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# Negotiation and Communication Strategy of PT. Concord Industry Indonesia in Improving Cooperation with Working Partners PT. Dwi Karya Prima (Outsourcing Company) Karawang Regency

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**Abstract:** This study aims to analyze the Negotiation Strategy and Communication carried out by PT. Concord with PT. Dwi Karya Prima (SDM) in improving Cooperation in the field of providing outsourcing workers. This study uses a qualitative descriptive method of conducting interviews and observations. The results of the study can be concluded for the Strategy carried out is Thorough Preparation by studying the company profile, business licenses, costs and advantages and disadvantages of the outsourcing party, finding solutions that benefit both parties, then two-way communication of mutual trust and honesty, mutually beneficial bargaining and avoiding conflict. For supporting factors, both parties must be clear about the goals of each in Cooperation, each must have a good reputation and track record in convincing partners, data and information must be complete regarding labor needs, costs and efficiency, conducting open dialogue and having a vision and mission that are in line. Communication Process Both parties carry out the communication process verbally and in writing, mutual trust between both parties, clear and complete price bargaining, communication in an interesting way and according to negotiation needs. The negotiation process was achieved and an agreement was agreed upon by both parties and signed by both parties. As for the inhibiting factors in the negotiation are Differences of views or opinions regarding the price or time of the negotiation, the data provided is less relevant and complete, frequent miscommunication due to lack of communication, lack of flexibility in communication and rigid, regulatory policies from the government are too complex.

**Keywords:** Management, HR, Negotiation, Communication, Outsourcing.

## INTRODUCTION

In this modern era, companies rely on outsourcing as a solution to address the shortage of skilled human resources. Outsourcing provides an effective way for many companies to overcome the issue of limited workforce availability. Outsourced workers can handle various technical problems within a company. Additionally, hiring outsourced employees can be a strategic move to reduce operational costs. However, there are still differences in the hiring

system for outsourced workers. Not only full-time employees can be recruited from outsourcing providers.

Many economists believe that outsourcing creates incentives for businesses and allows companies to allocate human resources more effectively. It also helps sustain the global free-market economy. Therefore, the workforce acquired by a company must align with its needs. Management must assess opportunities arising from the negotiation process. According to Article 64 of the Manpower Law, "Companies may delegate part of their work to other companies through a written contract for work or service provision." The recruitment of outsourced employees is conducted by the outsourcing company. These employees then work for the client company under a contract system, which is divided into two types: Fixed-Term Employment Agreement (PKWT) and Indefinite-Term Employment Agreement (PKWTT). The regulations regarding outsourcing have changed under Law No. 11 of 2020 in conjunction with Government Regulation No. 35 of 2021. The law states that outsourcing is no longer differentiated between job supply and labor supply. Additionally, outsourcing regulations are no longer limited to supporting jobs (non-core business processes). As a result, there are no longer restrictions on the types of jobs that can be outsourced, allowing adjustments based on industry sector needs.

Establishing cooperation between a company as the outsourcing service user and an outsourcing provider requires agreements and a negotiation process. Effective negotiation strategies are necessary to ensure smooth discussions and agreement. Before reaching an agreement, negotiators must first conduct careful planning to prevent issues arising from poor communication. Lobbying is also a strategy employed by PT. Concord Industri Indonesia and PT. Dwi Karya Prima. Although informal, lobbying is an effective method to overcome negotiation obstacles. This study aims to explore the causes of these challenges and provide solutions that can serve as a reference for future negotiations between both parties.

Besides negotiation, effective communication plays a crucial role in facilitating smooth negotiations. Communication is the process of conveying information, messages, or ideas from one party to another through various means, such as verbal, written, gestures, or technology. Effective communication ensures a clear understanding between the sender and receiver of the message. Misinterpretation can lead to incorrect information being received. Therefore, both communicators must engage in effective communication. In negotiations, communication serves as a key tool in reaching agreements. PT. Concord Industri Indonesia and PT. Dwi Karya Prima prioritize effective two-way communication, using both verbal and written language that is clear and understandable to both parties. Messages must be conveyed precisely, taking into account the situation and conditions in which communication occurs. Additionally, responses from the receiving party should indicate mutual understanding, along with the ability to comprehend the emotions and perspectives of others.

The goal is to ensure that both parties can align their perspectives and reach an agreement. Through negotiation and communication, all involved parties aim to avoid conflicts. Those engaged in negotiations must be willing to compromise to achieve a mutually beneficial agreement. In general, negotiation is a form of social interaction involving multiple parties to reach a common understanding. The agreement reached should be advantageous for all involved. Effective communication leads to successful agreements. Participants in the negotiation process, including the communicator and the recipient, play an equal role in achieving a successful outcome. Individuals involved in negotiations are referred to as negotiators. While negotiation is widely used in business, it is also applied in other areas where agreements need to be discussed. However, the most crucial factor is ensuring effective communication in reaching agreements between both parties.

This research will be conducted at PT. Concord Industri Indonesia, located in Curug District, Cimahi Sub-district, Karawang Regency. The company specializes in ceramic manufacturing. PT. Concord Industri Indonesia employs outsourced workers provided by PT.

Dwi Karya Prima, specifically for the production department. The production team operates in two shifts to meet production demands in line with orders and sales. Workplace communication between employees and management is open, as the company believes that employees' values, perspectives, and behaviors serve as the foundation for communication. Building relationships requires understanding what is important to others, which should be established from the beginning of communication and negotiation. This research will focus on the negotiation strategies used by PT. Dwi Karya Prima to strengthen cooperation and gain the trust of PT. Concord Industri Indonesia. With the right strategy, the negotiation process can be successfully executed, leading to enhanced cooperation between both parties.

Based on the above discussion, the author is interested in conducting a study titled: "Negotiation and Communication Strategies of PT. Concord Industri Indonesia in Strengthening Cooperation with Its Business Partner, PT. Dwi Karya Prima (Outsourcing Company) in Karawang Regency".

## METHODS

### Research Object

This study focuses on the negotiation strategy of PT. Concord Industri Indonesia in enhancing cooperation with its partner company, PT. Dwi Karya Prima (an outsourcing company) in Karawang Regency.

### Data Collection

To collect data for the study on the negotiation strategy of PT. Concord Industri Indonesia in strengthening cooperation with PT. Dwi Karya Prima (an outsourcing company) in Karawang Regency, several methods will be used:

a. Interviews
   Direct interviews will be conducted with company representatives and employees. These interviews may be conducted face-to-face or via telephone. The interviews aim to gather in-depth insights into the negotiation strategies employed in managing human resources within the company.
b. Questionnaires
   Questionnaires will be distributed to both the company and employees. These questionnaires will collect data on negotiation strategies in human resource management, as well as the factors influencing negotiation strategies in reaching agreements between both parties.
c. Direct Observation
   Direct observation at the company's location will be conducted. This observation aims to directly examine the management of human resources within the company and gain detailed information on how both parties negotiate to reach agreements regarding outsourcing labour.

### Data Analysis

Once the data has been collected, the next step is data analysis. The analysis of the study on the negotiation strategy of PT. Concord Industri Indonesia in enhancing cooperation with PT. Dwi Karya Prima (an outsourcing company) in Karawang Regency will be carried out using various methods to identify patterns, relationships, and the effectiveness of negotiation strategies.

### Conceptual Framework

The conceptual framework for this study includes several key aspects:

a. Understanding the concept of human resource management

The study must analyze the role of human resource management in organizations, including recruitment, selection, training and development, rewards, and performance management (Hasibuan, 2017).

b. Examining the concept of negotiation
The study should explore negotiations between client companies and outsourcing service providers, including supporting and inhibiting factors that influence the negotiation process (Robbins, 2012; Oliver, 2012).
c. Evaluating the negotiation strategy of PT. Concord Industri Indonesia
The study should evaluate the negotiation strategy used by PT. Concord Industri Indonesia in strengthening its cooperation with PT. Dwi Karya Prima as an outsourcing service provider in Karawang Regency.
d. Analyzing effective communication in negotiations
Effective communication plays a crucial role in achieving agreements and ensuring mutual understanding between both parties (DeVito, 2021; Mortensen, 2020).
e. Identifying effective human resource management strategies
The study should identify human resource management strategies that support negotiation strategies at PT. Concord Industri Indonesia in enhancing cooperation with PT. Dwi Karya Prima.

**Research Flowchart**

The research process follows several steps:

a. Selecting the research topic
The study focuses on the negotiation strategy of PT. Concord Industri Indonesia in strengthening cooperation with PT. Dwi Karya Prima as an outsourcing service provider in Karawang Regency.
b. Conducting a literature review
A thorough literature review is conducted on topics including fundamental concepts of human resource management, characteristics and challenges of outsourcing companies, the relationship between human resource management and the performance of client companies and outsourcing service providers, and effective human resource management strategies for negotiation.
c. Developing a conceptual framework
A conceptual framework is created to illustrate the relationship between human resource management and company performance, as well as the negotiation factors between the client company and the outsourcing service provider.
d. Determining the sample and data collection methods
A representative sample of client companies and outsourcing service providers is selected, and appropriate data collection methods such as interviews, surveys, or case studies are implemented.
e. Analyzing the collected data
The data is analyzed using statistical techniques and data analysis software to derive meaningful conclusions.
f. Interpreting the research findings
The study identifies the negotiation strategies used by the client company and outsourcing service provider, examines the relationship between human resource management and company performance, and identifies factors affecting human resource management within the client and outsourcing companies.
g. Providing recommendations
Recommendations are made for effective human resource management strategies to improve company performance through outsourcing labor arrangements.
h. Writing the research report

The research findings are documented following established academic standards and formats.

i. Presenting the research findings
The research results are presented in seminars or academic forums to share findings and recommendations with relevant stakeholders.

## RESULTS AND DISCUSSION

### Results

a. Negotiation Strategy Implemented by PT. Concord Industri Indonesia and PT. Dwi Karya Prima

Based on interviews with both respondents, the negotiation strategy that can be implemented by PT. Concord Industri Indonesia and PT. Dwi Karya Prima is as follows:

The interviews indicate that to achieve an effective negotiation strategy, both parties must conduct thorough preparation by studying the company profile, business licenses, costs, strengths, and weaknesses of the outsourcing provider. They should seek mutually beneficial solutions, establish two-way communication based on trust and honesty, engage in fair negotiations, and avoid conflicts.

b. Supporting Factors in the Negotiation Process

Based on interviews with both respondents, the factors that support the negotiation process between PT. Concord Industri Indonesia and PT. Dwi Karya Prima are as follows:

The interviews conclude that for successful negotiations, both parties must have clear objectives for the partnership. Each company should possess a strong reputation and a proven track record to gain the trust of their business partners. Additionally, complete and accurate data and information regarding labor requirements, costs, and efficiency must be available. Open dialogue should be encouraged, and both parties should have aligned visions and missions.

c. Communication in the Negotiation Process

Based on interviews with both respondents, the communication process in negotiations between PT. Concord Industri Indonesia and PT. Dwi Karya Prima is as follows:

The interviews reveal that both parties conduct communication through verbal and written means to reach an agreement. Trust is established between both parties, and price negotiations are conducted clearly and comprehensively. Communication is presented in an engaging manner, tailored to the negotiation context and agreement. Once both parties agree on the negotiated price, the negotiation process is concluded, and a formal cooperation agreement is signed by both parties.

d. Inhibiting Factors in the Negotiation Process

Based on interviews with both respondents, the factors that hinder the negotiation process between PT. Concord Industri Indonesia and PT. Dwi Karya Prima are as follows:

The interviews conclude that obstacles in negotiations include differences in perspectives or opinions regarding pricing or the timeline of the negotiation process. The data provided may be incomplete or irrelevant, leading to frequent miscommunication. Additionally, a lack of flexibility in communication and rigid negotiation approaches can hinder progress. Government regulations that are overly complex also pose significant challenges.

### Discussion

a. Negotiation Strategy Implemented by PT. Concord Industri Indonesia and PT. Dwi Karya Prima

Based on the interviews, it can be concluded that the negotiation strategy adopted by PT. Concord Industri Indonesia and PT. Dwi Karya Prima involves thorough preparation. This includes studying the company profile, business licenses, costs, and the strengths and weaknesses of the outsourcing provider. Both parties seek mutually beneficial solutions,

establish two-way communication based on trust and honesty, engage in fair negotiations, and avoid conflicts.

b. Supporting Factors in the Negotiation Process

The interviews conclude that key factors supporting successful negotiations include having clear objectives for the partnership, a strong company reputation, and a reliable track record. Additionally, complete and accurate data regarding labor needs, costs, and efficiency are essential. Open dialogue and aligned visions and missions between the parties further facilitate smooth negotiations.

c. Communication in the Negotiation Process

Based on the interviews, both parties communicate through verbal and written means, ensuring transparency and mutual trust. Price negotiations are conducted clearly and comprehensively, with communication tailored to the negotiation context. Once an agreement is reached, both parties formally sign a cooperation contract.

d. Inhibiting Factors in the Negotiation Process

The interviews highlight several obstacles to negotiations, including differences in opinions on pricing or timing, incomplete or irrelevant data, frequent miscommunication, and a lack of flexibility in communication. Additionally, rigid negotiation approaches and overly complex government regulations create further challenges.

## CONCLUSION

### The Conclusion

The study on the negotiation strategy of PT. Concord Industri Indonesia in enhancing cooperation with its business partner, PT. Dwi Karya Prima (an outsourcing company in Karawang Regency), concludes that a well-prepared strategy is essential. This includes thoroughly studying the company profile, business licenses, costs, and the strengths and weaknesses of the outsourcing partner. Both parties must seek mutually beneficial solutions, establish open and honest two-way communication, engage in fair negotiations, and avoid conflicts. Additionally, each party must have clear objectives in the partnership, maintain a strong reputation and track record to gain trust, and ensure complete and accurate data regarding workforce needs, costs, and efficiency. Open dialogue and aligned visions and missions are also key factors in achieving successful negotiations.

Both parties conduct communication through verbal and written means to establish trust and transparency. Price negotiations are carried out clearly and comprehensively, with communication tailored to the negotiation context. Once an agreement is reached, both parties formally sign the cooperation contract. However, challenges in the negotiation process include differences in perspectives regarding pricing and negotiation timelines, incomplete or irrelevant data, frequent miscommunication due to a lack of effective communication, rigidity in negotiation approaches, and complex government regulations that may hinder progress.

### Recommendations

To improve the negotiation process, each negotiator must ensure that all data and information provided are clear, accurate, reliable, valid, and up-to-date. This will help prevent miscommunication and allow the negotiation to proceed smoothly. Additionally, establishing strong two-way communication is crucial to facilitating effective negotiations and reaching a mutually beneficial agreement for both parties.

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