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Mediation Of Tanjung Priok Port Workers' Conflict With Communication Strategy (Case Study PT. Temas Port Temas Jakarta)

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Abstract

Labor wage issues often lead to industrial disputes that can disrupt operational stability in companies, including in the maritime logistics sector. PT Temas, a company engaged in sea transportation, faced a labor wage conflict that required effective communication strategies to resolve. This study aims to analyze the public relations communication strategy used by PT Temas as a means of mediating wage-related labor conflicts. Using a qualitative case study approach, the research reveals that transparent communication, involvement of labor representatives, and consistent dissemination of company policies were essential in reducing tensions and reaching a resolution. The findings indicate that public relations communication strategies play a vital role in conflict mediation, ensuring not only the continuity of operations but also improving industrial relations within the company.

Keywords: **Public Relations, Communication Strategy, Labor Conflict, Wage Dispute, PT Temas, Sea Transportation.**

INTRODUCTION

In the complex environment of port operations, communication plays a vital role in ensuring harmony between management and labor. Tanjung Priok Port, as Indonesia's busiest seaport, depends heavily on manual labor for cargo handling activities. However, beneath the operational routine lies a tension-laden atmosphere where labor disputes, especially those concerning wages, are frequent and potentially disruptive. A mismatch between labor expectations and company policies often triggers conflict, which, if unmanaged, may result in strikes or decreased productivity. In such a context, communication is not merely an administrative function, but a strategic instrument for conflict mediation.According to Gjerazi

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(2023), strategic communication can serve as a powerful tool for preventing and resolving disputes through dialogue, trust-building, and mutual understanding. This aligns with the integrative public relations model introduced by Huang and Cai (2022), which advocates a participatory and trust-based approach to conflict resolution. For companies operating in high-risk environments such as ports, public relations (PR) must evolve beyond its traditional role as a spokesperson and become a proactive facilitator of two-way communication, capable of de-escalating tensions and bridging gaps between stakeholders.

PT Temas Port, a major actor in the maritime logistics industry, has faced wage-related labor conflicts that challenge both its operational continuity and public image. The role of its public relations team in mediating these conflicts becomes crucial not only in preserving industrial harmony but also in maintaining corporate reputation. By strategically managing communication through digital platforms, participatory engagement, and trust-building narratives, public relations can help prevent miscommunication, rebuild fractured relationships, and foster a constructive negotiation climate.This study focuses on understanding how communication strategies, particularly through public relations practices, can be implemented as a mediation tool in labor wage conflicts at PT Temas Port.

The research questions of this study are:

1. How does communication between labor and management at PT Temas Port evolve during wage-related conflicts?
2. What is the role of public relations in mediating labor disputes at PT Temas?
3. What communication strategies are most effective in resolving labor conflicts in the port context?

The purposes of this study are:

1. To analyze the communication dynamics between labor and management regarding wage disputes at Tanjung Priok Port.
2. To identify the role of public relations in the mediation process of labor conflicts at PT Temas.
3. To formulate effective communication strategies for resolving labor conflicts.

This study is expected to provide several benefits:

1. For PT Temas Port: It offers practical guidance for designing strategic communication approaches to mediate labor conflicts, thereby enhancing industrial stability.
2. For academic research: It contributes to the development of communication theories, particularly in the intersection of strategic communication, public relations, and conflict resolution.

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3. For practitioners: It presents insights into the importance of public relations as a strategic actor in organizational conflict management, especially in high-tension environments like port operations.

THEORETICAL FOUNDATION

Strategic communication plays a crucial role in resolving organizational conflicts, particularly in high risk and labor intensive environments such as seaports. Organizational communication theory explains how meaning is constructed through interactions and how communication affects relationships, decision making, and conflict management. According to Shockley Zalabak(2012), communication within organizations is not only about information flow but also about shaping culture, values, and identity. In labor conflict settings, the clarity and direction of communication are critical to reducing misunderstandings and fostering trust. Communication processes in port environments are dynamic and involve hierarchical, cross functional, and informal channels. When wage disputes arise, the perception of fairness is heavily influenced by how messages are delivered and interpreted. In such contexts, communication strategies must go beyond the dissemination of information and instead encourage dialogue and mutual understanding. This requires the involvement of all organizational levels, including management, human resource departments, and public relations professionals. The effectiveness of strategic communication is determined by its adaptability to organizational culture, structure, and the emotional intensity of the conflict. Therefore, understanding the theoretical foundations of communication in organizations is essential for designing conflict mediation strategies.

The concept of communication strategy refers to a structured plan designed to influence target audiences through purposeful and audience centered messages. Cangara(2014) defines this concept as a process of planning and managing communication to achieve specific communicative effects. In conflict situations, communication must be deliberate, contextual, and empathetic. Strategic communication should identify stakeholders, analyze their interests, and tailor messages to those interests accordingly. The systems theory by Littlejohn and Foss(2009) views organizations as open systems where communication continuously responds to environmental feedback. In the context of labor relations, strategic communication functions as a negotiation tool that balances power and expectations. Rather than imposing top down messages, communication should involve the co creation of meaning between management and employees. These strategies may include audience mapping, choosing appropriate communication channels, and designing emotionally resonant messages. These approaches help

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increase the likelihood of message acceptance and reduce resistance. In practical terms, public relations professionals must navigate between institutional demands and stakeholder expectations. The alignment of communication objectives with organizational goals must be guided by ethical principles. Without this ethical foundation, communication efforts risk becoming manipulative rather than mediative.

The theory of conflict communication explains that conflict does not only arise from the scarcity of resources but also from misaligned perceptions, clashing values, and breakdowns in communication. Wilmot and Hocker (2011) emphasize that interpersonal and organizational conflicts are often rooted in distorted messages, poor listening practices, and imbalances of power. Conflict is not inherently negative as it can act as a catalyst for growth and reform when managed constructively. In the context of port labor, wage related conflicts often involve tensions surrounding fairness, workload distribution, and a lack of organizational recognition. Misinterpretations of policy changes and one way communication from management can exacerbate dissatisfaction among workers. Conflict theory also incorporates symbolic interactionism, which views communication as a meaning making process shaped by shared symbols and narratives. Galtung(1996) argues that structural inequality, often reinforced through communication patterns, underpins many labor conflicts. Therefore, effective conflict management requires an understanding of these narratives and the reestablishment of new and equitable dialogues. Conflict resolution that focuses on communication emphasizes the importance of listening, clarification, and negotiation. An awareness of power dynamics is essential in designing messages that address inequality. A theoretical understanding of how conflict develops through communication is fundamental to designing sustainable industrial peace strategies.

Public relations plays a strategic role in managing organizational relationships during periods of tension and crisis. Grunig and Hunt(1984) introduced the two way symmetrical communication model which emphasizes reciprocal dialogue that promotes mutual understanding. In the case of wage disputes, public relations professionals serve as boundary spanners who bridge communication gaps between management and labor groups. Unlike traditional public relations roles that simply broadcast information, strategic public relations involves facilitating participatory and inclusive dialogues. These efforts include crafting narratives that acknowledge worker concerns while aligning with the organization's goals. Public relations activities should not be merely reactive but must anticipate tensions and design proactive communication responses. According to Kent and Taylor (2002), effective public relations relies on dialogic communication which is grounded in trust, transparency, and

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empathy. In seaport environments where operations depend heavily on human labor, public relations strategies must be attuned to worker morale and risks to the organization's reputation. Public relations professionals must create messages that are ethical, accurate, and inclusive so that all stakeholders feel acknowledged. Strategic public relations contributes to rebuilding trust, resolving conflicting interests, and promoting lasting harmony within industrial settings.

The transformation of communication in the digital era has shifted public relations practices from static press releases to interactive engagement through online platforms. In this digital landscape, both employees and stakeholders are no longer passive recipients of information but become active participants in shaping public discourse. Davids and Brown(2021) introduced the idea of collective storytelling, in which digital media allows organizations and communities to negotiate narratives in real time. For public relations, this shift requires constant monitoring, rapid responsiveness, and adaptability in messaging. Social media enables labor groups to express dissatisfaction and garner public sympathy, thereby increasing pressure on management. As a result, public relations professionals must develop digital listening skills to detect shifts in sentiment and to address grievances before they intensify. Gregory(2015) emphasizes that digital public relations requires not only technological fluency but also strong strategic awareness. Online communication must be timely, transparent, and consistent to maintain public trust. In wage conflict scenarios, digital channels can be used to clarify information, educate the workforce, and create spaces for constructive dialogue. Public relations professionals must also remain aware of ethical challenges such as data privacy concerns and manipulation of public opinion. For this reason, digital public relations strategies should be embedded within a broader framework of communication ethics and conflict resolution principles.

Mediation in conflict is a structured communication process that aims to resolve disputes by facilitating understanding between conflicting parties. Fisher and Ury(1991) propose that effective mediation separates people from the problem, emphasizes shared interests rather than opposing positions, and seeks win win outcomes. Mediation relies heavily on communication tools such as active listening, reframing, and asking open ended questions. Moore(2014) states that mediators must build trust, regulate emotions, and foster creative problem solving. In labor related conflicts involving wage disputes, communication must take into account the historical grievances, emotional sensitivities, and power hierarchies present within the organization. The mediator whether from within the organization or an external third party must create an atmosphere that encourages both sides to express concerns without fear. Communication throughout mediation must be clear in its intentions, free from blame, and

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directed toward shared objectives. The ability to manage nonverbal signals and underlying power dynamics is also a key aspect of the process. In port environments where deadlines are tight and scrutiny is high, well designed mediation can prevent work stoppages and protect the company's public image. Therefore, integrating theoretical knowledge of communication into mediation practice enhances both its legitimacy and effectiveness.

Power structures within organizations strongly influence both communication patterns and the outcomes of conflict resolution. The way authority is distributed and how access to information is managed shapes how employees perceive fairness. When communication is predominantly top down and lacks transparency, it fosters distrust among workers. Robbins and Judge(2017) argue that power asymmetries must be explicitly addressed when planning communication strategies. Public relations professionals should advocate for more inclusive decision making processes that incorporate worker input. The theory of relational dialectics also explains that tensions such as the need for autonomy versus the need for control are normal and can be addressed through open dialogue. Public relations can help navigate these tensions by designing communication strategies that reduce defensiveness and support collaboration. Communication audits can be used to identify areas where misunderstandings or gaps in messaging may occur. An understanding of organizational power structures is essential for managing wage related conflicts. When communication practices acknowledge and respond to structural inequalities, it enhances organizational credibility. This, in turn, creates a more cooperative environment for conflict resolution and promotes sustainable relationships in industrial settings.

The emergence of ethically grounded public relations practices reflects the increasing demand for transparency, fairness, and accountability in corporate communication. Macnamara(2016) argues that ethical public relations must prioritize the public interest, rely on truthful messaging, and encourage stakeholder participation. In situations involving labor rights and wage disputes, the role of public relations extends beyond communication into advocacy and mediation. This involves crafting messages that reflect common values and promote shared goals. Ethical public relations avoids manipulation and instead encourages genuine and transformative dialogue. This perspective aligns with restorative communication theory which views communication as a means of healing after conflict. In seaport operations where disruptions can have national and regional economic consequences, rebuilding trust becomes a critical goal. Public relations professionals must work with both management and labor representatives to develop post conflict narratives that emphasize reconciliation and cooperation. The use of inclusive language and messages that are sensitive to cultural and social

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context enhances the likelihood of public acceptance. Rather than serving as a limitation, ethical communication provides a competitive advantage by strengthening public trust and organizational legitimacy. As such, public relations in conflict resolution must be grounded in ethical frameworks when designing and delivering messages.

Recent scholarly research supports the importance of communication centered approaches in resolving industrial conflicts. Iyadi and Okolie(2017) demonstrate that proactive public relations programs significantly contribute to conflict resolution and improve corporate reputation. Similarly, Li(2019) identifies key communication competencies such as empathy and listening as essential to successful mediation. These findings highlight the practical relevance of communication theories in addressing labor disputes, particularly those involving wage inequality. Strategic public relations must be guided by empirical evidence and regularly assessed for its impact. By embracing evidence based practices, organizations can strengthen their capacity to manage and prevent conflicts. In the case of PT Temas, the application of these insights may lead to more inclusive and effective communication protocols. Systems for monitoring and gathering feedback ensure that communication strategies remain adaptable to shifting conditions. Bridging the gap between theoretical knowledge and field application builds a robust foundation for addressing the complexities of labor relations. This reinforces the critical role of interdisciplinary research in shaping communication strategies that promote organizational resilience.

RESEARCH METHODOLOGY

This study uses a qualitative descriptive approach to understand the communication strategy of public relations in mediating wage conflicts between port workers and management at PT Temas Port Jakarta. The qualitative approach is chosen to explore how messages are constructed and interpreted within the organizational context. According to Creswell(2015), qualitative methods are suitable for examining social realities and meaning making in complex environments. The research aims to uncover how public relations professionals act as communication bridges and support negotiation during labor disputes. By focusing on lived experiences and stakeholder narratives, this approach provides in depth insight into communication dynamics at the port. It enables the researcher to identify symbolic interactions and power relations embedded in the wage conflict. Through this lens, the researcher explores how communication patterns shape perceptions of fairness among workers. This understanding contributes to both practical and theoretical advancement in the field of organizational communication. The qualitative perspective allows the researcher to interpret not only what is

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said but how it is said and why it is meaningful in context. This approach is particularly effective in capturing the complexity of labor relations in high pressure environments such as ports. It also recognizes the role of communication in shaping behavior and decision making. As a result, the study gives attention to both verbal and nonverbal aspects of communication. Communication is treated not only as a tool for information exchange but as a process of negotiation and power. Through this approach, the study aims to reveal the deeper meanings behind public messages and workplace interactions.

The research was conducted over a period of three months at PT Temas Port located in Tanjung Priok Jakarta. The choice of this location was based on the high intensity of labor activity and the recurring nature of wage related tensions. The time frame included stages of data collection transcription and analysis. The fieldwork involved direct interaction with multiple stakeholders including employees and company management. This hands on method allowed the researcher to observe the real life dynamics of labor management relations. The port setting provided a rich environment for understanding how communication functions in conflict resolution. In addition the port context reflects broader national issues concerning industrial relations. This makes the case study suitable for both practical insights and theoretical generalizations. The observations were focused on moments of negotiation tension and cooperation. The dynamic setting of the port also enabled the researcher to experience the urgency and pressure under which communication occurs. The choice of site enhances the credibility and depth of the research findings. It allowed access to both formal communication settings and informal daily interactions. By embedding the research within a real conflict prone environment the data collected captured more authentic experiences. This setting also enabled the study to remain grounded in local realities while engaging with broader academic discourse. The port was chosen not only for its strategic relevance but also for its representativeness in the context of labor conflict.

The central focus of this study is the communication strategy adopted by public relations professionals to mediate wage disputes. The research investigates both formal and informal communication patterns occurring within the organization. Particular attention is paid to how public messages are framed and the effects of these messages on stakeholder perceptions. The analysis includes interpersonal face to face interactions and digital or mediated communication. By examining tone message design and delivery channels the study aims to identify effective communication practices. The researcher also considers nonverbal elements such as body language and physical space. These aspects are essential in understanding how messages are received and interpreted. The research further investigates the influence of organizational

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hierarchy and structure on the communication flow. The ability of public relations professionals to manage communication in a multilayered context is also explored. The study assesses how communication contributes to building trust reducing tension and resolving disputes. It asks how certain strategies contribute to mutual understanding between parties. The findings are expected to help clarify the role of public relations in promoting industrial peace. This section of the study emphasizes communication as both a strategy and a relational process. It places particular focus on the dialogic capacity of public relations to balance interests and build consensus. The researcher aims to present not only what strategies are used but how they work and why they succeed or fail.

This study relies on both primary and secondary sources of data to support its analysis. Primary data were gathered through interviews with key informants such as workers human resource personnel and public relations officers. These interviews were aimed at uncovering first hand accounts of communication during periods of wage dispute. The data were supplemented with secondary sources such as internal company documents published reports and academic literature. This helped the researcher develop a more comprehensive view of the communication environment. Triangulating these sources enhanced the reliability and contextual richness of the findings. The researcher also reviewed organizational policies and official communication guidelines. This allowed a comparison between idealized communication procedures and actual practices on the ground. Secondary data served to verify patterns observed in interviews and field notes. Document analysis provided additional information about message framing and strategy design. These materials also offered insight into the organization's communication philosophy and transparency standards. The inclusion of multiple data types ensured a more complete understanding of communication in conflict resolution. By cross referencing information from various sources the study strengthened the validity of its conclusions. This approach aligns with the standard of qualitative case study research which values context and complexity. Secondary data were used not to replace primary voices but to deepen interpretation and expand insight.

Semi structured interviews were the main technique used to collect primary qualitative data. These interviews followed a flexible guide consisting of open ended questions that encouraged respondents to elaborate on their experiences. Participants were invited to reflect on communication effectiveness emotional responses and the impact of messages. The interviews created a space for detailed narrative sharing and meaning making. Conversations were recorded with permission and later transcribed word for word. Each session lasted approximately thirty to sixty minutes and was conducted in a private setting to ensure

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confidentiality. The researcher prioritized building rapport with participants to foster openness and authenticity. Ethical principles such as informed consent anonymity and data protection were carefully followed throughout the study. The interviewer also allowed space for spontaneous insights beyond the structured questions. This flexibility made it possible to capture unexpected yet important information. Interview data formed the core of the research analysis. It provided real voices and perspectives that illustrated how communication was practiced and perceived. Interviewees shared both positive and negative evaluations which allowed for a balanced interpretation. The transcripts were carefully reviewed to identify recurring patterns themes and contradictions. Interview data were treated not just as facts but as expressions of subjective experience and social reality.

Observation was used as a complementary technique to support and validate the findings from interviews. The researcher observed a variety of events including formal meetings daily briefings and informal conversations among staff. This allowed for a direct understanding of how communication functioned in real time. Special attention was given to how messages were conveyed and how people responded to them. The researcher noted both verbal and nonverbal cues such as tone gestures and reactions. Field notes were recorded in detail to preserve the immediacy of observations. These notes were then categorized into thematic areas relevant to the study. Observation helped reveal implicit norms and informal communication practices that were not always visible in formal channels. It also confirmed or challenged insights gained from interviews. By observing behavior in natural settings the researcher captured the dynamics that shape communication in a high pressure work environment. The presence of the researcher was designed to be as unobtrusive as possible to maintain authenticity. Through observation the study gained insight into how conflict develops how it is managed and how communication contributes to its resolution. It enriched the study by providing contextual depth and examples of communication in action. Observation did not replace verbal data but added layers of understanding to it.

Documentation was an important additional method in this research. The researcher reviewed internal records such as meeting minutes memos emails and public relations materials. Public statements company reports and digital communications were also examined. These materials showed how the organization presented itself and handled sensitive labor issues. Document analysis revealed consistencies and inconsistencies between official narratives and internal practices. These records helped trace the evolution of communication strategies over time. They also demonstrated how the company communicated externally about labor relations. Social media posts provided insight into the company's tone and responsiveness to public

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sentiment. Together these documents added another dimension to the study. They supported or contextualized data from interviews and observations. Documentation analysis also helped explore the symbolic elements of communication such as word choices and slogans. This process followed established principles of qualitative document analysis. The documents were not viewed in isolation but as part of the broader communication landscape. Their inclusion provided historical and strategic context for interpreting the present. Documentation contributed to the robustness and triangulation of the study.

Several validation techniques were used to ensure the credibility of the research findings. Triangulation was achieved by comparing data from interviews observations and documents. This reduced the risk of bias or over reliance on any single source. Member checking was also conducted in which participants were asked to review their interview transcripts. This step helped confirm the accuracy of interpretations and improved trustworthiness. Peer consultation with academic advisors was used to critique emerging themes and interpretations. The researcher maintained an audit trail of decisions codes and analysis steps. This transparency supports the reliability of the process and findings. The study emphasized rigor and accountability in every stage of research. Validation was not seen as a final step but as a continuous process throughout the study. Combining multiple perspectives helped reveal deeper patterns and avoid simple conclusions. Reflexivity was practiced through self questioning and journaling by the researcher. These steps were taken to strengthen the credibility consistency and confirmability of the results. By using these techniques the research achieved a strong foundation for analysis. Trust in the data is essential for making responsible and useful conclusions.

Thematic analysis was applied as the main technique for interpreting qualitative data. This method involves identifying analyzing and reporting recurring patterns and themes in the data. The researcher first familiarized themselves with the transcripts by reading and re reading the content. Codes were developed to categorize specific statements related to trust negotiation miscommunication and message clarity. These codes were then grouped into broader thematic categories. The analysis connected these themes to the theoretical concepts of communication strategy and conflict mediation. Representative quotes were selected to support each theme and preserve authenticity. The process was both inductive based on the data and deductive guided by theory. The researcher looked for themes that were common across different sources and perspectives. Patterns were identified not only in what was said but how it was expressed. Contradictions and ambiguities were also explored to enrich interpretation. The thematic approach provided a structured yet flexible framework for analysis. It allowed for a detailed

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examination of meaning while remaining grounded in context. This method helped translate complex communication processes into clear findings. The themes formed the basis for the discussion and conclusion of the study.

This research methodology integrates comprehensive qualitative techniques to explore the role of communication in resolving labor wage conflicts. It is designed to capture the depth nuance and complexity of real organizational interactions. The approach values the voices of participants and situates them within broader structural and cultural contexts. Through detailed data collection and careful interpretation the study seeks to generate both theoretical insight and practical recommendations. The methodology emphasizes the importance of ethical engagement and methodological transparency. It provides a reliable path for understanding the communication challenges faced in seaport labor conflicts. The findings are expected to contribute meaningfully to scholarship in communication conflict resolution and organizational studies. They also offer concrete guidance for public relations professionals in similar industrial settings. By focusing on communication as a strategic and relational process the study highlights its transformative potential. The methodology promotes learning from lived experience rather than abstract models. This approach respects the realities of labor and management while striving for dialogue and improvement. It aims to inform not only what organizations should communicate but how and why it matters. In doing so it positions communication as central to building fair and effective industrial relations.

ANALYSIS AND DISCUSSION

The public relations communication strategy implemented by PT Temas Port Jakarta has become an important instrument in mitigating wage conflicts between workers and management. In this context, public relations does not only serve as an information channel but also as a mediator between two often conflicting interests. When wage conflicts arise, public relations acts as a bridge to facilitate communication and prevent escalation. One of the approaches used is symmetrical two-way communication in which workers are given space to express their aspirations directly. This approach is essential for building a mutually beneficial climate of trust. Information regarding wage policy changes is also delivered through various communication channels such as coordination meetings, dialogue forums, and the company's internal media. Transparency in conveying the policy basis becomes a key determinant of communication success. In addition, public relations develops more participatory narratives by involving worker representatives in formal communication forums. This strategy aims to build the perception that the company values the voice of workers. Public relations also takes a

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cultural approach by understanding the social values held by the workers. Through this method, communication becomes more empathetic and better received. Field observations show that informal communication approaches are also effective in reducing tensions. When communication occurs in a relaxed setting, workers are more open in expressing their concerns. Therefore, a combination of formal and informal communication becomes the strength of the public relations strategy. In this case, public relations is not merely a bureaucratic function but a dialogue facilitator capable of creating harmony in industrial relations.

The wage conflict pattern that occurs at Tanjung Priok Port stems from the perception gap between management and workers regarding fair compensation. When wage-related information is not clearly and openly communicated, suspicion and dissatisfaction among workers often arise. In several instances, this disparity is worsened by one-way communication where workers only receive policies without being engaged in dialogue. The role of public relations in designing communication strategies is thus vital to bridging this gap in understanding. Communication crafted with empathetic and reflective approaches has proven effective in de-escalating potential conflicts. On the other hand, the dialogic method employed by public relations allows negotiation processes to proceed more openly. One of the successes of PT Temas public relations was the initiation of a routine labor management communication forum. This forum serves as a space for both parties to express views directly and without structural pressure. Public relations also facilitates effective communication training for field managers so they can interact with workers more humanely. Good interpersonal communication between superiors and subordinates is a key factor in maintaining a conducive work environment. Moreover, public relations designs communication materials that are simple yet symbolically strong. Symbols such as slogans on justice, cooperation, and welfare are used in internal communication media. This symbolic approach helps create collective awareness of shared organizational values. Through communication strategies that touch all levels of interaction, PT Temas has succeeded in lowering tension levels that could have otherwise escalated into collective labor action.

In resolving wage conflicts, public relations acts as a facilitator of mediation that emphasizes communication as a negotiation instrument. The mediation carried out by public relations is not legal formal but a strategic dialogue that focuses on understanding core interests. Communication techniques such as reframing, active listening, and empathy are consistently applied during meetings with workers. Reframing is used to transform conflict narratives into collaborative narratives. Meanwhile, active listening helps public relations better understand workers grievances. Communication conducted in a respectful environment contributes to the

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achievement of mutual understanding. Public relations also maps out the conflict narratives that emerge among workers. These narratives become the basis for designing responsive communication messages. Throughout the mediation stages, public relations maintains communication neutrality to avoid being seen as biased. Communication is also directed toward producing mutually beneficial solution options. This strategy aligns with the interest based mediation approach developed by Fisher and Ury. The success of public relations in facilitating this process is also supported by leadership that values open communication. Management commitment to dialogue is a crucial factor in sustaining the mediation process. By prioritizing participatory communication strategies, conflicts are not only resolved but also serve as opportunities to strengthen industrial relations. Public relations functions as a strategic actor in achieving communicative justice that benefits all parties involved.

Social media has also become an integral part of PT Temas public relations communication strategy especially in building transparency and responding to public opinion. In the context of wage conflicts, social media is used as a clarification channel to disseminate information and updates on the dialogue process between workers and management. This strategy helps minimize the spread of misinformation that could worsen the situation. Content shared on social media is designed with transparency and accountability principles. Public relations also uses social media as a monitoring tool for public and internal perception. Negative sentiment on social media becomes an early indicator of tension that needs immediate response. The use of digital technology allows public relations to act more proactively in addressing strategic issues. In certain instances, social media is also used to show the company's commitment to worker welfare. Narratives highlighting the success of collaboration between management and workers are promoted as part of a reputation campaign. This strategy enhances the company's image as one that is open to dialogue and change. Social media is also used to educate workers about their rights and obligations. This proves that public relations not only delivers policy messages but also empowers the internal public. In the digital era, social media's role in communication strategy has become central. Information openness and response speed are indicators of communication effectiveness. Thus, integrating social media with conventional communication strategies is essential for maintaining stable industrial relations.

The success of PT Temas public relations communication strategy in mediating wage conflicts is inseparable from the systematic approach applied. Communication is not carried out sporadically but is carefully designed by considering power relations, organizational structure, and work culture. In this regard, public relations also functions as a social analyst who

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understands the conflict landscape and the key actors involved. Public relations actively evaluates every stage of the communication process. This includes assessing message effectiveness, audience participation levels, and responses following communication efforts. Strategic adjustments are made based on evaluation outcomes to ensure communication remains relevant and contextual. This reflective approach distinguishes strategic public relations from basic administrative communication. In addition, involving external parties such as community leaders or neutral third parties is also done to build process credibility. This strategy is important for expanding the legitimacy of communication efforts. On the other hand, documentation of communication processes becomes part of the organization's knowledge archive. Sustaining communication efforts is prioritized so that relations are not merely transactional. Public relations also builds a continuous communication system based on openness, participation, and trust. With this foundation, communication serves as a preventive tool not merely a reactive one. Hence, the public relations communication strategy at PT Temas transforms into an adaptive and inclusive conflict management system.

CONCLUSIONS

This study concludes that the communication strategy implemented by public relations at PT Temas plays a significant role in mediating wage conflicts between workers and management. Communication that is open and participatory contributes to reducing misunderstandings and building trust. Public relations functions not only as an information channel but also as a facilitator of dialogue. The success of communication in this case is influenced by the ability to listen actively and respond empathetically. Messages that are delivered clearly and respectfully are more likely to be accepted. The study also shows that trust increases when communication allows workers to participate in expressing their concerns. Public relations has managed to frame messages that promote cooperation rather than confrontation. The communication process also reflects the values and culture of the organization. Through effective communication, PT Temas has succeeded in reducing tensions during wage negotiations. This confirms the strategic role of communication in industrial relations.

The study further identifies that communication strategies must be aligned with organizational culture and structure. In a hierarchical environment like PT Temas, communication must be designed to remain responsive and inclusive. Public relations professionals need to understand the values, expectations, and concerns of workers to create messages that are relevant. Communication that aligns with shared values can foster a sense of

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fairness and belonging. Emotional aspects of communication, such as tone and timing, significantly influence how messages are received. The study finds that public relations must balance authority with approachability to gain legitimacy. Organizational structure must support open channels of communication across all levels. Feedback mechanisms must be active to ensure two way interaction. The role of communication extends beyond delivering information to building relationships. Therefore, public relations should be involved in all stages of policy communication.

Another conclusion of this study is the importance of digital communication in managing conflicts. Workers are increasingly using social media to voice opinions and demand transparency. Public relations at PT Temas has begun to adopt digital tools to monitor sentiment and respond more quickly. This shift enables more timely and context sensitive communication. Digital platforms are not only spaces for promotion but also arenas for negotiation and listening. Real time engagement strengthens credibility and reduces misinformation. Public relations needs to develop digital communication skills and ethical awareness in managing online messages. Combining traditional and digital communication ensures consistency and message integrity. The study suggests that digital communication should be central to conflict mediation strategies. Public relations must remain adaptive to technological developments that influence communication behavior.

Finally, this research confirms that communication must be proactive in nature to prevent escalation of labor conflicts. Delayed or unclear messages often increase distrust and frustration among workers. Public relations professionals should act as early detectors of conflict by identifying signs of dissatisfaction. Anticipatory communication through regular briefings and open dialogue can reduce tension. Workers are more likely to trust organizations that communicate consistently and transparently. The study emphasizes that communication planning must be integrated into organizational strategy. Public relations must be positioned as a key actor in promoting industrial peace. Communication should not only resolve conflict but also build long term cooperation. This study contributes to understanding how communication affects labor relations in high pressure environments. Effective communication is a strategic asset in achieving harmony and organizational resilience.

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