

ABSTRAK

Penelitian ini bertujuan menganalisis model komunikasi mediasi yang diterapkan oleh Dinas Ketenagakerjaan Kota Yogyakarta dalam menangani konflik pengupahan antara pekerja dan manajemen PT Luar Biasa Teknologi. Penelitian menggunakan pendekatan kualitatif dengan desain studi kasus. Data diperoleh melalui wawancara mendalam dengan mediator, perwakilan perusahaan, dan pekerja, serta didukung oleh observasi dan studi dokumentasi. Analisis data dilakukan melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan dengan merujuk pada teori komunikasi mediasi dan Face Negotiation Theory. Hasil penelitian menunjukkan bahwa proses mediasi cenderung berlangsung dalam pola administratif-fasilitatif, dengan penekanan lebih besar pada prosedur formal dibandingkan pengelolaan dialog substantif. Hambatan utama dalam mediasi meliputi sikap defensif para pihak, rendahnya keterbukaan, dan lemahnya pengelolaan ketegangan selama proses dialog. Kondisi tersebut menyebabkan mediasi tidak menghasilkan kesepakatan dan berakhir pada penerbitan anjuran tertulis. Temuan ini menegaskan bahwa efektivitas mediasi hubungan industrial sangat ditentukan oleh kualitas komunikasi, kemampuan mediator membangun kepercayaan, dan keberhasilan memfasilitasi dialog yang konstruktif.

Kata Kunci: komunikasi mediasi; konflik; hubungan industrial; Dinas Ketenagakerjaan; *Face Negotiation Theory*

ABSTRACT

This study aims to analyse the mediation communication model applied by the Yogyakarta City Manpower Office in handling wage conflicts between workers and management at PT Luar Biasa Teknologi. The study uses a qualitative approach with a case study design. Data were obtained through in-depth interviews with mediators, company representatives, and workers, supported by observation and documentation studies. Data analysis was conducted through data reduction, data presentation, and conclusion drawing by referring to mediation communication theory and Face Negotiation Theory. The results of the study indicate that the mediation process tends to take place in an administrative-facilitative pattern, with greater emphasis on formal procedures than on substantive dialogue management. The main obstacles in mediation include the defensive attitudes of the parties, low openness, and weak tension management during the dialogue process. These conditions resulted in mediation failing to produce an agreement and ending in the issuance of written recommendations. These findings confirm that the effectiveness of industrial relations mediation is largely determined by the quality of communication, the mediator's ability to build trust, and the success in facilitating constructive dialogue.

Keywords: *mediation communication; conflict; industrial relations; Manpower Office; Face Negotiation Theory*