

Trade Union Relationship with Corporate Management

Tini Moge

Universitas Negeri Manado

Correspondence author: tinimogea@unima.ac.id

Abstract. The need to manage a good and coordinated relationship among employees is critical in human resource management. In order to achieve organizational goals, the relationships between individuals involved in the context must be well managed, especially if the context is broader and involves a union. This brief article will focus on the relationship within the union. The fundamental question here is, "How is the working relationship between the union and the company management?" This question's response elaborates on six main points. First, we'll talk about the nature of trade unions and the issues they face, including in Indonesia. Second, several factors contributing to the decline in union membership will be identified. Third, labor and trade union regulations will be explained. The fourth topic will be the stages of the union process. Fifth, the collective bargaining agreement will be discussed. The complaint procedure will be described in the sixth section.

Keywords: Employees, Management, Managers, Relationships, Unions.

Abstrak. *Kebutuhan untuk mengelola hubungan yang baik dan terkoordinasi antara karyawan sangat penting dalam manajemen sumber daya manusia. Untuk mencapai tujuan organisasi, hubungan antar individu yang terlibat dalam konteks tersebut harus dikelola dengan baik, apalagi jika konteksnya lebih luas dan melibatkan suatu kesatuan. Artikel singkat ini akan berfokus pada hubungan di dalam serikat pekerja. Pertanyaan mendasar di sini adalah, "Bagaimana hubungan kerja antara serikat pekerja dan manajemen perusahaan?" Jawaban pertanyaan ini menguraikan enam poin utama. Pertama, kita akan berbicara tentang sifat serikat pekerja dan isu-isu yang mereka hadapi, termasuk di Indonesia. Kedua, beberapa faktor yang berkontribusi terhadap penurunan keanggotaan serikat pekerja akan diidentifikasi. Ketiga, akan dijelaskan peraturan ketenagakerjaan dan serikat pekerja. Topik keempat adalah tahapan proses penyatuan. Kelima, kesepakatan perundingan bersama akan dibahas. Prosedur pengaduan akan dijelaskan pada bagian keenam.*

Kata kunci: Karyawan, Manajemen, Manajer, Relasi, Serikat Pekerja.

INTRODUCTION

Today, institutions and trade unions are very useful platforms for supporting work and better economic organization. Perhaps the context intended here will not be more towards economic management but will essentially elaborate on the management structure and the organization itself. For this reason, this paper is being written, namely for the sake of cultivating management science and applying related themes to more applied management studies, such as educational management. In general, this paper is a more concise review of the descriptions of Robert L. Mathis and John H. Jackson in Human Resource Management (2008). With a descriptive pattern, this paper becomes a literature study that is also applied to contextual situations.

Mathis and Jackson generally explain the main points by starting from the situation in the United States, but in this paper, it is also appropriate that we take a contextual starting point in Indonesia, so that this literature study becomes a useful contribution and does not become an unnecessary corpus alienum. This paper departs from the basic question, "How to organize a working relationship between the union and company management?" With this question, other more fundamental questions are born: (1) What is a trade union? (2) What are the problems faced by trade unions in general? (3) What is the legal basis for trade unions? (4) What are the stages of the union process? (5) How does a union make decisions together? (6) What are the provisions or procedures for union members to submit complaints or opinions that are contrary to a joint decision? These six questions are framed thematically in the context of relations within trade unions.

ANALYSIS AND DISCUSSION

The Nature of Trade Unions

According to Mathis and Jackson, trade unions are formal associations of workers who promote the interests of their members through collective action. The existence of trade unions is due to the worldwide recognition of human rights, which contain elements of freedom to assemble and associate. In this regard, John Locke, using legal constructions, has explored social agreements that aim to guarantee people's lives, freedoms, and property rights, and that the government must respect basic human rights, hereinafter referred to as "human Rights (HAM). The meaning of the agreement lies in the guarantee of these rights. Human rights, according to this way of thinking, have a pre-constitutional nature.

Human rights are rights that are received regardless of national ties (statsverband). State ties that do not guarantee human rights have actually lost their basis for existence. Why do workers gather in unions? Whether the union is targeting a group of employees or an individual employee is seeking union assistance, the union must gain support from employees to become their legal representative. For many years, employees joined unions for two general reasons: (1) they were dissatisfied with their employer's treatment of them, and (2) they believed that the union could improve their work situation. If employees do not receive what they perceive as fair treatment from their employer, they can turn to the union for assistance in obtaining what they believe is fair. The main factors that can trigger unions are issues of compensation, work environment, management style, and employee treatment. In their description, Mathis and Jackson said that the main determinant of the existence of trade unions is management. Highly competitive compensation, a good work environment, effective management and supervision, and fair and responsive treatment of workers all act as an antidote to trade union efforts.

Unions form when employees feel unappreciated, insecure, underpaid, and not valued and see unionization as a viable option. Once unions exist, their ability to elicit commitment from members and remain their bargaining agents depends on how well they succeed in providing the services their members desire. In several studies, it appears that in general, the owners of capital or companies reject labor unions. Employers usually prefer not to have to deal with unions because it limits what managers can and cannot do in a number of areas. In

general, unionized workers receive higher wages and benefits than non-unionized workers. In turn, unionization can sometimes be associated with higher productivity, although management must find labor-efficient ways of doing work to offset higher labor costs. Some capital owners pursue strategies to build good relations with trade unions. Others may choose an aggressive and adversarial approach.

Prior to the formation of unions, as well as to work effectively with trade unions that already represent employees, human resource professionals and company managers must be attentive and responsive to employees. Agreement patterns with trade unions vary between organizations. In some organizations, operations management handles labor relations and HR has limited involvement. In other organizations, the HR unit takes primary responsibility for resisting unionization or dealing with unionized employees. As the world economy becomes more integrated, trade unions around the world are facing change. The global status of unions is being affected in a number of ways, as highlighted next. What about trade union membership internationally? The percentage of union membership varies significantly from country to country. According to historical data, a survey of 30 countries found that since 1970, the percentage of union membership has increased in only four countries (Belgium, Denmark, Finland, and Sweden). 6 Union membership is declining in many developed countries, but collective bargaining is regulated by law the way wages are determined in Europe. In many European countries, artificially high wages and cheap benefits have kept unemployment rates high, but on the one hand, the pressure for change is increasing.

The range of employment issues is quite wide and varies from country to country. Child labor is a problem in some countries, while in other countries there is a problem of changing participatory work practices. In some countries, unions do not exist at all or are relatively weak. In other countries, trade unions are closely linked to political parties. For example, in Italy and France, national strikes occur regularly to protest proposed changes in government policies on pensions, pension plans, and regulations regarding firing employees. What is important here is the existence of "co-Determination". Some countries require companies to have trade union or workers' representatives on their boards of directors. This practice is known as co-determination, and it can lead to mutual agreement. This practice is common in European countries. Differences from country to country in how collective bargaining occurs are also quite marked. In the United States, local unions bargain with individual employers to set wages and working conditions. In Australia, unions argue their case before an arbitration court. In Scandinavia, national agreements with employers' associations are the norm. In France and Germany, industry-wide or regional agreements are common. In Japan, local unions bargain but join at some point to determine the national wage pattern. Recent labor regulatory reforms in China have led to increased representation of trade unions and workers in the management of Chinese-owned factories. At a higher level, there is organization. World-class workers (Global Labor Organizations). In fact, global labor relations standards are being addressed by several organizations. The International Labor Organization, based in Switzerland, coordinates trade union efforts around the world and has issued several principles and rights at work. 8 Such coordination is increasingly occurring when unions deal with multinational companies operating in several countries.

Trade unions around the world are also part of a global labor federation. 9 The International Union Network, known as the Union International Network (UIN), is a group consisting of trade unions from various countries. This group and other international groups are working to define international policies on early childhood labor, worker safety and health, training, and other aspects. UIN also provides assistance and guidance to trade unions in developing countries, such as those in Africa and Asia. 10 Trade unions in America play an active role in this international group. In some situations, these groups enter into agreements with EU-based employers that eventually lead to more union membership by Americans in multi-national companies. 11 Mathins and Jackson elaborate on union membership in America, which, in our opinion, does not need to be discussed here. In essence, trade unions, whose movements are driven by America and several other European countries, have tried to create a work system that is directed by managing work contracts while taking into account various phenomena at the international level regarding HR and the problems that follow.

Trade Unions in Indonesia

In Indonesia, there are also many trade unions. What is the history of the formation of trade unions in Indonesia? In the existing labor law literature, the Indonesian state begins with a very gloomy period, namely the era of slavery, forced labor, and penal sanctions (penalties). Slavery is an event where someone called a slave does work under the leadership of another person. These slaves do not have any rights, including the right to life. The slaves only had the obligation to do the work ordered by their masters. The occurrence of slavery in ancient times was caused by kings and entrepreneurs who had a strong economy and needed people who could serve them, while the poor population who were not economically capable at that time were quite a lot due to the low quality of human resources, so it is not surprising that slavery grew rapidly. fertile. Compulsory labor is forced labor carried out by the people for the benefit of the authorities or other parties without remuneration, carried out beyond the limits of humanity. In Javanese kingdoms, forced labor is carried out for the benefit of the king and members of his family, officials, heads, and officials, as well as for public interests such as building and maintaining roads, bridges, and so on. While the poenale sanction occurred because of the Agrarian Wet Policy in 1870, which had implications for the availability of very large private plantation land, The description above shows that The history of the emergence of labor relations began with bitter events, namely, oppression and treatment beyond the limits of humanity carried out by those who were socially and economically capable as well as those in power at that time. Slaves and workers are not given any rights; all they have is the obligation to obey orders from their master.

The fate of slaves and workers is only to be used as goods or objects that have lost their natural rights as human beings with dignity. Indonesian law guarantees equality of rights and obligations for every citizen before the law. Opportunities to get positions, rights, and obligations can only be realized if accessibility is available, namely, an easy way to achieve or obtain equal status, rights, and obligations. Equality of opportunity is carried out through the provision of access by both the government and the community, which in practice is accompanied by efforts to increase public awareness and responsibility.

High population growth and an unequal population distribution are factors that greatly affect the employment problem in our homeland, which means that the demand for work for workers who have reached working age is so great in areas with a very large population. whereas in areas that are still less densely populated, it can be said that there is a shortage of young, capable, and skilled workers. As we all know, until recently, most of the old and new companies were established and developed on the island of Java, while very few were established and developed outside Java. It is this factor that causes the accumulation of unemployment on the island of Java, where prospective workers still really hope for the opportunities that will be provided by the many companies on the island. It's not that they don't want to work outside Java; it's just that the companies that can accommodate them are lacking. This is evident from the large number of newcomers to the already densely populated island of Java looking for job opportunities. The number of available workers in Indonesia is not balanced with the number of available jobs. Moreover, most of the available workforce is low-educated or not at all educated. In fact, the number of existing jobs is not proportional to the number of available workers.

There are 33,774,141 people in the Indonesian state of Central Java, with 16,435,142 working and 863,783 unemployed. It can be seen from these figures that there are still many people in Central Java who are unemployed, and this is the problem that still cannot be resolved due to an imbalance between employment opportunities and the population in Central Java, which is classified as dense. However, it is undeniable that workers have a high and comparable quality of education because there are also many workers who have only minimal education, for example, graduates of elementary school (SD), junior high, or secondary school. This situation creates a tendency for employers to act arbitrarily toward their workers. Labor is seen as an object. Labor is considered an external factor that has the same position as supplier customers or buying customers and functions to support the continuity of the company, not as an internal factor as an integral part or as a constitutive element that makes the company. 15 Employers or owners of capital can freely pressure their workers to work beyond their capacities. For example, an employer can set a maximum wage of only the existing provincial minimum wage, regardless of the worker's length of service. The minimum wage concept that has been applied so far has not succeeded in creating industrial relations as expected. The weak position of workers can be anticipated by forming trade or labor unions in the company.

There is an assumption so far that trade unions have not become the voice of workers, either at the work level or at the national decision-making level. Trade unions are currently facing formidable challenges. This weak position of workers requires a platform to become strong. The container is the implementation of the right to associate with a labor union. The purpose of forming a trade union is to balance the positions of workers and employers. Apart from that, it is hoped that through the Workers' Union, the participation of workers in the production process will be realized. This is industrial relations at the company level. Trade unions can play an active role in creating industrial peace through their participation in cooperative institutions and in collective labor agreement (PKB) negotiations.

The participation of trade unions and labor unions can be realized through trade union organizations starting at the company level, similar enterprise level, regional and central levels,

even up to the federation level, and possibly affiliated with overseas trade unions. The trade union is the representative of the workers in company. As a legal labor representative, he has a position as a legal subject in independent industrial relations. The government also has a role as a legal subject in industrial relations in the sense of its embodiment in the three main functions of government, namely regulating, fostering, and supervising. Society becomes the subject of industrial relations law because, after all, industrial relations take place in society in the sense of a national scale. The impact can be positive or negative. It will have a positive impact if industrial relations go well and its goals are achieved. On the contrary, it will have a negative impact if industrial relations fail to achieve their goals.

Decrease of Union Membership

The problems experienced by countries in Europe and America are quite significant. Learning from this condition, it is also good to present the results of Mathis and Jackson's research on the decline in labor union membership experienced in America. 16 Several reasons are presented here that have resulted in the decline of labor unions: deregulation, foreign competition, more people looking for work, and general perceptions by companies that dealing with unions is more expensive than the alternative of seeking non-union workers. In addition, the management of many employers has adopted a much more activist attitude against unions than during the previous years of union growth. To some extent, unions may be references to their own success. Unions have historically emphasized helping workers obtain higher wages and benefits, shorter working hours, job security, and safe working conditions from their employers. Some union experts and leaders believe that one of the reasons for the decline of unions is their success in getting these important issues into law for everyone. Therefore, unions are not seen as necessary for many workers, even though those workers have enjoyed the fruits of past attempts by unions to influence legislation. Another reason that needs to be explored here is the matter of geographic change. Over the past decade, job growth in the United States has been greatest in countries located in the South, Southwest, and surrounding Rocky Mountains. Most of these states have few union traditions, "employer-friendly" laws, and a relatively small percentage of unionized workers. Another geographic issue involves the movement of many low-skill jobs outside the United States. Primarily to take advantage of cheaper labor, many manufacturers with America's strong unionized labor force have shifted large numbers of low-skilled jobs to the Philippines, China, Thailand, and Mexico. Another reason is that there is a change in the industry. The decline in union membership can be attributed to the shift of residents' main occupations from industries such as manufacturing, construction, and mining to service industries. There is starting to be a small percentage of union members in the wholesale-retail and financial services industries, which are sectors where many new jobs have been added while the number of industrial jobs continues to shrink. One area that has contributed to the decline in union membership is the retirement of many union members in older manufacturing firms. But exorbitant pension and health care costs have led some employers, such as Goodyear Tire, Ford Motor Company, and General Motors, to demand that employees cut benefits for temporarily employed and retired employees. This demand causes employers to cut the number of factories at this time. and workers as union concessions seek to maintain the cost of benefits and job security for the remaining workers. US. The last reason is the change in the workforce. The decline in the

number of blue-collar workers in manufacturing has been very significant. For example, the United Auto Workers' membership has fallen from 1.5 million in 1980 to about 600,000 today. As outlined above and analyzed by Mathis and Jackson, the primary growth in employment in the American economy is in the technology, finance, and other service industries, where union membership is typically much lower. There is an increasing number of white collar workers, such as clerical workers, insurance claims representatives, data input processors, mental health assistants, computer technicians, loan officers, auditors, and retail sales workers. Unions have stepped up efforts to organize white-collar workers as advances in technology have increased their numbers in the workforce. However, unions face challenges in organizing these workers. Many office workers see the existence of unions as resistance to change. There is an assumption that unions are out of touch with the concerns of more educated workers in technical and professional jobs. In addition, many white-collar workers also show attitudes and preferences that are very different from those held by members of unionized field workers (blue collars), and they view unions as primarily oriented towards field workers.

The increasing percentage of women in the U.S. workforce presents another challenge for unions. In the past, trade unions have not been as successful at regulating women's workers as they have been at men's. ²¹ Some unions are trying to focus more on recruiting female members, and unions are at the forefront of pushing for such laws. Family-related goals such as child care, maternity leave, DNA testing, equal pay, and flexible work arrangements. Women in low-skill jobs (pink-collar workers) are slightly more likely to join unions than women in offices (white collars).

Regulations Regarding Labor and Trade Unions

Historically, the birth of labor law in the world is closely related to the Industrial Revolution that occurred in Europe, especially in England, in the 19th century. The Industrial Revolution, which was marked by the invention of the steam engine, has permanently changed the labor-employer relationship. The main concern that underlies the birth of the labor law is the poor working conditions in which child and women laborers work, particularly in weaving, textile, and mining factories, which seriously endanger their health and safety. The first labor law appeared in England in 1802, was followed in Germany and France in 1840, and in the Netherlands after 1870. The substance of this first law was a guarantee of protection for occupational health (health) and safety (safety). This protection law marked the beginning of labor law. The government's efforts to provide protection for occupational health and safety through law did not run smoothly because, during the Industrial Revolution, the concept of a rule of law that developed was a liberal law state or a classic rule of law state with the *laissez-faire* doctrine. This doctrine may not intervene in the economic field except to maintain security and order. That's why the government's efforts to protect workers met with stiff resistance from business groups and intellectuals who supported *laissez-faire*, especially Adam Smith. They accuse government intervention of violating individual freedom in carrying out economic activities and freedom of contract.

Stages of The Union Process

The general union organizing process can begin in one of two main ways: (1) unions targeting industries or companies, or (2) employees soliciting unions. In the first case, local or

national unions identify companies or industries in which they believe they can succeed. The logic for targeting is that if unions are successful in one company or part of an industry, then many other workers in the industry will be more willing to consider unionizing. In the second case, the urge to organize unions occurs when individual workers in a company contact a union and express a desire to unionize. The employee himself or the union can then start campaigning for support among other employees. Like other entities seeking members, unions usually carry out organized campaigns to persuade individuals to support their cause. As expected, employers responded to union efforts by taking various types of action. On the other hand, the existence of trade unions also faces challenges. It is not uncommon for workers' unions to be opposed by some company management. Union management representatives can use a variety of tactics to defeat union efforts. Such tactics are often initiated when union publicity comes up or during the distribution of authorization cards. Some employers in the US, such as ConAgra, Coca-Cola, and Wal-Mart, hire expert consultants who specialize in fighting union efforts. Attempting to use this "union buster", as unions call it, appears to increase employers' chances of winning representative elections. Many employers have a written "no solicitation" policy to restrict employees and outsiders from distributing literature or soliciting union membership on company premises. Employers without such policies may not be able to prevent such acts.

A counter-solicitation policy should be a long-term, well-established approach, not a single action taken against a specific, immediate union effort. Employers can make strategic decisions and take aggressive steps to remain non-union. Such a choice is perfectly rational but may require some specific HR policies and philosophies. For example, "preventive" employee relations can emphasize good morale and loyalty based on caring for employees, competitive wages and benefits, a fair system for dealing with employee complaints, and safe working conditions. Other issues can also play a role in employees' decisions to remain non-union, but if employers adequately address the points just mentioned, fewer workers are likely to feel the need for a union to represent them. Labor Union Organizing Efforts Persuasion efforts by unions can take many forms, including personally contacting employees outside of work, sending materials to employees' homes, inviting employees to attend special meetings outside the company, and publicizing the advantages of union membership. Brochures and flyers can be given to employees as they leave the office, delivered to their homes, or even attached to their vehicles, as long as they comply with the rules set by law and agencies. The HR On-Line feature illustrates how unions are using electronic communications in their organizing efforts. The goal of all these publications is to encourage employees to sign authorization cards. Unions sometimes pay administrators to infiltrate targeted employers and try to organize workers. In this practice, known as salting, unions hire and pay people to apply for jobs at certain companies; when people were hired, they started to organize the effort. For example, the US Supreme Court has ruled that refusing to hire otherwise qualified applicants, even if they are also paid by the union, violates the Wagner Act. However, employers may refuse to employ "salt" for work-related and non-discriminatory reasons.

CONCLUSIONS

This paper generally answers the question, "How is the working relationship between employees and company management?" The basic thesis to answer this question is that labor unions and company management can build mutually beneficial relations but are also prone to conflict. The management of the company stands to represent the company and its goals, while the trade union stands to defend workers' rights and the various issues contained therein. There are six main points, which are described in more focused terms. First, it has been discussed that the essence of trade unions is a group that collects and organizes the rights of workers who serve a particular company. Many problems arise from it. We also talked a little about trade unions in Indonesia. Second, several reasons for the decline in union membership have been identified, consisting of reasons for deregulation, foreign competition, an increasing number of job seekers, a lack of interest, geographical changes, industrial changes, and the retirement of many former union members. Third, it explains the regulations regarding laborers and trade unions. Fourth, the stages of the union process are discussed, starting with a union initiative or a company request, then being legalized and formalized through a lengthy legal process. Fifth, a collective agreement was discussed, the formation of which included the preparatory phase, ongoing negotiation of settlement agreements, negotiating deadlocks, and strikes. Sixth, the complaint procedure will be described. Most of the descriptions in this paper are a representation of what Mattis and Jackson have studied in human resource management, with some emphasis on the essence and additional basics of association in Indonesia. A more in-depth study is needed to examine the important stages in this paper in concrete cases experienced in Indonesia regarding certain unions and companies. Although concise and limited, it is hoped that this paper will open up a broader understanding of human resource management and invite broader applicable studies in other fields, especially in the field of education.

REFERENCE

- Bendersky, Corinne. (2003), "Organizational Dispute Resolution Systems: A Complementaries Model." *Academy of Management Review* 28 hlm. 643-656.
- Clark, Margaret M. (2003). "When the Union Knocks on the Recruiter's Door: Legal Rules on the Hiring of Union 'Salts.'" *SHRM Legal Report* October, hlm. 1-10.
- Fairbrother, Peter dan Nikolaus Hammer. (2005). "Global Unions: Past Efforts and Future Prospects." *Relations Industrielles* 60 hlm. 403-409.
- Frege, Carola dan John Kelly. (2004). *Varieties of Unionism: Strategies for Union Revitalization in a Globalizing Economy*. Oxford, U.K.: Oxford University Press
- Gennard, John. (2006). "Global Union Federations." *Employee Relations* 28 (2006), hlm. 98-106.
- Halbesleben, J. R. B. and M. R. Buckley. (2006). "The Effect of Economic Conditions on Union Membership of Men and Women: A Quantitative and Historical Analysis." *Journal of Management History* 12, hlm. 287- 294.
- Heilbert Armando Mapaly, Salaki Reynaldo Joshua and Salvius Paulus Lengkong. (2023). *Digital Congregation News Android-Based in The Christian Evangelical Church in*

- Minahasa. *Journal of Engineering, Electrical and Informatics*, Vol.3, 1.
- Henry Valentino Florensus Kainde, Salaki Reynaldo Joshua and Yuri Vanli Akay. (2022). Design and Development of Scuba Diving Learning Application Mobile-Based. *Jurnal Teknik Elektro dan Komputer*, Vol. 11, 3.
- Lalu, Husni.(2014). *Pengantar Hukum Ketenagakerjaan*. Jakarta: Raja Grafindo.
- Marquez, Jessica. (2006). "As Buyouts Continue, UAW Struggles with Membership Decline." *Workforce Management* December 5, hlm. 6-16.
- Marquez, Jessica. (2006). "Good Year Fight Hints at Rough Road for Unions." *Workforce Management* November 20., hlm. 8-12.
- Marquez, Jessica. (2006). "U.S. Unions Act Globally, Benefit Locally." *Workforce Management*, Jan 30, hlm. 31-34.
- Mathis, Robert dan John H. Jackson. (2008). *Human Resource Management*. Twelfth Edition. Mason, USA: Thomson South-Western.
- Matthews, Robert dan Kris Maher. "Labor's PR Problem." *The Wall Street Journal* August 15 (2005), hlm. 25-32.
- Mogea, T. and Salaki R. J. (2022). Discrimination Against Mulatto as Reflected in Faulkner's Light in August. 2022. *LITERACY:International Journals of Social, Education and Humaniora*.
- Mogea, T. and Salaki R. J. (2022). Dignity as Seen In Tennessee Williams' A Streetcar Named Desire. *Jurnal Pendidikan dan Sastra (JUPENSI)*, Vol.2, Issue 3, pp.85-96.
- Ni W. D. A, Tini M., Tirza K. (2022). Using Voice Recorder to Improve Students' Speaking Skill at SMP Negeri 3 Tondano. *JoTELL: Journal of Teaching English, Linguistics, and Literature*, Vol.1, Issue 12, pp.1342-1351.
- Nurse, Lawrence dan Dwayne Devonish.(2007). "Grievance Management and Its Links to Workplace Justice." *Employee Relations* 29, hlm. 86-93.
- Posthuma, Richard A.(2002) "Mediator Tactics and Sources of Conflict," *Industrial Relations* 41, hlm. 94-109.
- Reynaldo J. S. (2017). Analysis and Design of Service Oriented Architecture Based in Public Senior High School Academic Information System. 5th International Conference on Electrical, Electronics and Information Engineering (ICEEIE), IEEE. Pp. 180-186.
- Reynaldo J. S., Clief R. K. (2015). Design Mobile Learning (M-Learning) Android on The Introduction of Animal and Plant Material for Elementary School. *Proceedings The Annual Meeting of Mathematics and Natural Sciences Forum of Indonesian Institutes of Teacher Training and Education Personnel (MatricesFor IITTEP)*. pp. 638- 643.
- Reynaldo J. S., Clief R. K, Risca M. and Feldy T. (2015). Decision Support Systems Major Selection Vocational High School in Using Fuzzy Logic Android- Based. *International Conference on Electrical Engineering, Informatics, and Its Education*.
- Reynaldo J. S. and Kalai A. R. (2018). Agile analytics: Applying in the development of data warehouse for business intelligence system in higher education. *World Conference on Information Systems and Technologies*, Springer, Cham. Pp.1038- 1048.
- Reynaldo J. S., Tini M. and Elisabeth Z.O. (2015). Design Mobile Learning (M- LEARNING) Android English For Young Learners. *International Conference on Electrical Engineering, Informatics, and Its Education 2015*. pp. C-31-33.

- Reynaldo J. S. and Tini M. (2019). Reliability Management: Setting-up Cloud Server in Higher Education. *International Journal of Innovative Technology and Exploring Engineering (IJITEE)*. Vol.9, Issue 1. Pp.654-661.
- Rubin, Barry dan Richard Rubin. (2006). "Labor- Management Relations: Conditions for Collaboration." *Public Personnel Management* 35, hlm. 279-286.
- Salaki R. J. and Tini M. (2019.) Work System Framework: Analisis Inmagic Presto dan Zendesk. *CogITo Smart Journal*. Vol.5, Issue 2, pp.266-279.
- Salaki Reynaldo Joshua, Seungheon Shin, Je-Hoon Lee, Seong Kun Kim. (2023). Health to Eat: A Smart Plate with Food Recognition, Classification, and Weight Measurement for Type 2 Diabetic Mellitus Patients' Nutrition Control. *Sensors, Multidisciplinary Digital Publishing Institute (MDPI)*, Vl. 23, Issue 3, pp.1-18.
- Salaki Reynaldo Joshua, Wasim Abbas, Je-Hoon Lee. (2022). M-Healthcare Model: An Architecture for a Type 2 Diabetes Mellitus Mobile Application. *Applied Sciences, Multidisciplinary Digital Publishing Institute (MDPI)*, Vl. 13, Issue 1, pp.1-16.
- Salaki Reynaldo Joshua, Wasim Abbas, Je-Hoon Lee, Seong Kun Kim. (2023). Trust Components: An Analysis in The Development of Type 2 Diabetic Mellitus Mobile Application. *Applied Sciences, Multidisciplinary Digital Publishing Institute (MDPI)*, Vl. 13, Issue 3, pp.1-20.
- Salaki Reynaldo Joshua, Heilbert Armando Mapaly and Kenneth Yosua Palilingan. 2023. Web-Based Financial Information System in The Christian Evangelical Church in Minahasa. *Journal of Engineering, Electrical and Informatics*, Vol.3, 1.
- Salo, N. (2011) Knowledge Management in Education in Indonesia: An Overview. *Global Journal of Human Social Science*. Volume 11 Issue 1 Version 1.0 February 2011. Type: Double Blind Peer Reviewed International Research Journal. Publisher: Global Journals Inc. (USA). ISSN: 0975- 587X.
- Scarlet R., Tini M., Imelda L. (2022). African-American Women's Power in Margot Lee Shetterly Hidden Figures. *JoTELL: Journal of Teaching English, Linguistics, and Literature*. Vol.1, Issue 12, pp.1416-1428
- Suhartoyo. (2014). "Perlindungan Hukum Terhadap Pekerja/Buruh Penyandang Disabilitas di Indonesia." *Jurnal Masalah-masalah Hukum* 1/4, hlm. 468-475.
- Sonhaji. (2019). "Organisasi Serikat Pekerja Terhadap Kesejahteraan Pekerja atau Buruh di PT. Apac Inti Corpora." *Administrative Law & Governance Journal*, 2/4, hlm. 632- 640.
- Tini M. (2023). Colonialism as Reflected in Forster's A Passage to India. *CENDEKIA: Jurnal Ilmu Sosial, Bahasa dan Pendidikan*. Vol.3, Issue 2, pp.1-19
- Tini M. (2023). Cross-Cultural Communication Barriers in Organizations. *CENDEKIA: Jurnal Ilmu Sosial, Bahasa dan Pendidikan*. Vol.3, Issue 2. Pp.20-32
- Tini M. (2023). Suffering as Reflected in Charles Dickens' Oliver Twist. *CENDEKIA: Jurnal Ilmu Sosial, Bahasa dan Pendidikan*. Vol.3, Issue 2. Pp.34-57
- Tini M. (2023). The Importance of Human Resources Training to Improve Organizational Performance. *CENDEKIA: Jurnal Ilmu Sosial, Bahasa dan Pendidikan*. Vol.3, Issue 2. Pp.58-72.
- Tini M. (2023). Revenge as Seen in Mary Shelley's Frankenstein; or, The Modern Prometheus. *CENDEKIA: Jurnal Ilmu Sosial, Bahasa dan Pendidikan*. Vol.3, Issue 2. Pp.73-93..

- Tini M. (2023). Improving Students' Ability In Reading Narrative Text By Using Reading Aloud And Question And Answer Technique At Smp Negeri 1 Langowan. *Jurnal Pendidikan dan Sastra (JUPENSI)*, Vol.3, Issue 1, pp.103-117.
- Tini M. (2023). Improving Students's Reading Comprehension Through Group Discussion Technique. *Jurnal Pendidikan dan Sastra (JUPENSI)*, Vol.3, Issue 1, pp.91-102.
- Tini M. (2023). Struggle Of Oliver In Dickens' Oliver Twist. *Jurnal Pendidikan dan Sastra (JUPENSI)*, Vol.3, Issue 1, pp.76-90.
- Tini M. (2023). External And Internal Conflict As Revealed In Ernest Hemingway's The Old Man And The Sea. *Jurnal Pendidikan dan Sastra (JUPENSI)*, Vol.3, Issue 1, pp.63-75.
- Tini M. (2023). Improving Students' Speaking Ability Through Role Play and Picture and Picture at SMP Negeri 1 Ratahan. *Jurnal Pendidikan dan Sastra (JUPENSI)*, Vol.3, Issue 1, pp.1-13.
- Tini M. (2023). Prosperity as Reflected in Fitzgerald's The Great Gatsby. *Jurnal Pendidikan dan Sastra (JUPENSI)*, Vol.3, Issue 1, pp.14-31.
- Tini M. (2023). Pride and Dignity of Adolphus Simpson as Revealed In Poe's The Spectacles. *Jurnal Pendidikan dan Sastra (JUPENSI)*, Vol.3, Issue 1, pp.32-44.
- Tini M. (2023). The Struggle of Afro American Women as Revealed in Walker's The Color Purple. *Student Scientific Creativity Journal*, Vol.1, Issue 1, pp.162-186.
- Tini M. (2019). *Educational Supervision: Theories and Practices*. K-Media Publisher.
- Tini M. (2019). The Effectiveness of Question and Answer Technique in Teaching Reading Comprehension at SMP Negeri 3 Ratahan. *Journal of Educational Method and Technology*. pp.9-18. 5.
- Tini. M. (2023). Students' Ability in Identifying Referential Relation in Reading Text. *Student Research Journal 1 (2)*, 260-277
- Tini M. (2023). Southern Pride as Reflected in Tennessee Williams' The Glass Menagerie. *Student Scientific Creativity Journal 1 (2)*, 112-136
- Tini M. (2023). Lord of the Flies Love and Hatred as in Shakespeare's Romeo and Juliet. *Student Scientific Creativity Journal 1 (2)*, 88-111
- Tini M. (2023). Developing Students' Speaking Ability through Snowball Throwing Technique. *Journal of Creative Student Research 1 (2)*, 152-170
- Tini M. (2023). Applying Snowball Throwing Technique in Improving Students' Reading Comprehension at SMP Negeri 2 Tompaso. *Student Scientific Creativity Journal 1 (2)*, 51-65
- Tini M. (2023). Character of Ralph as Seen in William Golding's Lord of the Flies. *Journal of Creative Student Research 1 (2)*, 171-188
- Tini M. (2019). Enhancing Students' Speaking Ability Through Small Group Discussion Technique to the Firts Year Students of SMA Negeri 1 Ratahan. *Journal of Educational Method and Technology*. Vol.2, No.3. pp.41-54.
- Tini M. (2018). Friendship as Seen in Wiliiam Shakespeare's the Two Gentlemen of Verona. *Jurnal Bahasa dan Sastra*. Vol.1, Issue 1.
- Tini Moge. (2018). Friendship in White's Charlotte Web. *E-Journal UNIMA*. Vol. 5, Issue 1.
- Tini M. 2020. *Organizational Behavior: Structure an Culture*. K-Media Publisher.

- Tini M. Salaki R. J. (2022). Improving Students' Vocabulary Through Display Table Game. *Jurnal Pendidikan dan Sastra Inggris (JUPENSI)* 2 (3), 172-184
- Tini M. (2022). Students' Critical Thinking Ability in English Teaching and Learning. *Jurnal Pendidikan dan Sastra Inggris (JUPENSI)* 2 (3), 157-171
- Tini M. (2021). Research on English Language Teaching. *Insan Cendekia Mandiri*.
- Tini M. (2018). The Influence of Calculative Commitment Toward Lecturers Work Productivity at Faculty of Language Arts State University of Manado. *The 5th International Conference Proceeding*.
- Tini M. (1997). Transcendental Influences on Whitman's Perception of Science and Technology as Reflected in His Passage to India. *Universitas Gadjah Mada*.
- Tini M., Ceisy N. W., Jennifer N. F. R., Jane G. C. T. (2019). Curriculum and Lesson Planning: Outpacing Learning Process through Evaluation on English Textbook in Senior High School. English Education Department, Universitas Muhamadiyah Makassar Indonesia.
- Tini M. and Elisabeth Z. O. (2022). Applying Small Group Discussion to Enhance Students' speaking Ability at Sma N 1 Poigar. *Jurnal Pendidikan dan Sastra Inggris*. Vol.2, Issue 2. pp. 101-107.
- Tini M, Elisabeth Z. O. (2022). Pembelajaran Bahasa Inggris Berbasis Mobile Bagi Wanita Kaum Ibu GMIM Bukit Zaitun Sea Mitra. *SAFARI: Jurnal Pengabdian Masyarakat Indonesia*, Vol.2, Issue 3, pp.114-122.
- Tini M. and Salaki R. J. (2020). Agile Analytics: Adoption Framework for Business Intelligence in Higher Education. *Journal of Theoretical and Applied Information Technology*. Vol.97, Issue 7. PP. 1032-1042.
- Tini M. and Salaki R. J. (2022). Improving Students' Vocabulary through Make a Match Technique and Number Head Together (A Classroom Action Research at SMP Negeri 2 Langowan). *LITERACY : International Scientific Journals Of Social, Education and Humaniora*, Volume 1, Issue 2, pp.1-20
- Tini M. and Reynaldo J. S. (2016). Trend of ICT in Teaching and Learning. *Proceeding: International Social Sciences Academic Conference (ISSAC 2016)*.
- Tini M. and Salaki R. J. (2022). The Spirit of Democracy as Seen In Walt Whitman's I Hear America Singing. *Jurnal Pendidikan dan Sastra Inggris (JUPENSI)*, Vol.2, Issue 3, pp.55-65
- Tini M. and Reynaldo J. S. (2016). Online Learning as a Paradigm of Learning in Higher Education. *International Conference Proceeding*. Issue 1. 9.
- Tumpa, Harifin A. (2010). *Memahami Eksistensi Uang Paksa (Dwangsom) dan Implementasinya di Indonesia*. Jakarta: Kencana.
- Vedder, Richard dan Charlene Kalenkoski. (2006). "The Economic Status of Union Workers in the United States." *Journal of Labor Research* 27, hlm. 590-599.
- Visser, Jelle. (2006). "Union Membership Statistics in Countries." *Monthly Labor Review*. January, hlm. 36-43.
- Woodyard, Chris. (2007). "Working Hand In-Hand." *USA Today*. February 6.
- Yates, Jacquelyn. (2006). "Unions and Employee Ownership: A Road to Economic Recovery?" *Industrial Relations* 45, hlm. 703-711.