A new decade for social changes
Application of Inter-Organizational Communication for Collaboration (Descriptive Study Between UPT BP2MI East Java and P3MI in East Java)

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Abstract. The increase in the number of complaints by Indonesian migrant workers (PMI) from 2017 to 2019 raises big questions as to why this case happened, especially in the province of East Java with the fourth largest number of complaints in Indonesia. The function of UPT BP2MI in East Java and P3MI in East Java is questioned, how big is their role in protecting PMI, including how they collaborate to achieve this. This research will use the constructivist paradigm with the IOC and Collaboration approach which aims to describe how the application of communication between UPT BP2MI East Java and P3MI in East Java to collaborate with each other in protecting PMI. Informants in this study were employees of UPT BP2MI East Java and representatives of P3MI East Java which consisted of 4 companies that the researchers interviewed. Researchers can build the proposition that obstacles come from the center, not UPT BP2MI East Java. In addition, researchers can conclude that communication between UPT BP2MI East Java and P3MI East Java is going well although there are still shortcomings. Its good application also makes collaboration elements able to be achieved well.

Keywords. Inter-organizational Communication, Collaboration, UPT BP2MI East Java, P3MI East Java

1. Introduction
According to the report on data on the placement and protection of Indonesian migrant workers, it states that the number of complaints from East Java occupies the fourth position with the highest number of complaints from 2017 to 2019, namely 490 people in 2017, 251 people in 2018 and 589 people in 2019(National Agency for Placement and Protection of Indonesian Migrant Workers, 2020, p. 29). The number of complaints is also concerning, especially since East Java is the province with the highest number of PMIs in Indonesia. Whereas in Law no. 18 of 2017 states that there are several institutions tasked with protecting PMIs including BP2MI and P3MI. BP2MI is agency in charge as a policy implementer in the
service and protection of Indonesian Migrant Workers in an integrated manner (Government of Indonesia, 2017, p. 8).

The location of BP2MI has been divided into several provinces in Indonesia, one of which is in East Java which is located in Surabaya and is known as the UPT (Technical Service Unit). This UPT is the center of BP2MI throughout East Java. The day-to-day operations of the BP2MI organization certainly cannot be separated from its relationship to its stakeholders. Why are stakeholders so important to pay attention to? As according to Dempsey (Quoted in Kriyantono, 2017) said that stakeholders are "any human or nonhuman actor who influences and is influenced by an organization". For example, in Solomon's research (Quoted in Kriyantono et al., 2020), it has been mentioned that stakeholders is the main development actor who determines the process, outcome, implementation and evaluation of the Development Planning Forum.

The relationship between BP2MI and P3MI is also an important thing to do, because effective organizations choose and achieve appropriate goals because they develop relationships with their stakeholders. (Hon & Grunig, 1999). The stakeholder in this case study is P3MI. P3MI in Law No. 18 of 2017 has a responsibility as a company that looks for job opportunities, places PMI, and resolves PMI problems in the country where PMI works. (Amrullah, 2020, p. 15). Susanto stated that there are five communication contexts, namely: intrapersonal communication (intrapersonal communication), interpersonal communication (interpersonal communication), group communication (group communication), organizational communication (organizational communication) and mass communication (mass communication). (Susanto, 2010). Communication between BP2MI and P3MI is a form of organizational communication, especially inter-organizational communication. Interorganizational communication is defined as the structures, forms, and processes created by the exchange of messages and the creation of shared meaning among organizations and their stakeholders (Shumate & Contractor, 2013).

Communication is something that needs to be considered by BP2MI and P3MI in establishing collaboration, according to Agranoff and McGuire (Robert Agranoff and Michael McGuire, 2003, pp. 144–153) Intensive communication is very important in collaboration. Good communication makes the organization run smoothly and successfully achieve its goals. However, if on the contrary, it will cause a breakdown in organizational performance (Muhammad, quoted in Kriyantono et al., 2015). In several studies including Hardjana's research (Quoted in Kriyantono, 2018) explain that the importance of communication management in service delivery in the organization.

Meetings conducted by UPT BP2MI and P3MI in East Java, according to temporary interviews with the institutional section of UPT BP2MI East Java, occur very rarely. Even within a year, there is not necessarily a meeting with P3MI in East Java. Whereas inter-organizational communication is expected to often hold face-to-face meetings between the two parties (Krause & Ellram, 1997). With this meeting, it is hoped that intensive communication will occur so that both can collaborate well (Robert Agranoff and Michael McGuire, 2003). So it can be assumed that there is no intensive communication between the two in collaborating.

The communication process is actually able to achieve obstacles. Noise is anything that distorts the message and is an obstacle to the communication process. Different perceptions of messages, such as the presence of language barriers, interruptions, emotions, and attitudes are examples of noise that becomes a barrier to communication (Danisi et al., 2010). If noise is present in these elements in any way, complete clarity of meaning and
understanding does not occur (Danisi et al., 2010). This has made it possible for the meetings conducted by BP2MI and P3MI on a national scale through friendship and consolidation to be less effective as explained by PJTKI Monitor due to communication barriers.

In the end, through a series of phenomena above, the writer can take the preposition that there are still communication barriers between the two parties that cause collaboration to not work effectively. The efforts made by BP2MI appear to have not been carried out in detail in each area, but only in general or on the surface. So to prove this, researchers will conduct direct interviews with related parties regarding how the application of inter-organizational communication has an impact on the collaboration of UPT BP2MI East Java and P3MI East Java.

2. Literature review

2.1 Interorganizational Communication

The form of communication that occurs outside the organization is referred to as inter-organizational communication. Inter-organizational communication, or more commonly referred to as inter-organizational communication (IOC), is an interaction between one company and another (Craig, 1999). (Mohr & Nevin, 1990, p. 36) describes the IOC as "the glue that holds the distribution/integrated channels together", making it easier for organizations to control the organization's overall operations. The IOC allows the company and its stakeholders to share important and sensitive information related to operational matters, frequently exchange information both informally and/or in a timely manner, hold frequent face-to-face meetings, and monitor and follow developments on events or changes that may affect both parties. (Krause & Ellram, 1997). Transparency of information between organizations is an important thing to do, as in research Kriyantono (Quoted in Kriyantono, 2020a) which states that corruption begins with a lack of information disclosure.

Communication between organizations also intertwined with the transparency of behavior and the reduction of information asymmetry (Heide & Miner, 1992). Therefore, communication between organizations can yield good benefits to the relationship (Dyer & Singh, 1998). Moreover, in the Gant and Gant study (Quoted in Azhary & Kriyantono, 2018) explained that with Transparency can increase the trust and legitimacy of the government in the eyes of the public. IOC is an important supporting factor in strengthening the relationship between organizations (Paulraj, Quoted in Redza et al., 2014). In the context of Interorganizational Communication (IOC), the role of communication theory in this field is related to the interaction between one company and another (Redza et al., 2014, p. 35). Communication between organizations plays an important role in promoting strategic collaboration among companies (Cameron & Whetten, Cited in Monavvarian, 2012).

2.2 Collaboration

Roscelle and Teasley provide a definition of collaboration as "the mutual involvement of participants in a coordinated effort to solve a problem together," (Quoted in Lai, 2011, p. 4). Collaboration is a process between 2 parties who share information, resources, and responsibilities to jointly plan, implement, and evaluate program activities to achieve a common goal (Putnik & Cruz-cunha, 2010, p. 311).

There are several main points of difficulty in collaboration as according to Wolff (Quoted in Camarinha-matos, 2010, p. 313), namely the distribution of resources in accordance with the tasks assigned, achieving the same perception of the values exchanged between the two parties, the commitment to collaborate and face the consequences together or
vice versa, the last is the division of responsibilities, both during the process of achieving goals and also an obligation after the end of the collaboration (Camarinha-matos, 2010, p. 313).

2.3 Obstacles/Noise
The elements in the communication process determine the quality of communication. Problems in any of these elements can reduce the effectiveness of communication (Keyton, cited in Lunenburg, 2010, p. 2). If noise is present in these elements in any way, complete clarity of meaning and understanding does not occur (Lunenburg, 2010, p. 3). Noise is anything that distorts a message. Different perceptions of the message, such as the presence of language barriers, interruptions, emotions, and attitudes are examples of noise that becomes a barrier to communication. (Danisi et al., 2010). If noise is present in these elements in any way, complete clarity of meaning and understanding does not occur (Danisi et al., 2010). There are four types of barriers, namely process barriers, physical barriers, semantic barriers, and psychosocial barriers (Lunenburg, 2010).

3. Methodology and Data
This study aims to describe how the application of inter-organizational communication between UPT BP2MI East Java and P3MI in East Java to collaborate with each other in protecting PMI. This research will use a constructivist paradigm, as according to Creswell (Creswell, 2014, p. 32), the constructivism paradigm seeks to interpret various meanings. Meanwhile, according to Kriyantono that in this paradigm it is expected to be able to understand the reality or existing findings based on the interaction between researchers and those being researched (Kriyantono, 2020b, p. 25).

The use of the constructivist paradigm refers to the use of qualitative research types (Christin & Holloway, 2011, p. 7). The data used consists of qualitative data, namely words, sentences or narratives (Kriyantono, 2020b, p. 33). This study will use data sources from various aspects, namely text data, case data, individual experience data, and data from quantitative data transformation. Data from the text are taken from the internet, as well as previous research journals. Then the case data, taken from cases that occurred within the scope of East Java only. Then the individual experience data are taken from the experiences of BP2MI workers and P3MI workers. Finally, the quantitative data transformation data is taken from data owned by BP2MI.

The respondents who became the focus of this research were BP2MI employees, especially those who had knowledge and experience related to establishing a relationship with P3MI. Among them are Happy Mei as head of BP2MI, Syahrul Maizar as Head of PMI Management and Placement Division, and Nurul Hanifah as protection staff. The second respondents are employees who work at P3MI in East Java.

The data collection technique that has been carried out in this research is the interview technique. This study will use a qualitative analysis strategy according to Miles, Huberman and Saldana. This analysis technique consists of 4 stages, namely data collection, data condensation, data presentation and drawing conclusions. Based on the problem formulation that has been described previously, researchers will explore data on how important the presence of UPT BP2MI Suarabaya for P3MI in East Java and vice versa; What information was conveyed by BP2MI to P3MI; What media or communication channel does BP2MI use to communicate/distribute information with P3MI; Does the meeting often occur between the
two; What is the opinion between each party (trust and commitment); What is the opinion of the head of BP2MI, namely Benny Rhamdani.

4. Results and Discussion

4.1 Overlap of Tasks and Tasks of Ministry of Manpower and BP2MI

Based on the results of interviews with a number of P3MI, it was found that the main tasks and functions were highlighted during the interview process. P3MI looks confused by the difference in tupoksi between BP2MI and the Ministry of Manpower. "Yes, that's why we are confused which one to follow. the problem of placement is whether it is the Ministry of Manpower or BP2MI in charge." (F, Employee of PT Putera Indo Sejahtera, Interview, October 25, 2021). There are also P3MIs who think that only one of them should stand, namely according to L and H. On the other hand, A thinks differently, he says that if both of them have to communicate and equalize each other's opinion, "It's more about communication between the two parties. For example, there is a policy, both of them must communicate first because from one letter like this the other one is different. So like a rival. (A, Employee of PT Mitra Sinergi Sukses, Interview, 18 October 2021)

This was also rejected by Mei and supported by Maizar, as the head of the UPT BP2MI Surabaya and the head of the placement division that this overlapping of duties and functions is not true and that BP2MI is only the implementer and initiator. In fact, if you look at the history of BP2MI, the process of forming BP2MI has gone through a long history, starting from joining the Ministry of Manpower and other parties involved such as the Ministry of Foreign Affairs to being able to stand alone. Syahrul also explained why in the end BP2MI stood alone outside the Ministry of Manpower. On the other hand, Nurul admitted that he was confused by the differences between the two institutions. But in the end, after the issuance of the latest law in 2017, the roles of each party were different, "Yes, I was confused about the latest law, more to dualism between institutions in the end. So it seems that the Ministry of Manpower is the regulator and we are the implementers, so I'm confused too. “(Nurul, Protection Staff of UPT BP2MI East Java, Interview, 15 October 2021)

4.2 Stakeholders Who Have Important Roles in Protecting PMI

In interviews with five P3MIs in East Java, it was found that there are several important stakeholders who are the references for P3MIs to operate the company. These stakeholders include the Ministry of Manpower (Kemnaker), BP2MI, the Department of Manpower, Immigration, and insurance or BPJS Employment (PT Parco Laut, et.al, 2021). The statements from the three informants above have similarities with H regarding the Ministry of Manpower (Kemnaker) and BP2MI being stakeholders who have an important role in protecting PMI. Although L and P felt that the presence of BP2MI made the P3MIs confused about the role of BP2MI. However, only A said that P3MI is also an important stakeholder in protecting PMI. Then, the Manpower Office (Department of Manpower) according to A and H is also an important stakeholder for the smooth protection of PMI. Although H added that there are several other parties who also have an important role in it.

In the end, the Ministry of Manpower has the most important position according to the four P3MIs. Because the presence of BP2MI actually made P3MI feel confused about the main duties and functions of the institution. Communication with UPT BP2MI at this time according to A and H is needed because UPT can help with SISKOTKLN arrangements. The next reason is because UPT BP2MI is the body that makes regulations, "It is very important, because it is bp2mi who makes the regulations and we carry out some of the regulations. The
relationship is very important.” (M, PT Parco Laut Employee, Interview, 15 October 2021). Not only that, BP2MI is said to be quite helpful according to P3MI according to A and P when experiencing problems, “If we have a problem, we must go to the UPT and then return to P3MI. So there is continuity.” (F, Employees of PT Putera Indo Sejahtera, Interview, October 25, 2021). In essence, UPT BP2MI is considered important because it can help smooth PMI delivery, in other words support P3MI to achieve its goals. BP2MI also seeks to help P3MI in accordance with existing SOPs, for example related to problematic systems, administrative services, and providing assistance for returning PMIs who died by providing free ambulances. (Maizar, nd).

Furthermore, according to the three informants from UPT BP2MI East Java, the central to regional governments including P3MI have an important role in protecting PMIs. Hal this is in line with the latest Protection Law No. 18 of 2017 involving all parties from the center to the village (Government of Indonesia, 2017). The importance of the presence of P3MI is explained for several reasons, including the result that this institution is included in the placement scheme (Happy May, nd). Then the second reason is the interest of informal workers is still high compared to formal workers (Nurul, nd). Thus, it will be more difficult if P3MI does not play a role in protecting PMI. In the end, communication is very important for BP2MI to do to P3MI, regarding the smooth process of PMI to work abroad until they return to their homeland.

4.3 Relationship between UPT BP2MI in East Java and P3MI in East Java

The relationship between UPT BP2MI East Java in the eyes of P3MI is fairly good. Like P’s confession, the UPT representative in Madiun always supports the company’s operations. This is in line with the acknowledgment of UPT BP2MI, that a good relationship is established if P3MI complies with the existing rules. Moreover, UPT only followed the direction of the center. BP2MI tries to remain professional, which means that if a problem occurs, it will be resolved according to the procedure, "It seems good enough, like it or not, they also need us, right? We also remain professional, for example, when they have a problem, we solve it according to the procedure.” (Nurul, Protection Staff of UPT BP2MI East Java, Interview, 15 October 2021).

Besides the advantages of UPT BP2MI, according to P3MI the institution still has sides that should be further improved. Among them are related to the OPP of the CPMI and coordination that is not fast enough, "We can't coordinate quickly, for example, we have a problem, they always say we have to ask the center first because they are full of caution. I want the answer right away." (A, Employee of PT Mitra Sinergi Sukses, Interview, October 18, 2021). The slow coordination according to P3MI is thought to be due to UPT only following directions from the center, "I think the East Java one is fine, their point is yes. It looks like it's just following from the center from the head.” (F, Employees of PT Putera Indo Sejahtera, Interview, October 25, 2021).

Not only P3MI, BP2MI also admitted that sometimes it is still difficult to get in touch with P3MI. There are P3MI who need “more effort”, “Like it or not, they are needed.” (Shahrul, Head of Placement Division of UPT BP2MI East Java, Interview, 14 October 2021). Nurul explained why it was difficult to deal with or control P3MI and he explained it through a percentage, "It's a bit difficult, maybe 70%, 30% or 60% and 40%. Maybe it's changed, yes, when I just came in, it was a bit difficult, but over time, because we tried so hard, they finally agreed. If it was possible before, it depended on the leader, or depending on
the officer. Maybe in the past we were a bit soft, but now we really comply with the rules." (Nurul, Protection Staff of UPT BP2MI East Java, Interview, 15 October 2021).

According to the results of the interview, UPT BP2MI and P3MI trust each other, but communication and compliance with applicable regulations are required. So that it does not cause negative perceptions from each party. P3MI in the interview said that they are willing to cooperate with UPT, this is motivated by everything related to operational performance that will run based on cooperation and compliance with UPT BP2MI.

4.4 Distribution of Information between BP2MI and P3MI in East Java

Communication carried out by BP2MI and P3MI is carried out by distributing information. Important information is often conveyed by BP2MI to P3MI. The information is in accordance with their respective fields, such as the field of placement, protection, or institutions. This is in line with the information provided by Nurul, but the special protection section is to provide information about problems or complaints from PMI, "If we are related to this problem, the placement department, from protection itself will contact P3MI when a problem occurs or there are parties who complain, related to the P3MI.” (Nurul, Protection Staff of UPT BP2MI East Java, Interview, 15 October 2021).

According to several P3MI, the information submitted by BP2MI is indeed in accordance with their respective fields, "Usually it’s from the institution, Miss, if the protection is every day, but the focus is on the institution, right? If the current protection is related to the process, the children must go, so that protection is already covered by insurance so without insurance they can’t fly." (A, Employee of PT Mitra Sinergi Sukses, Interview, 18 October 2021)

A's statement is in line with H. However, L confirmed that only one party provided comprehensive information. Then P said that it was the P4TKI Madiun who provided the information so it was not directly from the provincial UPT.

P3MI also confirmed that important information is often conveyed by BP2MI, "There must be, every TKI there is a problem, it is immediately conveyed." (F, Employee of PT Putera Indo Sejahtera, Interview, October 25, 2021). L, A, and H in the interview also stated that the majority of the important information consisted of the latest regulations. All information provided by BP2MI is essentially conveyed and the content of information is related to regulations. The regulation originally came from a center such as BP2MI or the Ministry of Manpower. These regulations are then submitted to P3MI and the latest ones are always updated, for the smooth delivery and repatriation of PMI. The information provided is completely undisguised.

According to Nurul and Maizar, the distribution of information to P3MI was carried out through several media such as: email, WhatsApp group, FGD, telephone or face to face. Based on L, A, and H's statement confirming that the majority of information is often conveyed via email, WhatsApp, and face-to-face meetings, "Usually email, yes wa group. “(F, Employee of PT Putera Indo Sejahtera, Interview, October 25, 2021)

4.5 Meeting between BP2MI and P3MI in East Java

One of the communication media carried out by UPT BP2MI is holding a meeting between UPT BP2MI and P3MI. However, these meetings are not held very often. "Oh ever. The FGD was held in 2018 or 2019, only from us there has never been an activity that has brought together P3MI. Why, because during this pandemic it is difficult to gather people in one place to stop in 2021. The meetings are by Zoom only, and most of these meetings are
centrally coordinated.” (Happy May, Head of UPT BP2MI East Java, Interview, 14 October 2021).

Meetings from UPT are said to come from the central mandate and are carried out by each work unit. However, this condition is different during the pandemic and it is felt that there is no important agenda to do. Meetings from UPT are said to come from the central mandate and are carried out by each work unit. However, this condition is different during the pandemic and it is felt that it doesn't exist yet important agenda to do. Before the pandemic, the central BP2MI had held national meetings such as national gatherings and consolidation. UPT has also held a meeting during a pandemic, "... I just remembered that during the pandemic yesterday there was a meeting but only P3MI and CPMI were on migrant day in December 2020 and they were limited, only partially. The event was at the Diyandra Gramedia Expo, which only invited PT from the Surabaya area and other PTs by Zoom Meeting.” (Nurul, Protection Staff of UPT BP2MI East Java, Interview, 15 October 2021).

According to one P3MI, UPT also held a meeting two years ago regarding Zero Cost. The UPT also hopes to hold meetings often within the province, but the budget is an obstacle to holding these meetings, "That's from the center, yes, my intention actually wanted to hold such a meeting but the budget was not available." (Shahrul, Head of Placement Division of UPT BP2MI East Java, Interview, 14 October 2021). On the one hand, the Head of UPT BP2MI, Happy Mei stated that he was afraid that the meeting could lead to negative opinions from the public. "What about us, I still can't answer because of "this", from the leadership if we are close to P3MI it is considered that we have "something". even though we have forbidden our employees to accept anything from the private sector, because we don't want to carry out these activities later lest there be an issue that the East Java UPT and P3MI have "something". (Happy May, Head of UPT BP2MI East Java, Interview, 14 October 2021).

4.6 BP2MI's visit to P3MI in East Java

In the results of interviews conducted with four P3MI, it was observed that visits were rarely made. Visits are also carried out depending on the needs of BP2MI, "As for the UPT, it depends on what you want to do, what is the purpose, for example, to cross-check Sisco or something like that, right? Yes, each part." (H, Employees of PT Nurwira Cahaya, Interview, 18 October 2021). A admitted that visits were usually carried out by placement and protection. Meanwhile, L admitted that the head of the UPT, who usually visited, the placement and protection department, simply made a phone call. In contrast to A, and L, H admitted that visits were usually carried out by the center and P admitted that visits were made by P4TKI Madiun and the placement division.

When confirmed regarding the visit, Nurul admitted that the protection and placement did indeed carry out visits. The visit depends on what the purpose is and is not done often, depending on whether there is a problem or not, "Oh, it doesn't have to depend on you"report in case of problems. We usually deliver (notice) on the way, hahaha. (Nurul, Protection Staff of UPT BP2MI East Java, Interview, 15 October 2021). Unlike Nurul, Maizar admitted that visits were only made when there was an urgent problem, "Unless there is something urgent, usually it is only from protection friends., (Syahrul, Head of Placement Division of UPT BP2MI East Java, Interview, 14 October 2021)

According to L, A, and H, there was no prior notification from UPT BP2MI East Java. While P admitted that there was advance notification, the notification was delivered through the group whatsappP3MI association in East Java, “Usually there are. Sometimes there is a sudden inspection, yes." (F, Employees of PT Putera Indo Sejahtera, Interview, October 25,
Maizar as the Head of the Placement Division also tried to avoid visiting P3MI, this was done so as not to cause negative perceptions from the public. According to Maizar, the visit must be in accordance with a guide from the center. The guide is in the form of a letter in which there is a checklist that must be met.

4.7 Communication Barriers

So far, P3MIs admit that they have no problems communicating with UPT BP2MI East Java, because they feel that the service is already good compared to the previous one. So that P3MI can basically convey obstacles through any media related to PMI filing problems, or regulations that are poorly understood. However, if the problem is outside the context or is an external problem, UPT can only help to clarify the problem.

The results of this research have provided a clear description of how the application of inter-organizational communication is carried out between the two institutions. The elements of inter-organizational communication are finally almost fulfilled, although there are still some shortcomings. The problem between UPT BP2MI and P3MI, is not so hampering the protection before and after PMI returns to the homeland. Collaboration can finally be achieved because the elements of collaboration are fulfilled, such as sharing information, sharing responsibilities, mutual trust, sharing information, and commitment to collaboration (Camarinha-matos, 2010; Putnik & Cruz-cunha, 2010).

The results of the research on the application of inter-organizational communication provide another perspective that face-to-face meetings and visits to monitor the development of P3MI that are rarely carried out do not affect the communication relationship between UPT BP2MI East Java, as explained by DR Krause & Ellram (1997) & Robert Agranoff and Michael McGuire, (2003). The two previously concluded that Inter-organizational communication (IOC) is expected to hold frequent face-to-face meetings between the two parties (Krause & Ellram, 1997). With this meeting, it is hoped that intensive communication will occur so that both can collaborate well (Robert Agranoff and Michael McGuire, 2003).

Although sometimes when communicating, there are still some obstacles. However, some of these obstacles did not have much impact on the opinions of each party. The most significant obstacle and it is estimated that East Java occupies the first position with the highest number of complaints in Indonesia coming from the center. As concluded by Lunenburg (2010), that the elements in the communication process determine the quality of communication. Problems in any of these elements can reduce the effectiveness of communication (Keyton, cited in (Lunenburg, 2010, p. 2). If noise/obstruction is present in these elements in any way, complete clarity of meaning and understanding does not occur (Lunenburg, 2010, p. 3)

5. Conclusion

Application of inter-organizational communication UPT BP2MI East Java and P3MI in East Java to collaborate with each other in protecting PMIs, have built the proposition that obstacles come from the center, not UPT BP2MI East Java. In addition, researchers can conclude that communication between UPT BP2MI East Java and P3MI East Java is going well although there are still shortcomings. Meetings that are held infrequently do not greatly affect the relationship between the two institutions, because of the technology that allows communication between organizations such as the internet. Its good application also makes collaboration elements able to be achieved well. This is caused because Inter-organizational communication plays an important role in promoting strategic collaboration among companies.
(Cameron & Whetten, Cited in Monavvarian, 2012). However, if the central government is not aware and tries to minimize obstacles, it can lead to repeated mistakes such as the high number of PMI complaints

References


