due to the COVID-19 pandemic, which can affect the quality of interaction and response from informants. Some informants cancelled their participation at the last minute, requiring investigators to replace informants with others.

To improve relations and overcome problems that occur in the PERTAKINA organization, some suggestions that can be given are to Intensify communication between the Ministry, PB2MI, Local Government, PERTAKINA, and partners and members to strengthen cooperation and understand the needs of each party. There needs to be transparency in the management of organizational budgets obtained from Ministries and partners so that members feel more involved and benefit from programs carried out by the management.

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